

APPENDIX 4
Capital Dashboard by Program/Agency
For the Period ended December 31, 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%	↓	⊙
	Q4	18.78	8.42	8.42	44.8%	↓	Ⓡ
Court Services	5M	0.00	0.00	0.00			Ⓡ
	Q2	0.00	0.00	0.00	0.0%	↓	Ⓡ
	Q3	0.00	0.00	0.00	0.0%	□	Ⓡ
	Q4	0.00	0.00	0.00	0.0%	□	Ⓡ
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%	↑	⊙
	Q4	29.71	14.79	14.79	49.8%	↓	Ⓡ
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%	↓	Ⓡ
	Q4	21.39	8.88	8.88	41.5%	↓	Ⓡ
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%	↓	⊙
	Q4	207.37	110.20	110.20	53.1%	↓	⊙
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%	↓	Ⓞ
	Q4	601.28	347.26	347.26	57.8%	↓	⊙
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%	↓	Ⓡ
	Q4	10.93	2.22	2.22	20.4%	↓	Ⓡ
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%	↓	⊙
	Q4	6.06	3.33	3.33	54.9%	↓	⊙
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%	↓	Ⓞ
	Q4	895.51	495.09	495.09	55.3%	↓	⊙

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

For the twelve months ended December 31, 2020, the capital expenditures for Community and Social Services totalled \$495.1 million of their collective 2020 Approved Capital Budget of \$895.5 million. No Program in this service area have achieved a spending rate of over 70% of their respective 2020 Approved Capital Budgets.

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

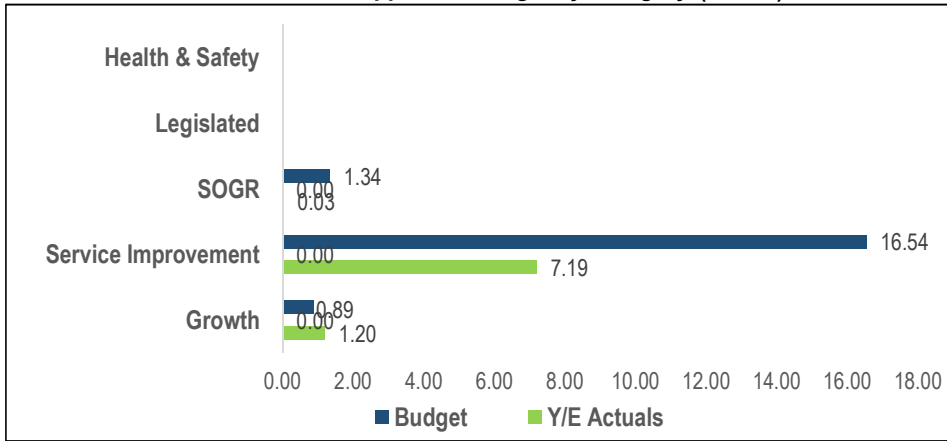


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 21

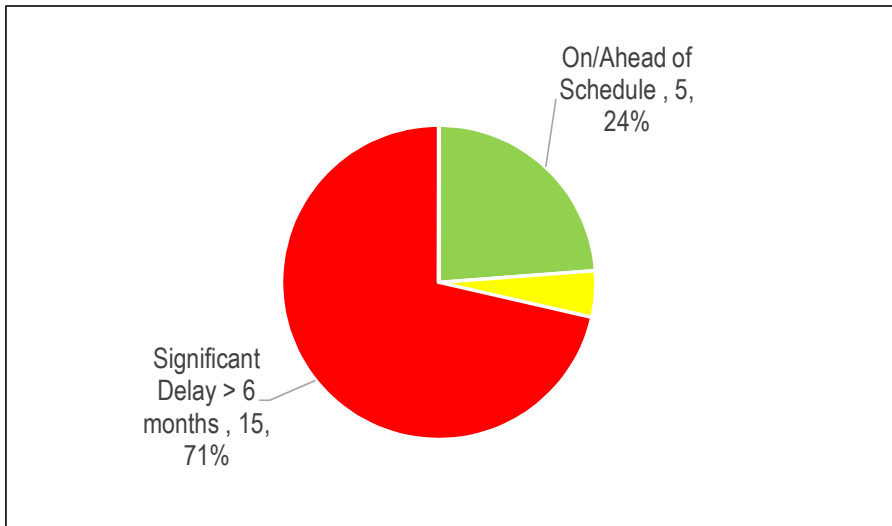


Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.38	1.00	13.17		1.23

Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed	3	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation	5	1
COVID - 19 Related	1	
Other*	1	
Total # of Projects	15	1

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 3rd 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 underspending is attributed to COVID-19 impacts .
- The IT project exceeded 2020 budget, reflecting synergy achieved by concurrently delivering 2 on-line applications.

Children's Services (CHS)

Projects by Category (Million)	2020 Approved Cash Flow	Year End Actuals				Notes	Total Approve d Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2019	0.117	0.025	21.4%	Ⓡ	Ⓡ	1	1.285	1.193
TELCCS SOGR 2020	1.226		0.0%	Ⓡ	Ⓡ	2	1.226	0.000
Sub-Total	1.343	0.025	1.9%	-	-		2.511	1.193
Service Improvements								
St John the Evangelist Catholic School	1.967		0.0%	Ⓡ	Ⓡ	3	3.900	1.934
Block 31 Child Care Centre	1.546	0.574	37.1%	Ⓡ	Ⓡ	4	4.733	3.753
Bridletown Community Centre	0.350		0.0%	Ⓡ	Ⓡ	5	3.900	0.000
David and Mary Thompson (Centre 7)	0.350		0.0%	Ⓡ	Ⓡ	5	5.000	0.000
Western North York Child Care	0.312		0.0%	Ⓡ	Ⓡ	6	5.000	0.038
North East Scarborough Centre	0.343	0.343	100.0%	Ⓞ	Ⓞ		5.000	0.362
Stanley Public School	1.000	0.792	79.2%	Ⓞ	Ⓨ	7	3.900	0.995
St. Barnabas Catholic School	0.850	0.358	42.1%	Ⓡ	Ⓡ	8	3.500	0.535
St Bartholome Catholic School	0.750	0.083	11.1%	Ⓡ	Ⓡ	9	3.800	0.200
St. Roch Catholic School	0.715	0.126	17.6%	Ⓡ	Ⓡ	8	4.000	0.255
TCH Lawrence Ave Site	1.386	1.386	100.0%	Ⓞ	Ⓞ		5.353	5.353
TCH Needle Firway	0.100		0.0%	Ⓡ	Ⓡ	10	3.900	0.075
Mount Dennis Child Care Centre	5.000	2.826	56.5%	Ⓨ	Ⓡ	11	19.830	5.904
Wallace Emerson Child Care Centre	0.259	0.261	100.8%	Ⓞ	Ⓞ		5.000	0.261
Bendale Child Care Centre	0.462		0.0%	Ⓡ	Ⓡ	12	3.425	3.040
Anishnabe Child Care Centre	0.500	0.445	89.0%	Ⓞ	Ⓞ		7.809	0.445
Gilder Child Care Centre (Centre 11)	0.600		0.0%	Ⓡ	Ⓡ	8	3.900	1.979
Bayside Child Care	0.050		0.0%	Ⓡ	Ⓡ	13	0.700	0.000
Sub-Total	16.540	7.194	43.5%				92.650	25.129
Growth Related	18.000							
TCS Growing Child Care	0.892	1.198	134.3%	Ⓡ	Ⓞ	14	4.764	2.046
Sub-Total	0.892	1.198	134.3%				4.764	2.046
Total	18.775	8.417					99.925	28.368

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 2019 carry forward budget was delayed due to COVID -19, with underspent funds carried forward to 2021.

Children's Services (CHS)

Note # 2:

The 2020 year-end under spending is attributed to COVID-19 impacts.

Note # 3:

Construction has been completed and awaiting security camera installation. The landscaping and final remediation will be completed in Q1, 2021. The project will be subsequently underspent, with the unused funding returned to the source to support construction of additional centres.

Note # 4

The project has been substantially completed; while centre opened in August, some aspects of the project have been delayed due to COVID; the project is scheduled for completion early 2021; with the project projected to be underspent, unused funding of \$0.3 million will be returned to source to support the construction of additional centres.

Note # 5:

This project remains in the early planning phase, with third party consultation related to scope and design on-going; the cash flow budget includes funding for construction to begin in 2022.

Note # 6:

As this project is nearing the end of the planning phase, it is anticipated that the project will be going to tender in Q2, 2021.

Note # 7:

Construction has commenced, with project completion scheduled for 2022.

Note # 8:

Construction is under way, with the unspent cash flow carried forward to 2021, with the construction on track with the 2021 budgeted cash flow.

Note # 9:

Due to delays associated with COVID, the project has been retendered, with the new tender close scheduled for February, 2021.

Note #10:

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

Note # 11:

Construction commenced in July 2020, with delays encountered due to COVID; under spent cash flow is carried forward into 2021, with the project budgeted to be completed in 2023.

Note # 12:

The construction and playground retrofit are complete, with final contractor's billing anticipated in Q2.

Note # 13:

Waterfront Toronto has begun work on the Prequalification requirements for the centre's contractor, with the RFP scheduled for Q1, 2021. The construction is expected to commence in June or July, 2021.

Note # 14:

The project is well under way, with the attendance module and online budget preparation/ submission modules rolled out for centre providers; over spending of 2020 cash flow reflects overachievement of project targets reflecting synergy from concurrently delivering on-line applications.

Chart 1
2020 Approved Budget by Category (\$29.71)

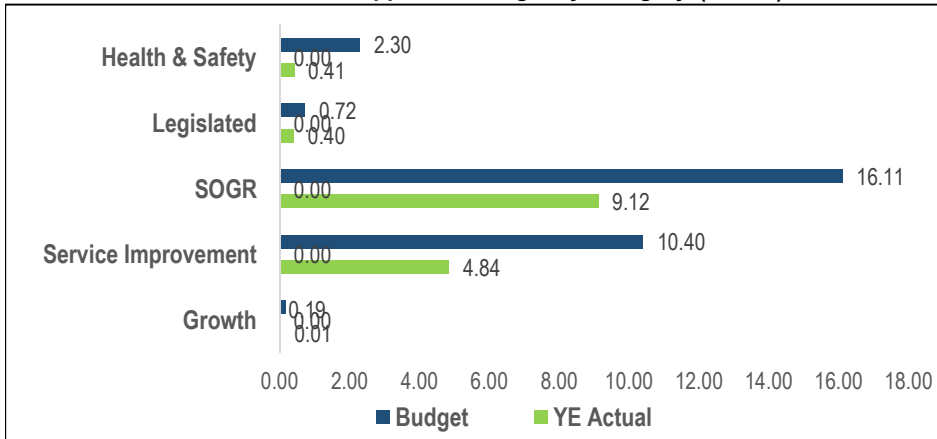


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 24

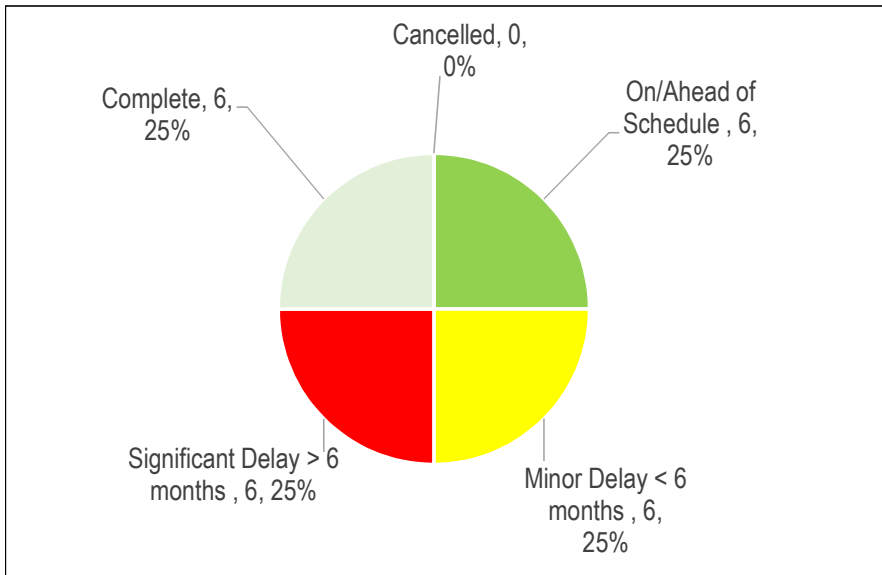


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	1
Procurement Issues	2	0
RFQ/RFP Delayed	1	0
Contractor Issues	0	1
Site Conditions	0	1
Co-ordination with Other Projects	1	0
Community Consultation	0	0
COVID-19 Related	1	2
Other*	1	1
Total # of Projects	6	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.54	8.20	6.99	5.99	0.00

Reasons for "Other*" Projects Delay:

Key Discussion Points: (Please provide reason for delay)

Economic Development and Culture spent \$14.79 million or 49.8% of its 2020 Council Approved Capital Budget at year-end. The lower spend rate is the result of COVID-19 as a number of capital projects were delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. These projects and associated cash flow funding have been postponed to 2021 for completion. Other reasons for major underspending are discussed below:

- The *Casa Loma Phase 10* project previously experienced internal delays as a result of COVID-19, construction has begun in Q4 2020.
- The *Guild Revitalization and Site Work* projects were delayed due to unanticipated site conditions, additional expenses and shut down resulting from COVID-19. The contractor has revised the schedule and the project is expected to be substantially completed by February 2021.
- The *Indigenous Centre for Innovation and Entrepreneurship* project experienced delays in the completion of architecture drawings and additional funds were required for tender which has now been secured.

- The *BIA Financed Funding - Toronto Entertainment District* project was 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.

Economic Development and Culture (ECT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Major Maintenance	0.059	0.015	1600.0%	0.032	53.9%	Y	R		0.466	0.439
Casa Loma Exterior	2.237	0.116	5.2%	0.379	16.9%	R	G	#1	7.374	2.816
Sub-Total	2.297	0.131	5.7%	0.411	17.9%	-	-		7.840	3.255
Legislated										
Collections Care	0.321	0.131	40.8%	0.233	72.7%	G	Y		0.372	0.320
Cultural Infrastructure Development	0.291	0.004	1.4%	0.117	40.3%	R	R		3.317	0.417
Major Maintenance	0.044	0.014	30.8%	0.014	30.8%	R	G		0.120	0.089
Restoration and Preservation of Heritage Elements	0.065	0.040	61.8%	0.040	61.8%	Y	R	#2	0.422	0.397
Sub-Total	0.721	0.189	26.2%	0.404	56.1%	-	-		4.231	1.223
State of Good Repair										
Cultural Infrastructure Development	0.224	0.000	0.0%	0.143	63.8%	Y	Y		0.737	0.656
Major Maintenance	2.031	0.748	36.8%	1.696	83.5%	G	Y		6.762	4.605
Refurbishment and Rehabilitation	0.305	0.177	58.2%	0.219	71.8%	G	Y		0.400	0.314
Restoration and Preservation of Heritage Elements	4.998	0.752	15.0%	1.872	37.4%	R	G	#3	8.615	4.233
BIA Streetscape Master Plan Program	0.038	0.016	42.3%	0.021	55.9%	Y	G		0.260	0.243
BIA Planning Act Revenue	0.955	0.364	38.1%	0.522	54.7%	Y	G		4.750	3.229
BIA Financed Funding	2.778	0.000	0.0%	0.000	0.0%	R	G	#4	6.033	1.905
BIA Equal Share Funding	4.744	0.941	19.8%	4.609	97.2%	G	G		10.330	9.699
PATH Wayfinding	0.034			0.034	100.0%	G	G		0.167	0.166
Sub-Total	16.107	2.999	18.6%	9.117	56.6%	-	-		38.054	25.940
Service Improvements										
Cultural Infrastructure Development	4.593	1.603	34.9%	3.629	79.0%	G	Y		9.629	9.078
Economic Competitiveness Data Management System	0.723	0.213	29.5%	0.359	49.7%	R	Y	#5	1.200	0.870
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.000	0.0%	0.000	0.0%	R	R	#6	3.614	0.000
Restoration and Preservation of Heritage Elements	0.550	0.216	39.3%	0.207	37.7%	R	G	#7	0.550	0.207
Service Enhancement	0.234	0.021	9.1%	0.044	19.0%	R	G	#8	1.890	1.501
BIA Streetscape Master Plan Program	0.121	0.033	26.9%	0.046	38.1%	R	G	#8	0.204	0.129
Commercial Façade Improvement Program	0.499	0.163	32.7%	0.498	99.8%	G	G		1.885	1.759
Mural Program	0.070	0.018	25.0%	0.060	85.6%	G	G		0.100	0.095
Sub-Total	10.403	2.266	21.8%	4.844	46.6%	-	-		19.071	13.640
Growth Related										
Cultural Infrastructure Development	0.187	0.007	3.7%	0.014	7.6%	R	R	#8	1.076	0.721
Sub-Total	0.187	0.007	3.7%	0.014	7.6%	-	-		1.076	0.721
Total	29.714	5.592	18.8%	14.790	49.8%				70.272	44.778

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

Note # 1:

The 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 was delayed until November 1 at tenant's request. On-site construction has started in Q4 2020 and construction is anticipated to be completed by end of 2021.

Note # 2:

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

Note # 3:

The Fort York Restoration project was delayed due to waiting for design approvals from Toronto Hydro and manufacturing delays for new switch gear, the interior work will not be completed until summer 2021. The Montgomery's Inn Restoration was delayed as part of the City's capital slowdown.

Note # 4:

The Toronto Entertainment BIA Streetscape Improvement Fixed Finance project has been delayed due to procurement issues and COVID-19 implications.

Note # 5:

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

Note # 6:

The Indigenous Centre for Innovation and Entrepreneurship project was delayed due to longer than expected time required to complete the architecture drawings as well as insufficient funds available for tender which has been resolved in 2020.

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.

Seniors Services and Long-Term Care (HOM)

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

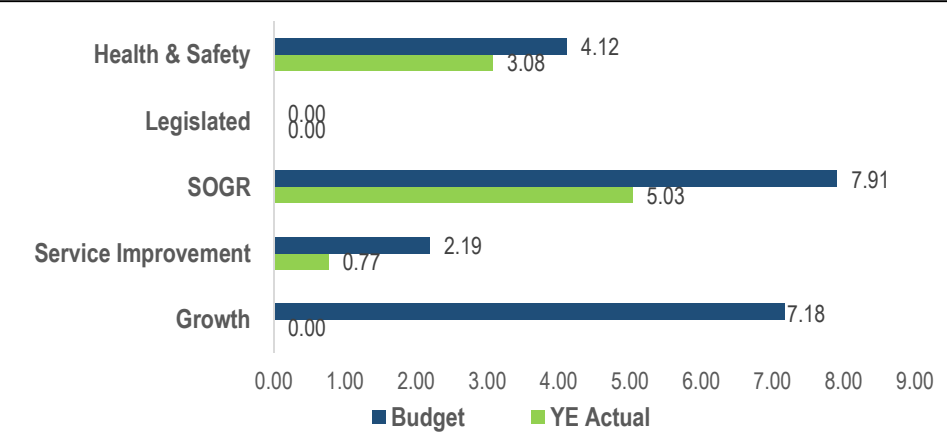


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 10

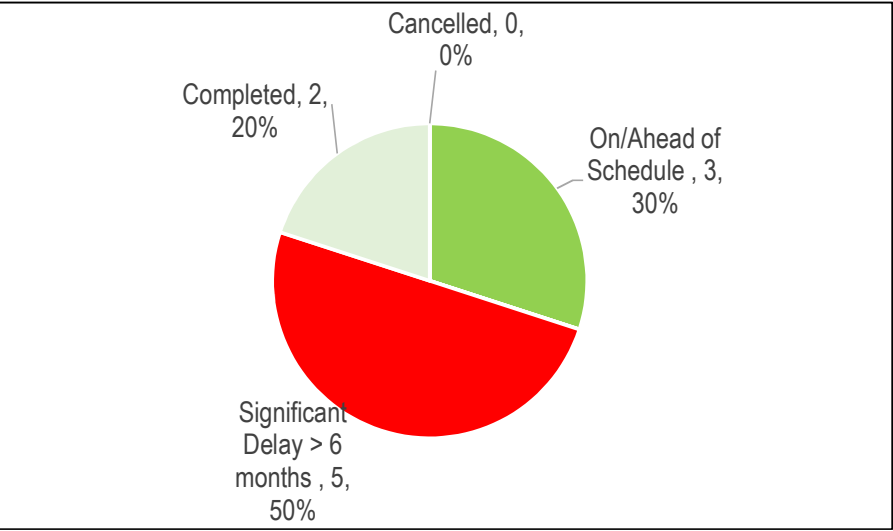


Table 2

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*		
Total # of Projects	5	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.76		14.91	1.72	

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 *Electronic Health Care System* requires minor enhancements to address gaps identified during

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			11							
Electrical - Life Safety Systems	0.920		14	0.920	100.0%	Ⓞ			3.950	3.773
Mechanical - HVAC	1.657		0.0%	1.588	95.8%	Ⓞ	Ⓞ		8.795	7.119
Specialty Systems & Elevator	0.300		0.0%	0.300	100.0%	Ⓞ	Ⓞ		2.780	2.722
Building Health & Safety - 2020	1.238		0.0%	0.269	21.7%	Ⓡ	Ⓡ	#1	1.625	0.308
Sub-Total	4.115	0.000	0.0%	3.076	74.8%	-	-		17.150	13.923
Legislated										
Kipling Acres - Redevelopment	0.000			0.000					4.500	4.330
Kipling Acres - Phase 3	0.000			0.000					47.500	45.310
Sub-Total	0.000	0.000		0.000		-	-		52.000	49.640
State of Good Repair										
Building Upgrades	2.804		0.0%	2.334	83.3%	Ⓞ	Ⓞ		13.445	13.257
Specialty Systems	0.799		0.0%	0.689	86.2%	Ⓞ			1.635	1.524
Building SOGR - 2020	4.306		0.0%	2.011	46.7%	Ⓡ	Ⓡ	#1	7.065	2.532
Sub-Total	7.909	0.000	0.0%	5.034	63.7%	-	-		22.145	17.313
Service Improvements										
Electronic Health Care System	1.940		0.0%	0.765	39.5%	Ⓡ	Ⓡ	#2	3.152	1.977
Kronos Feasibility Study	0.250		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.250	0.000
Sub-Total	2.190	0.000	0.0%	0.765	35.0%	-	-		3.402	1.977
Growth Related										
Carefree Lodge Redevelopment	7.175		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	175.970	0.000
Sub-Total	7.175	0.000	0.0%	0.000	0.0%	-	-		175.970	0.000
Total	21.389	0.000		8.876					270.667	82.853

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.

Note # 2:

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 Electronic Health Care System requires minor enhancements to address gaps identified during COVID-19 within the allocated budget for this project. 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 (\$207.37)

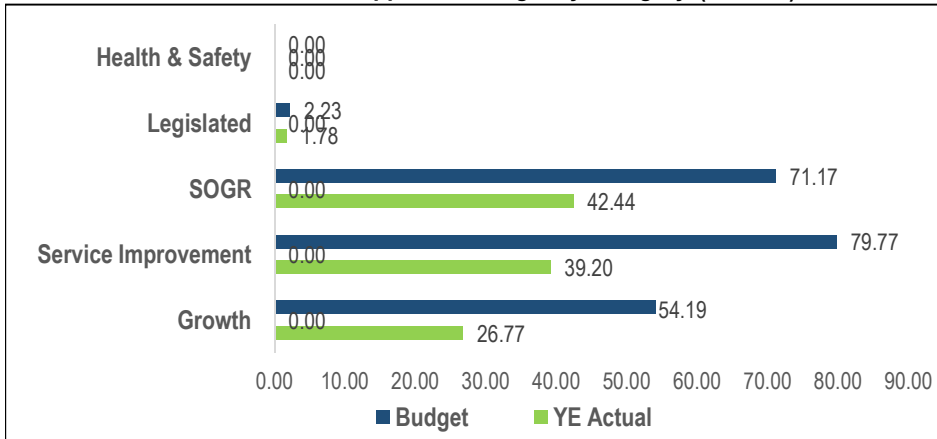


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	43
Service Improvement	172
Growth	31
Total # of Projects	248

Chart 2
Project Status - 248

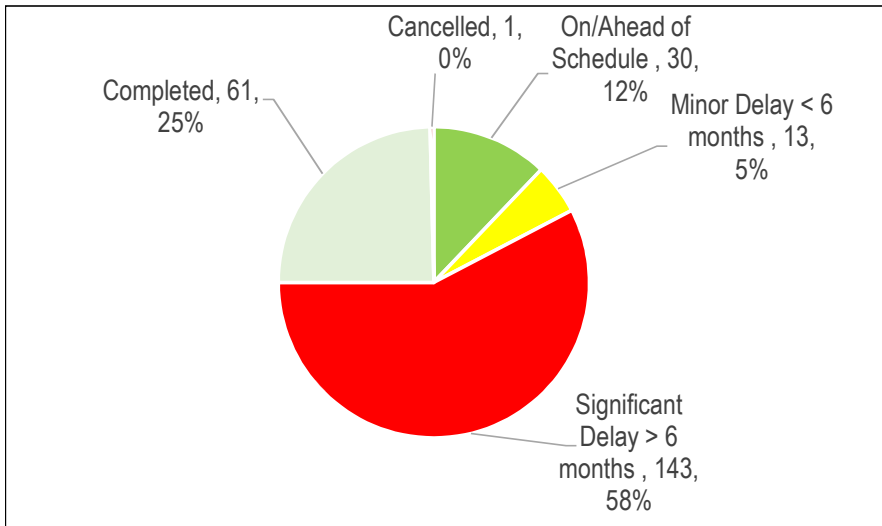


Table 2

Reason for Delay	156	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	6	
Contractor Issues	2	
Site Conditions	6	
Co-ordination with Other Projects	48	6
COVID-19 Related	27	2
Community Consultation	10	1
Other*	43	4
Total # of Projects	143	13

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
51.52	12.09	130.05	13.71	

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 spent \$110.197 million, or 53.1% of its 2020 Approved Capital Budget of \$207.366 million at year-end.
- The lower spend is primarily the result of COVID-19 as a number of capital projects were delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. This represented a total impact of \$35.166 million on spending.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- In addition, 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 December 31, 2020, Parks, Forestry and Recreation reported 30 projects currently on-track (\$51.522 million) and 61 completed projects. These projects were completed under budget (\$12.754 million out of total budget of \$13.706 million)
- 156 projects (\$142.138 million) experienced delays primarily due to COVID-19, longer than anticipated RFP/RFQ processes, timing of parkland acquisition, 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 (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Legislated Project Name										
LAND ACQUISITION	2.232		0.0%	1.783	79.9%	Ⓞ	Ⓡ	#1	6.277	5.082
Sub-Total	2.232	0.000	0.0%	1.783	79.9%	-	-		6.277	5.082
State of Good Repair										
ARENA	8.594		0.0%	4.866	56.6%	Ⓜ	Ⓡ	#2	59.720	37.134
COMMUNITY CENTRES	12.141		0.0%	7.725	63.6%	Ⓜ	Ⓞ	#3	73.098	46.380
ENVIRONMENTAL INITIATIVES	3.058		0.0%	1.752	57.3%	Ⓜ	Ⓡ	#4	10.500	8.639
OUTDOOR RECREATION CENTRE	2.782		0.0%	1.782	64.1%	Ⓜ	Ⓞ	#5	9.912	6.701
PARK DEVELOPMENT	4.930		0.0%	0.395	8.0%	Ⓡ	Ⓞ	#6	12.287	8.217
PARKING LOTS & TENNIS COURTS	2.328		0.0%	1.114	47.9%	Ⓡ	Ⓡ	#7	9.851	5.214
PLAYGROUNDS/WATERPLAY	1.716		0.0%	1.120	65.3%	Ⓜ	Ⓡ	#8	10.090	4.891
POOL	6.254		0.0%	4.636	74.1%	Ⓞ	Ⓞ		22.381	10.975
SPECIAL FACILITIES	16.968		0.0%	11.403	67.2%	Ⓜ	Ⓡ	#9	64.818	31.812
FACILITY COMPONENTS	6.955		0.0%	2.724	39.2%	Ⓡ	Ⓞ	#10	21.011	16.339
TRAILS & PATHWAYS	5.445		0.0%	4.921	90.4%	Ⓞ	Ⓡ	#11	23.698	17.406
Sub-Total	71.171	0.000	0.0%	42.439	59.6%	-	-		317.365	193.709
Service Improvements										
ARENA	0.812		0.0%	0.269	33.1%	Ⓡ	Ⓡ	#2	13.775	7.030
COMMUNITY CENTRES	2.294		0.0%	1.295	56.5%	Ⓜ	Ⓡ	#3	17.011	6.716
ENVIRONMENTAL INITIATIVES	1.929		0.0%	1.603	83.1%	Ⓞ	Ⓞ		15.125	11.340
INFORMATION TECHNOLOGY	15.557		0.0%	6.321	40.6%	Ⓡ	Ⓡ	#12	62.736	30.275
OUTDOOR RECREATION CENTRE	6.986		0.0%	4.699	67.3%	Ⓜ	Ⓡ	#5	28.771	12.423
PARK DEVELOPMENT	31.723		0.0%	10.240	32.3%	Ⓡ	Ⓡ	#6	193.818	83.750
PLAYGROUNDS/WATERPLAY	7.508		0.0%	6.287	83.7%	Ⓞ	Ⓡ	#8	31.928	26.564
POOL	3.293		0.0%	3.102	94.2%	Ⓞ	Ⓡ	#13	20.000	19.808
SPECIAL FACILITIES	5.859		0.0%	2.174	37.1%	Ⓡ	Ⓡ	#9	36.723	9.369
FACILITY COMPONENTS	1.764		0.0%	1.684	95.5%	Ⓞ	Ⓞ		10.893	5.025
TRAILS & PATHWAYS	2.045		0.0%	1.529	74.8%	Ⓞ	Ⓡ	#11	16.372	7.482
Sub-Total	79.770	0.000	0.0%	39.203	49.1%	-	-		447.152	219.782
Growth Related										
COMMUNITY CENTRES	39.938		0.0%	24.002	60.1%	Ⓜ	Ⓡ	#3	417.609	164.255
LAND ACQUISITION	11.245		0.0%	0.773	6.9%	Ⓡ	Ⓡ	#1	247.317	14.594
PARK DEVELOPMENT	2.346		0.0%	1.998	85.2%	Ⓞ	Ⓞ		19.055	3.236
POOL	0.664		0.0%	0.000	0.0%	Ⓡ	Ⓜ	#13	1.475	0.000
Sub-Total	54.193	0.000	0.0%	26.773	49.4%	-	-		685.456	182.085
Total	207.366	0.000	0.0%	110.197	53.1%				1,456.251	600.658

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

Note # 1:

LAND ACQUISITION: underspending of \$10.922 M, with \$0.796 M for the resolution of an outstanding legal claim related to Edithvale Park; \$9.620 M for Parkland Acquisition due to the timing and protracted process of acquiring land; \$0.339 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 \$0.110 M for the Grand Manitoba (Mystic Point) Remediation which is being done in coordination with the phase 1 park construction.

Note # 2:

ARENA: underspending of \$4.271 M, with \$3.728 M for the CAMP SOGR Arenas project due to 2019 year-end adjustments and pending 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 # 3:

COMMUNITY CENTRES: underspending of \$21.351 M, including \$4.416 M for the CAMP State of Good Repair Community Centres project due to pending reductions to the 2020 Plan as a result of COVID-19; \$7.897 M for the Bessarion Facility due to delays in construction due to COVID-19 and cost-sharing of cash flow; \$1.514 M for the 40 Wabash Parkdale New CC Design and \$1.031 M for the Western North York New CC Design, both due to delays in Community Consultation/Engagement due to COVID-19; and \$0.521 M for York Community Centre that is delayed due to ongoing contractor issues.

Note # 4:

ENVIRONMENTAL INITIATIVES: Division spent 67.3% of the budget as a result of \$1.633 M in under-spending, including \$1.306 M for the City Wide Environmental Initiatives project due to pending reductions to the 2020 Plan as a result of COVID-19; and \$0.239 M for Wilket Creek Park due to RFP/RFQ delays for the design of Reach 3.

Note # 5:

OUTDOOR RECREATION CENTRE: underspending of \$10.922 M, with \$0.796 M for the resolution of an outstanding legal claim related to Edithvale Park; \$9.620 M for Parkland Acquisition due to the timing and protracted process of acquiring land; \$0.339 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 \$0.110 M for the Grand Manitoba (Mystic Point) Remediation which is being done in coordination with the phase 1 park construction.

Note # 6:

PARK DEVELOPMENT: underspending of \$26.366 M, which included \$4.535 M for the Parks Rehabilitation Program and \$0.708 M for Parks Plan due to pending reductions to the 2020 Plan as a result of COVID-19; \$1.447 M as a result of RFP/RFQ delays (David Crombie Revitalization, Frank Faubert Woods, Osler Park Improvements, St. Andrew Playground); \$2.791 M for delays in Community Consultation/Engagement (\$0.996 M for Corktown Parks, \$0.122 M for Toronto Island Park Implementation, \$0.239 M for Greenwood Park Dogs Off Leash Area); \$5.585 M for Co-ordination with Other Projects (\$0.114 M for Moorevale Park Improvements and \$0.941 M for Lawrence Heights projects, including Baycrest, Greenway and Local Neighbourhood, \$0.962 M for various Ward Park Improvements); \$0.558 M for various projects completed under-budget at year-end; and over \$10.700 M for various park development projects not 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 # 7:

PARKING LOTS & TENNIS COURTS: underspending of \$1.214 M for various Parking Lot, Tennis Courts and Sports Pad State of Good Repair projects due to pending reductions to the 2020 Plan as a result of COVID-19 and co-ordination of multiple projects.

Note # 8:

PLAYGROUNDS/WATERPLAY: Division spent 80.3% of the budget as a result of \$1.817 M in under-spending on the following: \$0.596 M for CAMP State of Good Repair of Water plays (Wading Pools) as a result of pending reductions to the 2020 Plan due to COVID-19; \$0.703 M for the Play Equipment Program project due to community engagement and the co-ordination of various playground projects and \$0.042 M for three (3) projects completed under-budget at year-end.

Note # 9:

SPECIAL FACILITIES: underspending of \$9.249 M, \$2.847 M for the Ferry Boat Replacement #1 due to RFP/RFQ delays; \$1.314 M for the CAMP SOGR Harbourfront, Marine, Fountains & Seawalls, \$1.686 M for the CAMP SOGR Special Facilities Buildings and Structures, \$0.184 M for the Golf Courses Rehabilitation projects as a result of pending reductions to the 2020 Plan due to COVID-19 and co-ordination of multiple projects.

Note # 10:

FACILITY COMPONENTS: underspending of \$4.310 M, including \$4.000 M for the Facility Rehabilitation Program and \$0.057 M for the Various Buildings and Parks Accessibility Program due to pending reductions to the 2020 Plan as a result of COVID-19; and \$0.231 M for Capital Asset Management Planning due to co-ordination of multiple projects.

Note # 11:

TRAILS & PATHWAYS: Division spent 86.1% of the budget as a result of \$1.040 M in under-spending on the following: \$0.524 M for the CAMP SOGR Trails, Pathways and Bridges project due to 2019 year-end adjustments and pending reductions to the 2020 Plan as a result of COVID-19; \$0.265 M for the Upper Highland Creek Trail, 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 # 12:

INFORMATION TECHNOLOGY: underspending of \$9.236 M due to pending reductions to the 2020 Plan as a result of COVID-19, including \$5.182 M for Registration, Permitting & Licensing (CLASS), \$3.592 M for the Enterprise Work Management System, and \$0.280 M for Modernization Roadmap.

Note # 13:

POOL: Division spent 75.8% of the budget as a result of \$2.474 M in under-spending on the following: \$0.664 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 pending reductions to the 2020 Plan as a result of COVID-19.

Chart 1
2020 Approved Budget by Category (\$601.28)

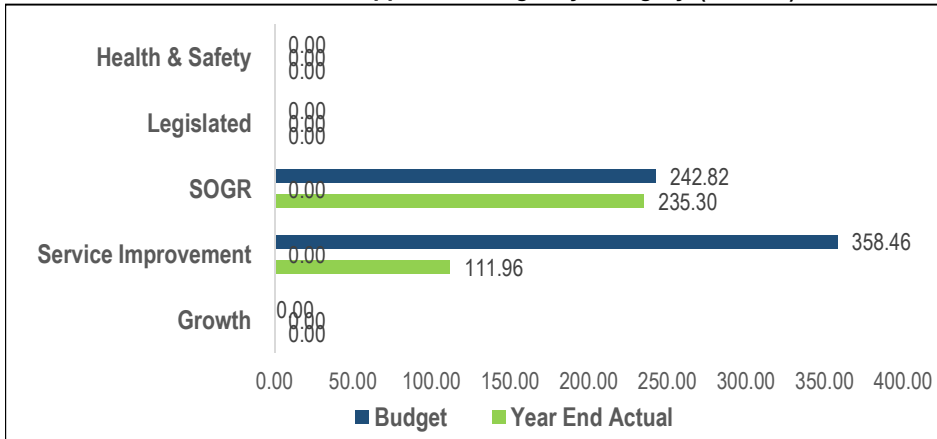


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	11
Growth	
Total # of Projects	14

Chart 2
Project Status - 14

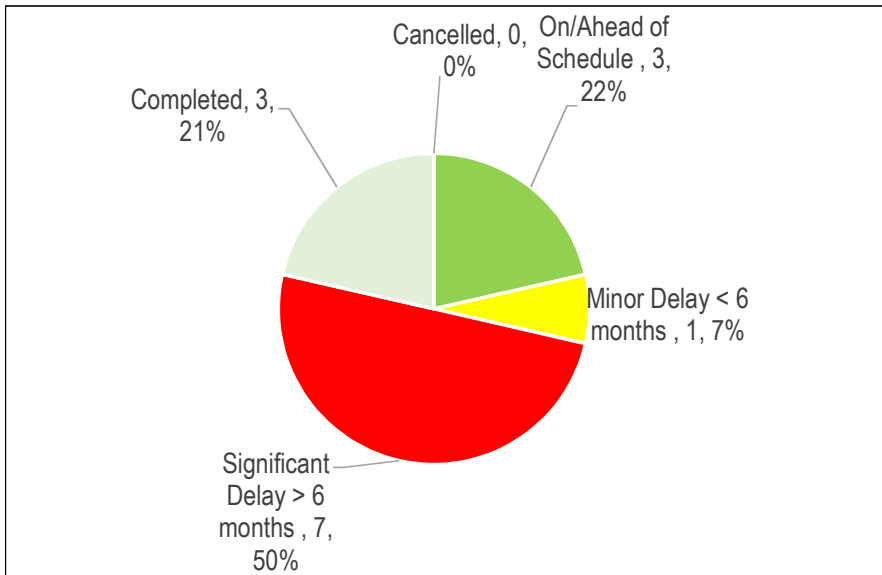


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation		
COVID-19 Related	2	
Other*		1
Total # of Projects	7	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
397.59	7.28	98.45	97.96	

Key Discussion Points:

- **George Street Revitalization (GSR):** 'Project experienced significant delays in 2020 as a result of the COVID-19 pandemic. 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 was delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. TLAB hearings have however been suspended 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 was also delayed by the COVID-19 pandemic. Work on on the Output Specification document has now resumed. Also, the acquisition of the property at 76 Church Street to replace 354 George Street will facilitate completion of the Transition phase of the project, decanting of Seaton House and award of the construction contract in Q3-2022.
- **1,000 New Shelter Beds:** 'Project experienced delays in 2020 due to complexities associated with 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. TLAB hearings were suspended indefinitely in 2020 due to the COVID-19 pandemic. Project completion is now anticipated by the end of 2022.

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.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Yearend Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Cap Repairs/Repl-City Operated Hostels and Lease Buildings	6.703		0.0%	0.890	13.3%	Ⓡ	Ⓡ	#1	6.703	0.890
TCHC SOGR - City Funded	160.000		0.0%	160.000	100.0%	Ⓞ	Ⓞ		160.000	0.000
TCHC SOGR - SHAIP Funded	76.112		0.0%	74.406	97.8%	Ⓞ	Ⓞ		133.111	131.404
Sub-Total	242.815	0.000	0.0%	235.296	96.9%	-	-		299.814	132.294
Service Improvements										
Shelter Land Acquisition 63 & 65 Homewood Avenue	7.279		0.0%	6.813	93.6%	Ⓞ	Ⓜ	#2	7.800	7.552
George Street Revitalization (GSR)	36.154		0.0%	23.556	65.2%	Ⓜ	Ⓡ	#3	587.112	69.421
Choice Based Housing Access System	5.082		0.0%	2.226	43.8%	Ⓡ	Ⓡ	#4	6.970	3.981
Addition of 1,000 New Shelter Beds 9 Huntley Street	41.851		0.0%	21.423	51.2%	Ⓜ	Ⓡ	#5	112.139	56.083
Central Intake Call Centre	0.105		0.0%	0.105	100.0%	Ⓞ	Ⓞ		0.718	0.718
AODA	1.240		0.0%	0.263	21.2%	Ⓡ	Ⓡ	#6	1.736	0.634
Modular Supportive Homes Project - Phase 1	2.491		0.0%	0.671	27.0%	Ⓡ	Ⓡ	#7	7.947	1.030
625 Church Street - Mordernization	21.739		0.0%	21.739	100.0%	Ⓞ	Ⓞ		21.739	21.739
Rapid Housing Initiative	4.931		0.0%	0.844	17.1%	Ⓡ	Ⓡ	#8	4.931	0.844
TCHC Revitalization	203.266		0.0%	0.002	0.0%	Ⓡ	Ⓞ	#9	203.266	0.002
Sub-Total	358.460	0.000	0.0%	111.964	31.2%	-	-		1,033.541	241.187
Total	601.275	0.000	0.0%	347.260	57.8%				1,333.355	373.481

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

Note # 1:

In 2020, non-critical SOGR projects with uncommitted funds were reprioritized and deferred to 2021 to free up resources for the City's COVID-19 pandemic response.

Note # 2:

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 # 3:

Project experienced significant delays in 2020 as a result of the COVID-19 pandemic. 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 was delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. TLAB hearings have however been suspended 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 was also delayed by the COVID-19 pandemic. Work on on the Output Specification document has now resumed. Also, the acquisition of the property at 76 Church Street to replace 354 George Street will facilitate completion of the Transition phase of the project, decanting of Seaton House and award of the construction contract in Q3-2022.

Note # 4:

Project RFP process was delayed for 3 months due to COVID-19. The project team has now been reinstated and work has resumed. Due to additional technical requirements, the project experienced further delays in 2020 and is now on track for completion in Q4-2021.

Note # 5:

Project experienced delays in 2020 due to complexities associated with 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. TLAB hearings were suspended indefinitely in 2020 due to the COVID-19 pandemic. Project completion is now anticipated by the end of 2022.

Note # 6:

Project was delayed in 2020 because project staff had to be reassigned to support the City's COVID-19 pandemic response. As well, technical issues further delayed implementation. Work has now resumed with completion anticipated in December 2021.

Shelter, Support & Housing Administration (SHL)

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 2021.

Note # 8:

Spending delays due to processing backlog due to COVID-19 pandemic. In addition to site conditions, project requirements need to be 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.

Note # 9:

Project which is a Housing Secretariat led initiative was added to SSHA's 2020 Capital Budget in October 2020 pending CMHC approval of the City's investment plan for the program. Spending will ramp up in Q1-2021 as the entire funding received must be fully spent by the end of 2021. With effect from 2021, this project has been transferred to Housing Secretariat's 2021 - 2030 Capital Budget and Plan and will be reported out from there going forward.

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

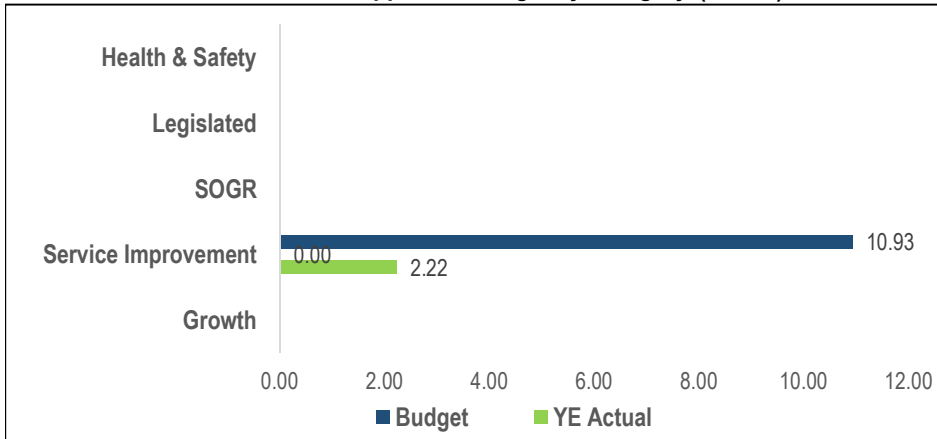


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 5

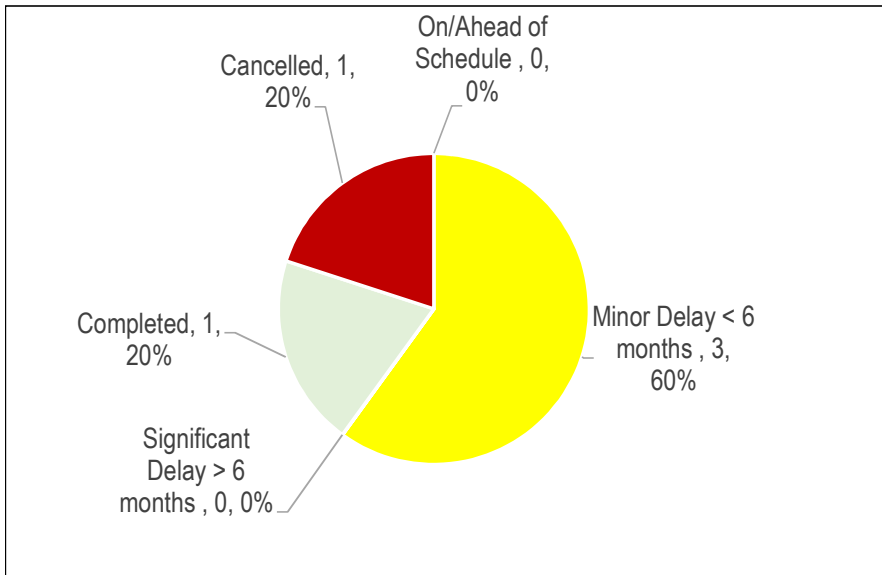


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	10.25		0.31	0.37

Key Discussion Points:

- The Human Services Integration Phase 2 project faced 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. Software options for the ASC continue to be reviewed with purchase expected by the end of Q4 2021.
- The Dufferin Mall Leasehold Improvement project faced delays due to COVID-19. Council approved the new lease at Dufferin Mall in Q3 of 2020, with retrofit of the space happening in 2021. Completion date is scheduled for Q1 of 2022
- The Yonge St. Leasehold Improvement project plans to move the Lesmill office to a new leased location on Yonge St were cancelled due to COVID-19. The revised plan will have TESS open a small office in space CREM identified at the North York Civic Centre. A design consultant has been hired and construction will begin in Q3 of 2021.
- The Beaches Renovation project was cancelled due to the location being redeveloped as part of the Housing Now Initiative.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actuals		On Budget	On Time	Notes
		\$	%	\$	%			
			11					
Service Improvements								
HSI Project - Phase 2	3.934			1.950	49.6%	Ⓜ	Ⓨ	#1
Dufferin Mall Leasehold Improvement	3.150			0.000	0.0%	Ⓜ	Ⓨ	#2
Yonge St. Leasehold Improvement	3.161			0.000	0.0%	Ⓜ	Ⓨ	#3
Beaches Renovation	0.365			0.000	0.0%	Ⓜ		#4
Wellesley Place Renovation	0.315			0.274	87.0%	Ⓞ	Ⓞ	
Sub-Total	10.925			2.224	20.4%	-	-	
Total	10.925			2.224	20.4%			

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 spending reflects underspending attributed to COVID-19 impacts and a delay in the purchase of the software for the Appl 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. Retrofit of the space has commenced in 2021

Note # 3:

The 2020 year-end projected spending reflects underspending attributed to COVID-19 and a change in relocation plans. Space at North York Civic Centre has been identified. A design consultant has been hired and construction will begin in Q3 of 2021.

Note # 4:

Project has been cancelled

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

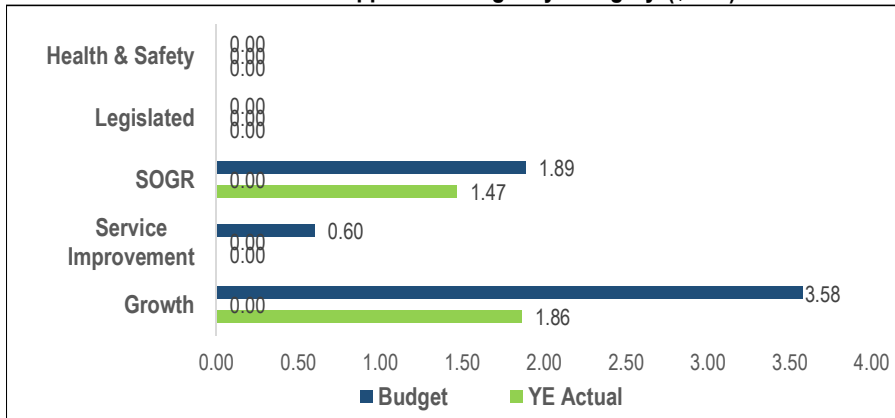


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 10

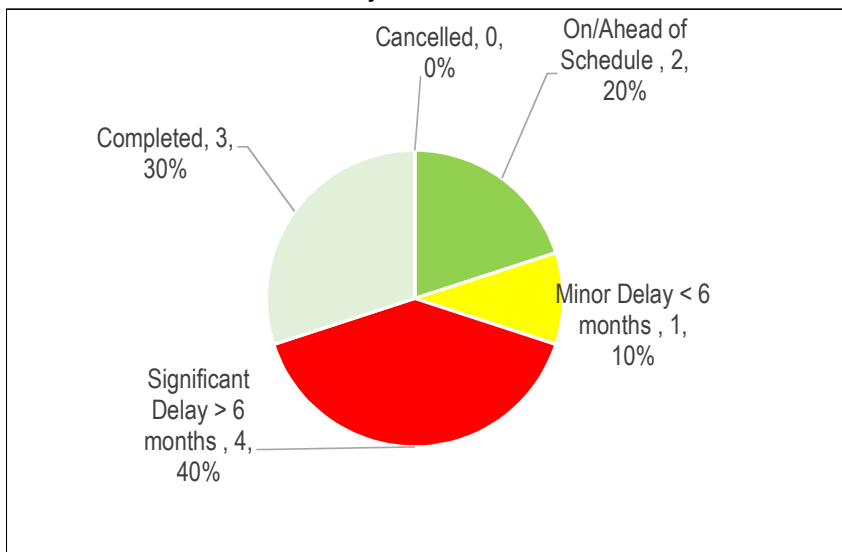


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.88	1.08	3.03	1.08	

Key Discussion Points:

- The year-end spending of the Medical Equipment Replacement project reflects underspending attributed to COVID-19 impacts.
- The year-end underspending of the Dispatch Console Replacement project was a result of delays in the RFQ due to more specifications on the NG911 required from CRTC. The RFQ was awarded in Q3 of 2020. Shipment of Telecommunications Consoles and equipment commenced in Q2 of 2021.
- The year-end spending of the Additional Emergency Response Vehicles (ERV) project reflects underspending attributed to COVID-19 impacts.
- The year-end spending of the Additional Ambulances (2020) project reflects underspending attributed to COVID-19 impacts.
- The Multi-Function Station #2 project is underspent due to COVID-19 impacts which delayed advancements in project plans. The architectural contract was awarded and preliminary design was provided in 2020. Project plans have been revised with completion date remaining at Dec-2024.
- The Rexdale Ambulance Post project was in collaboration with the Toronto Fire Services Woodbine project. Delays in the project are a result of TFS announcing the deferral of the Woodbine project outside of their 10-year plan. Toronto Paramedic Services is now working solely with CreateTO and Real Estate to identify future uses of the property.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair			11							
MOBILE DATA COMMUNICATIONS - 2019	0.198			0.198	100.0%	ⓐ	ⓐ		0.500	0.500
MOBILE DATA COMMUNICATIONS - 2020	0.300			0.263	87.6%	ⓐ	ⓐ		0.300	0.263
MEDICAL EQUIPMENT REPLACEMENT	0.582			0.395	67.8%	Ⓨ	ⓐ	#1	4.343	4.002
AMBULANCE RADIO REPLACEMENT	0.550			0.550	100.0%	ⓐ	ⓐ		2.588	2.587
DISPATCH CONSOL REPLACEMENT	0.256			0.063	24.6%	Ⓡ	Ⓡ	#2	0.560	0.339
Sub-Total	1.886			1.469	77.9%	-	-		8.291	7.692
Service Improvements										
ADDITIONAL ERV (2020)	0.600			0.000	0.0%	Ⓡ	Ⓡ	#3	0.600	0.000
Sub-Total	0.600			0.000	0.0%	-	-		0.600	0.000
Growth Related										
ADDITIONAL AMBULANCES (2019-SICK KIDS)	0.329			0.329	100.0%	ⓐ	ⓐ		0.564	0.564
ADDITIONAL AMBULANCES (2020)	1.750			1.043	59.6%	Ⓨ	Ⓡ	#4	1.750	1.043
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.076			0.442	41.1%	Ⓡ	Ⓨ	#5	25.600	0.461
AMBULANCE POST - REXDALE	0.423			0.048	11.3%	Ⓡ	Ⓡ	#6	2.000	0.225
Sub-Total	3.578			1.862	52.0%	-	-		29.914	2.293
Total	6.064			3.330	54.9%				38.805	9.984

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 spending reflects underspending attributed to COVID-19 impacts.

Note # 2:

The underspending in 2020 was due to RFQ delays. The RFQ was awarded in Q3 for 2020. Shipment of consoles and equipment commenced in Q2 of 2021.

Note # 3:

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

Note # 4:

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

Note # 5:

The underspending in 2020 was due to COVID-19 impacts on project plans. Completion date remains unchanged at Dec-2024.

Note # 6:

The underspending in 2020 was due to the collaboration with a Toronto Fire Services project desolving. Work with CreateTO and Real Estate for future uses of the property are now underway.

**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%	↓	Ⓢ
	Q4	7.47	4.56	4.56	61.1%	↑	Ⓢ
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%	↓	Ⓢ
	Q4	21.63	8.85	8.85	40.9%	↑	Ⓢ
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%	↑	Ⓢ
	Q4	604.65	527.98	527.98	87.3%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	200.79	78.08	78.08	38.9%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	834.54	619.48	619.48	74.2%	↓	Ⓢ

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

For the twelve months ended December 31, 2020, the capital expenditures for Infrastructure and Development Services totalled \$619.5 million of their collective 2020 Approved Capital Budget of \$834.5 million. Only Transportation Services achieved over 70% spending rate.

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

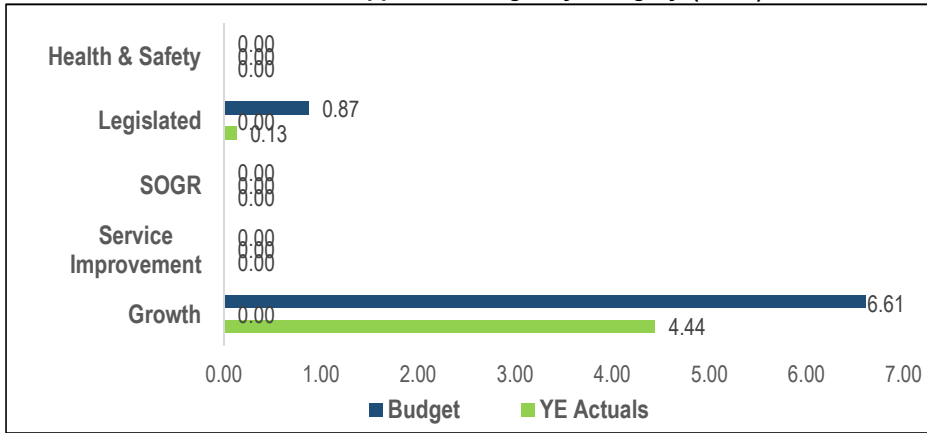


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 20

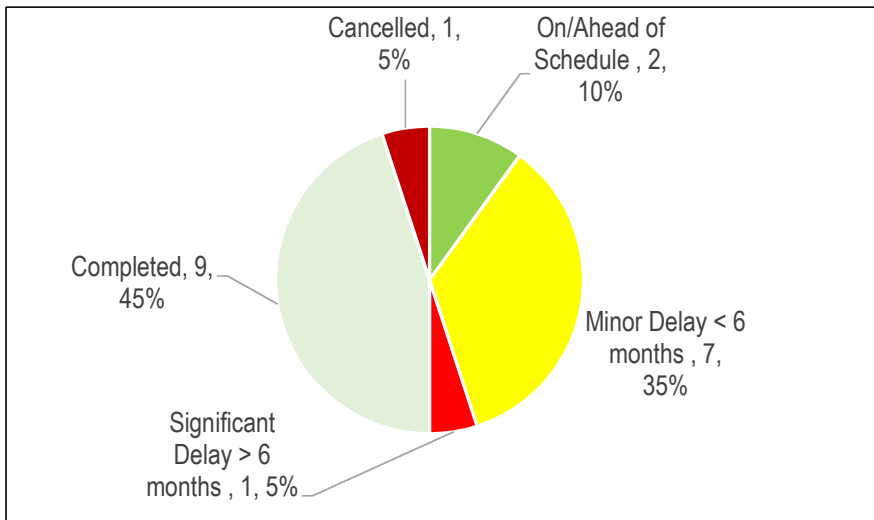


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	2
Community Consultation		
COVID-19 Related		5
Other*		
Total # of Projects	1	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.123	2.286	0.100	3.91	0.05

Reasons for "Other*" Projects Delay:

City Planning (PLN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated			44							
Natural Heritage Inventory Evaluation System	0.001	0.001	100.0%	0.001	100.0%	Ⓞ	Ⓞ		0.080	0.016
Toronto Archaeological Resources Plan Implementation	0.055	0.005	8.7%	0.005	8.7%	Ⓡ	Ⓞ	#5	0.100	0.036
Official Plan Conformity Review	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	0.200	0.000
5 Year Review of the Official Plan	0.562	0.122	21.6%	0.122	21.6%	Ⓡ	Ⓢ	#2	2.050	1.068
Sub-Total	0.817	0.127	15.5%	0.127	15.5%	-	-		2.430	1.121
Growth Related										
Growth Studies	1.858	1.372	73.9%	1.372	73.9%	Ⓞ	Ⓢ	#3	5.733	3.576
Transportation & Transit Studies	0.353	0.198	56.2%	0.198	56.2%	Ⓢ	Ⓢ	#3	1.331	0.503
St. Lawrence Market North-Archaeological	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#6	0.300	0.099
Avenue/Area Studies	0.204	0.025	12.3%	0.025	12.3%	Ⓡ	Ⓢ	#3	0.667	0.421
Heritage Conservation District Studies	0.757	0.357	47.2%	0.357	47.2%	Ⓡ	Ⓞ		0.800	0.369
Secondary Plan Implementation	0.737	0.491	66.6%	0.491	66.6%	Ⓢ	Ⓞ		1.667	0.973
Places - Civic Improvements	2.647	1.993	75.3%	1.993	75.3%	Ⓞ	Ⓢ	#4	15.873	10.676
Sub-Total	6.656	4.437	66.7%	4.437	66.7%	-	-		26.371	16.617
Total	7.474	4.564	61.1%	4.564	61.1%				28.801	17.738

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:

Co-ordination with other divisions - Legal Services, No advanced or scheduled LPAT hearings in 2020 for the OPA 231 hearing.

Note # 3:

Delays with issuing the RFQ/RFP for the 2020 work plan and project procurement issuance deferred 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 (CUR054-06). CUR054-05 Projects completed and settlement of final invoices in 2021.

Note # 5:

Budget Funding for the Archaeological Management Plan will be reduced - 2020 work program will be absorbed in the Operating Budget (CUR052-16 cancelled) and CUR052-15 Projects completed - Account to be closed.

Note # 6:

Funding for the Heritage Interpretation plan. Project Deferred to 2021 due to revised scheduling for the St. Lawrence Market North Project.

Fire Services (FIR)

Chart 1
2020 Approved Budget by Category (\$21.63)

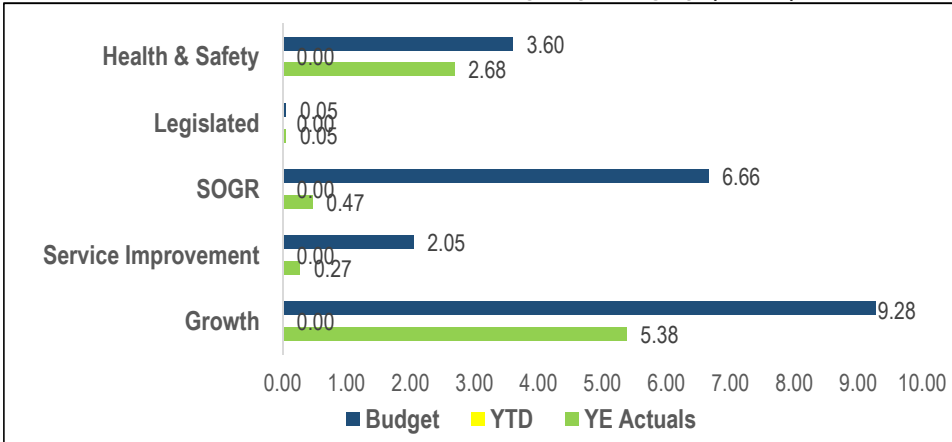


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 20

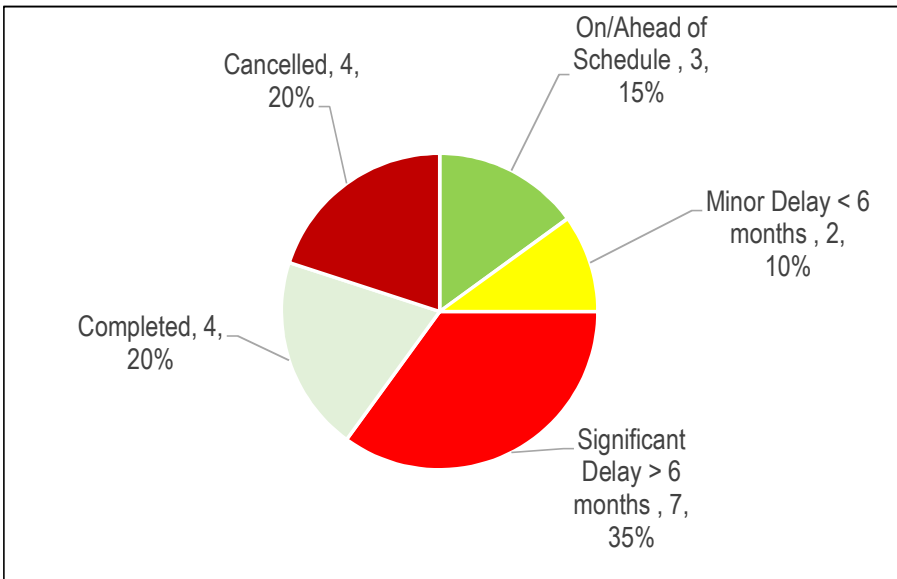


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.24	0.90	8.24	0.59	4.67

Key Discussion Points:

- Station A (Woodbine): This project is recommended for deferral beyond the 10-year Capital Plan, as community growth did not materialize as anticipated.
- The Fire Apparatus truck for Station A (Woodbine) is recommended for deferral beyond the 10-year capital plan, as community growth did not materialize as anticipated.
- Four of 9 projects with major or minor delays reflect underspending attributed to COVID-19 impacts, primarily resulting from delays in issuing RFQs.
- Four of the 20 projects have been completed in 2020.

Fire Services (FIR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year End Actual				Notes	Total Approv ed Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			#### 14							
Next Generation 911 Project	0.350		####	0.000	0.0%	Ⓡ	Ⓡ	1	0.350	0.000
Personal Protection Equipment	2.026			2.026	100.0%	Ⓞ	Ⓞ		4.500	2.790
Firefighting Particulate Hoods	0.650			0.388	59.7%	Ⓨ	Ⓨ	2	0.650	0.388
65MM Hose Packs & Standpipe Kits	0.219			0.218	99.5%	Ⓞ	Ⓞ		0.411	0.411
Defibrillators Lifecycle Replacement	0.222			0.051	23.0%	Ⓡ	Ⓞ	3	1.000	0.829
Breathing Air Compressor Replacement	0.131			0.001	0.8%	Ⓡ	Ⓡ	4	0.155	0.024
Sub-Total	3.598			0.000	0.0%	-	-		7.066	4.442
Legislated										
Replacement of HUSAR Equip - 2020	0.050			0.050	100.0%	Ⓞ	Ⓞ		0.050	0.050
Sub-Total	0.050			0.000	0.0%	-	-		0.050	0.050
State of Good Repair										
Fire Prevention Office Space Accommodation (3 Dohme)	4.240			0.000	0.0%	Ⓡ	Ⓡ	5	4.545	0.000
Training Facilities Needs Assessment	0.600			0.000	0.0%	Ⓡ	Ⓡ	6	0.600	0.000
Training Simulators Rehabilitation	0.100			0.000	0.0%	Ⓡ	Ⓡ	6	0.100	0.000
Training Simulators Rehabilitation	0.099			0.099	100.0%	Ⓞ	Ⓞ		0.200	0.200
Toronto Radio Infrastructure Project (TRIP)	1.617			0.368	22.8%	Ⓡ	Ⓡ	7	8.489	0.368
Sub-Total	6.656			0.000	0.0%	-	-		13.934	0.568
Service Improvements										
Fire Prevention Integration Project	1.800			0.108	6.0%	Ⓡ	Ⓡ	8	2.010	0.318
Operational BI Data Architecture Modernization	0.245			0.165	67.3%	Ⓨ	Ⓨ	9	0.770	0.696

Fire Services (FIR)

Sub-Total	2.045	0.000	0.0%	0.273	13.3%	-	-	2.780	1.014
Growth Related									
Station B (Stn 144) Keele/ Sheppard	5.087			5.089	100.0%	Ⓞ	Ⓞ	11.685	9.536
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.916			0.164	4.2%	Ⓡ	Ⓡ	10	8.342
Husar Building Expansion	0.123			0.123	100.0%	Ⓞ	Ⓞ		2.400
Fire Apparatus for Station A	0.050			0.000	0.0%	Ⓡ	Ⓡ	10	0.800
Fire Apparatus for Station B	0.050			0.000	0.0%	Ⓡ	Ⓡ	11	0.800
High Density Urban Aerial Truck	0.050			0.000	0.0%	Ⓡ	Ⓡ	11	3.000
Sub-Total	9.276	0.000	0.0%	5.376	58.0%	-	-	27.027	11.656
Total	21.625	0.000		8.850				50.857	17.730

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 procurement strategy has been revised to "piggy back" with the provincial contract, with a report on the contract revisions anticipated in Q2, 2021.

Note # 2:

A delay in the ergonomic testing resulted from issues with the burn house; the remaining Phase 1 product allotment will be completed in 2021.

Note # 3:

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

Note # 4:

This project experienced delays in procurement process; the project will be fully spent by Q3, 2021.

Note # 5:

The tender will be re-issued because 90 day bond expired; the tender is expected to be awarded in June, with the planned completion date by Dec, 2021.

Note # 6:

This project was cancelled due to impacts of COVID-19.

Fire Services (FIR)

Note # 7:

A team review of the project framework required a purchase order amendment; the project deliverable will now be limited to tower maintenance for code compliance.

Note 8:

Project delivery was hindered due to lack of availability of the stakeholders and change in leadership roles; The gap analysis was completed in early 2021, with expenditures on track for 2021.

Note 9:

Training and development work has been delayed; changes in design and timing of the sustainment strategy are underway.

Note # 10:

TFS is recommending this project be delayed beyond 10-year plan, as community development did not occur as planned.

Note # 11:

The procurement is underway, with delivery expected in 2021 as planned.

Transportation Services (TRN)

Chart 1
2020 Approved Budget by Category (\$604.65)

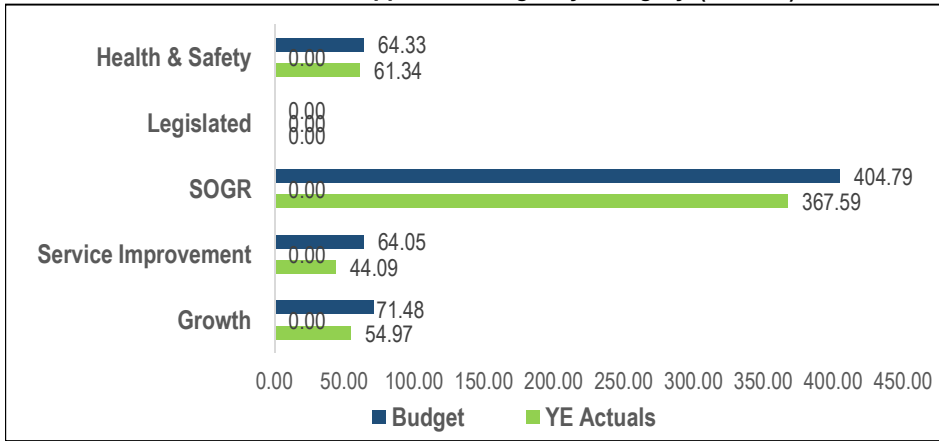


Table 1
2020 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	15
Service Improvement	12
Growth	18
Total # of Projects	50

Chart 2
Project Status - 107

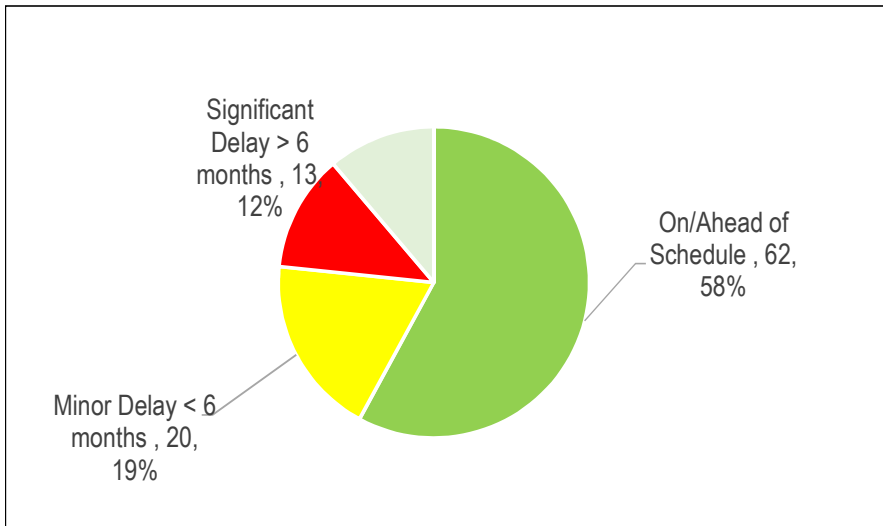


Table 2

Reason for Delay	33	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	4	8
Other*	9	10
Total # of Projects	13	20

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
528.78	71.04	4.68	0.15	

Reasons for "Other*" Projects Delay:

- Transportation Services has 19 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

Transportation Services (TRN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-End Actual			Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget			
Health & Safety			11 14						
City Bridge Rehabilitation (Critical)	37.807		1600.0%	37.807	100.0%	G	G	104.689	58.270
Glen Road Pedestrian Bridge	0.493			0.493	100.0%	G	G	17.887	0.767
Guide Rail Program	0.809			0.809	100.0%	G	G	6.110	4.182
Pedestrian Safety & Infrastructure Programs	0.510			0.231	45.3%	R	Y	#1	
Road Safety Plan	24.706			21.995	89.0%	G	G		
Sub-Total	64.325			61.335	95.4%				
State of Good Repair									
City Bridge Rehabilitation	20.410			15.877	77.8%	G	G		
Critical Interim Road Rehabilitation	2.905			2.905	100.0%	G	G		
Ditch Rehabilitation & Culvert Reconstruction	1.827			1.827	100.0%	G	G		
Don Valley Parkway Rehabilitation	1.705			1.705	100.0%	G	G		
Dufferin Street Bridge Rehabilitation	0.009			0.009	100.0%	G	G	26.878	0.175
F.G. Gardiner	175.312			175.312	100.0%	G	G	2,307.213	307.206
Facility Improvements	0.528			0.528	100.0%	G	G		
Laneways	2.580			2.580	100.0%	G	G		
Local Road Rehabilitation	113.048			92.437	81.8%	G	G		
Major Road Rehabilitation	60.289			48.237	80.0%	G	G		
Major SOGR Pooled Contingency	2.593			2.593	100.0%	G	G		
Retaining Walls Rehabilitation	0.758			0.758	100.0%	G	G		
Sidewalks	13.339			13.338	100.0%	G	G		
Signs & Markings Asset Management	3.218			3.218	100.0%	G	G		
Traffic Plant Requirements / Signal Asset Management	6.267			6.267	100.0%	G	G		
Sub-Total	404.788			367.591	90.8%				
Service Improvements									
Cycling Infrastructure	23.320			14.781	63.4%	Y	Y		
Engineering Studies	7.731			5.438	70.3%	Y	Y		
Enterprise Work Management System	2.191			1.164	53.1%	Y	Y	12.173	1.733
King Street Transit Priority	0.425			0.362	85.2%	G	G	2.440	0.818
LED Signal Module Conversion	0.680			0.105	15.5%	R	R	#2	
Mapping & GIS Repository	0.613			0.182	29.7%	R	R	#3	1.679
Neighbourhood Improvements	5.186			3.369	65.0%	Y	G		
PTIF Projects	17.527			12.950	73.9%	G	G	73.387	57.473
Quick Clear Squad Vehicles	0.365			0.000	0.0%	R	Y	#4	0.365
System Enhancements for Road Repair & Permits	1.595			1.462	91.6%	G	G	4.281	3.161
TO360 Wayfinding	0.696			0.560	80.5%	G	G	4.250	0.678
Traffic Congestion Management	3.720			3.714	99.8%	G	G	43.974	27.783
Sub-Total	64.050			44.087	68.8%				
Growth Related									
Broadview Extension	14.000			9.490	67.8%	Y	Y	14.000	9.490
Emery Village Improvements	0.091			0.000	0.0%	R	Y	#5	0.787
Gardiner York/Bay/Yonge Reconfiguration	0.298			0.298	100.0%	G	G	35.215	32.929
Growth Related Capital Works	0.001			0.001	100.0%	G	G		
John Street Revitalization Project	0.333			0.333	100.0%	G	G	52.656	0.577
King Liberty Cycling Pedestrian Bridge	3.543			3.110	87.8%	G	G	14.038	12.960
Lawrence-Allen Revitalization Project	1.998			0.223	11.2%	R	Y	#6	11.246
Legion Road Extension & Grade Separation	0.125			0.046	36.7%	R	R	#7	3.859

Transportation Services (TRN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Metrolinx Additional Infrastructure	2.376			2.376	100.0%	Ⓞ	Ⓞ		10.000	2.376
North York Service Road	9.176			4.463	48.6%	Ⓡ	Ⓨ	#8	31.487	29.727
Port Union Road	0.319			0.135	42.2%	Ⓡ	Ⓨ	#9	11.763	0.392
Rean to Kenaston - New Road	3.211			3.211	100.0%	Ⓞ	Ⓞ		8.246	6.205
Regent Park Revitalization	0.050			0.022	44.7%	Ⓡ	Ⓨ	#10	5.421	4.677
Scarlett / St. Clair / Dundas	0.600			0.205	34.2%	Ⓡ	Ⓡ	#11	9.881	2.310
Six Points Interchange	17.540			13.572	77.4%	Ⓞ	Ⓞ		78.332	62.599
Redevelopment						Ⓞ	Ⓞ			
Steeles Widening (Tapscott Rd - Beare Rd)	0.378			0.040	10.6%	Ⓡ	Ⓡ	#12	44.599	0.952
Third Party Signals	0.000			0.000	100.0%	Ⓞ	Ⓞ			
Work for TTC & Others	17.446			17.446	100.0%	Ⓞ	Ⓞ			
Sub-Total	71.484			54.970	76.9%	-	-			
Total	604.648			527.983	87.3%					

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:

Spend rate and delivery was impacted due to COVID-19 pandemic. Works to continue in 2021.

Note # 2:

Work delivery was reprioritized due to COVID-19. The program is undergoing restructuring and will resume in 2021.

Note # 3:

Spend rate and delivery was impacted due to COVID-19 and funding reallocation was required to offset corporate COVID-19 financial pressures.

Note # 4:

Spend rate and delivery was impacted due to COVID-19 and reprioritization of resources. Purchases of vehicles to be completed in 2021

Note # 5:

Yard design currently ongoing - consultation with yard operators taking longer than anticipated. Works to continue in 2021.

Note # 6:

Toronto Community Housing Corporation (TCHC) is the delivery agent. Work to continue in 2021 and beyond.

Note # 7:

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

Note # 8:

Environmental Assessment Addendum approved by Council in late 2020 with detailed design anticipated to start in 2021.

Note # 9:

Detailed design and utility relocation underway. Utility relocation cost in 2020 was less than anticipated.

Note # 10:

Toronto Community Housing Corporation (TCHC) is the delivery agent. Work to continue in 2021 and beyond.

Note # 11:

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

Note # 12:

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)

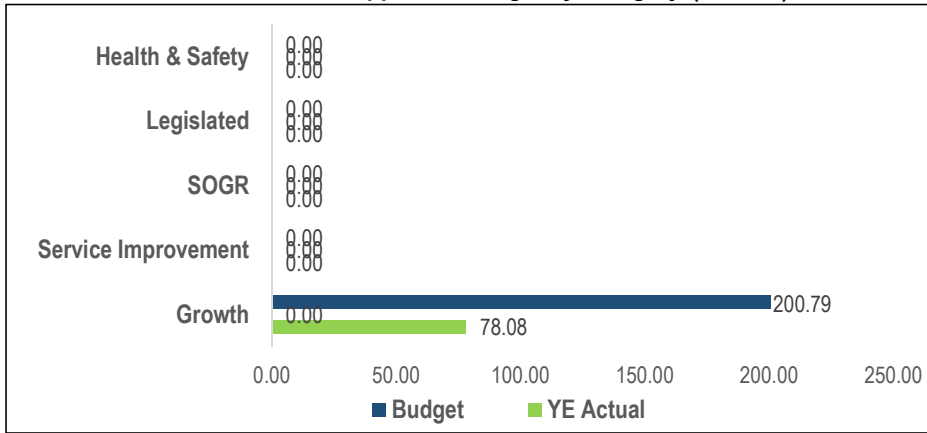


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 17

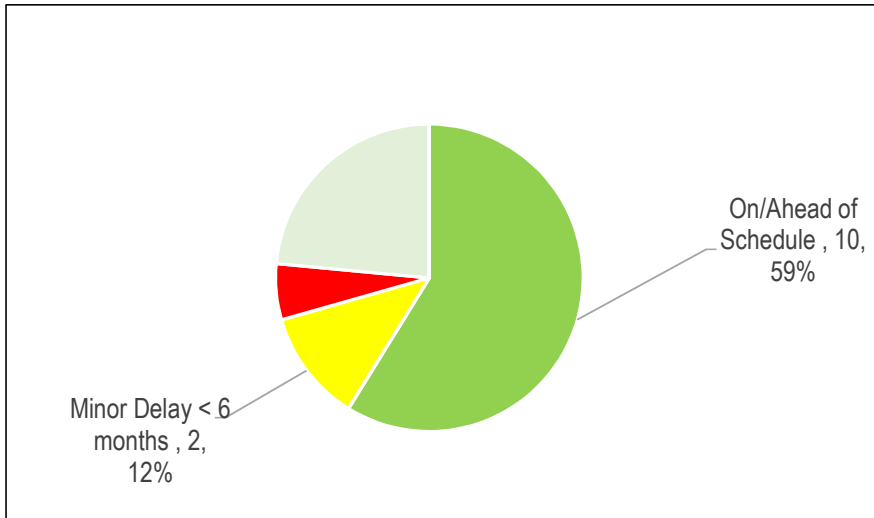


Table 2




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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
167.79	18.64	0.60	13.76	

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related			44							
Precinct Implementation Projects	18.524	0.400	2.2%	0.400	2.2%	R	Y	#1	247.398	229.233
Transportation Initiatives	1.554	0.789	50.8%	0.789	50.8%	Y	G		31.775	30.683
Technical Studies	0.115	0.000	0.0%	0.000	0.0%	R	Y	#2	6.300	5.861
Waterfront Secretariat	0.576	0.559	97.0%	0.559	97.0%	G	G		10.106	8.360
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.000	0.0%	R	G		3.800	0.000
Urban Planning Resources	0.545	0.433	79.5%	0.433	79.5%	G	G		4.466	3.322
Strategic Review	0.127	0.125	98.9%	0.125	98.9%	G	G		0.400	0.399
Eastern Broadview Flood Protection	0.691	0.000	0.0%	0.000	0.0%	R	G		2.000	1.440
Bathurst Quay Public Realm	1.473	0.004	0.3%	0.004	0.3%	R	G	#3	2.339	0.672
Bentway Pedestrian Bridge	1.507	0.930	61.7%	0.930	61.7%	Y	G		7.911	2.173
Bentway PTIF Projects	0.111	0.096	86.7%	0.096	86.7%	G	G		0.980	0.965
Leslie Street Greening	0.200	0.200	99.9%	0.200	99.9%	G	G		0.200	0.200
Quayside	0.601	0.231	38.5%	0.231	38.5%	R	R	#4	0.800	0.428
Bentway and Fort York	1.313	0.928	70.7%	0.928	70.7%	Y	G		1.313	0.928
Lower Don Coordination	0.400	0.061	15.3%	0.061	15.3%	R	G	#5	1.000	0.129
Cherry Street Stormwater Lakefilling	13.323	13.323	100.0%	13.323	100.0%	G	G		65.000	65.000
Port Lands Flood Protection	159.541	60.000	37.6%	60.000	37.6%	R	G	#6	394.817	200.602
Sub-Total	200.790	78.080	38.9%	78.080	38.9%				780.605	550.396
Total	200.790	78.080	38.9%	78.080	38.9%				780.605	550.396

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-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 retender 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:

The Provincially-legislated environmental approvals process begun in December 2017 by CREM is now complete and detailed soil management requirements for future public space on the site are established. The Western Channel Dockwall rehabilitation and promenade project that broke ground in October 2019 is now complete and was opened to the public in December 2020. Ports Toronto's various site works, which were the subject of a complex 2-year site plan application process, also finished construction in 2020. By Summer 2021, a state-of-good-repair rehabilitation program for the Canada Malting silos, and the transformation of a derelict City-owned office building into a non-profit waterfront arts centre, will both have begun construction. Also in 2021, detailed design work has begun for a brand new waterfront public plaza space, with construction scheduled to begin in early 2022.

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 issued an RFQ for the Quayside site in March 2021. An RFP will be issue in late June or early July. City staff anticipate reporting on the project in Q4 2021 or very early 2022.

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 between the three levels of government and Waterfront Toronto have led to a Contribution Agreement amendment that revises the timing of funding by each government partner; \$99 million in City funding has been deferred from 2020 to future years in order to provide relief to the City (impacted by 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%	↓	Ⓜ
	Q4	4.72	0.78	0.78	16.4%	↓	Ⓜ
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%	↓	Ⓞ
	Q4	326.75	238.93	238.93	73.1%	↓	Ⓞ
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%	↓	Ⓢ
	Q4	29.33	23.47	23.47	80.0%	↑	Ⓞ
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%	↑	Ⓞ
	Q4	60.11	49.29	49.29	82.0%	↑	Ⓞ
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%	↓	Ⓢ
	Q4	73.26	43.39	43.39	59.2%	↓	Ⓢ
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%	↓	Ⓞ
	Q4	464.84	332.37	332.37	71.5%	↓	Ⓞ

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

For the twelve months ended December 31, 2020, the capital expenditures for Corporate Services totalled \$332.4 million of their collective 2020 Approved Capital Budget of \$464.8 million. CREM, Environment & Energy and Fleet Services achieved spending rates of over 70%.

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

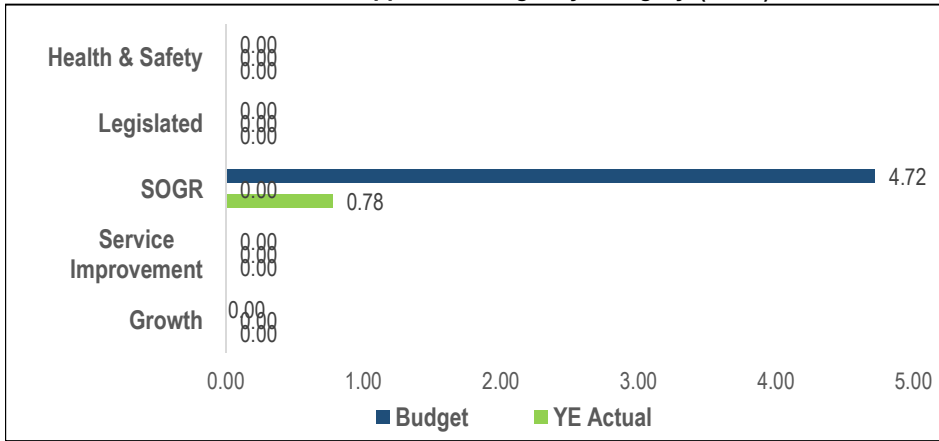


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 5

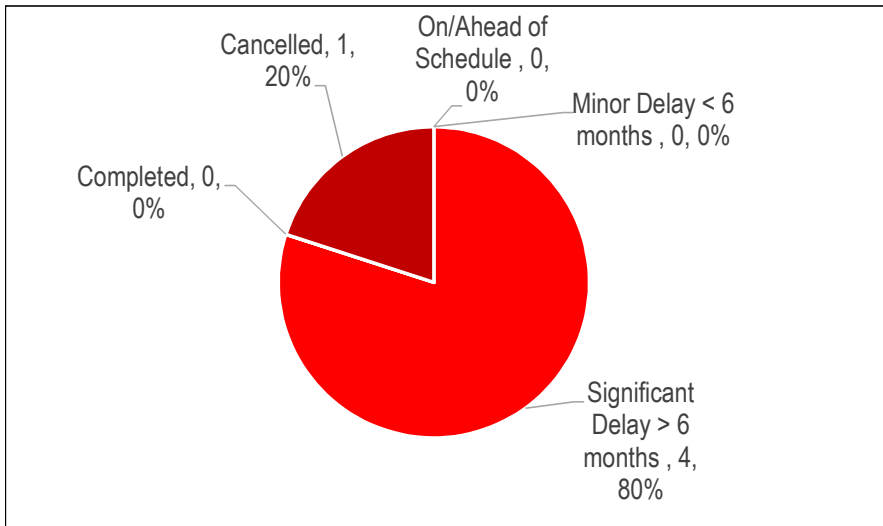


Table 2

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		
COVID-19 Related	4	
Community Consultation		
Other*		
Total # of Projects	4	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		4.47		0.25

Key Discussion Points: (Please provide reason for delay)

- All projects were halted due to the COVID-19 pandemic.

311 Toronto (THR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair			11							
Business Intelligence	0.250		0.0%	0.044	17.6%	Ⓜ	Ⓜ	#1	0.528	0.189
Enterprise Workorder	0.110			0.008	7.0%	Ⓜ	Ⓜ	#2	0.508	0.139
Management System (EWMS)										
SOGR - Various	0.600			0.231	38.5%	Ⓜ	Ⓜ	#2	0.600	0.231
UCCE Telephony Maintenance & Upgrade	2.495			0.204	8.2%	Ⓜ	Ⓜ	#2	8.337	0.204
Verint Upgrade	1.264			0.288	22.8%	Ⓜ	Ⓜ	#2	3.559	0.288
Sub-Total	4.719	0.000	0.0%	0.775	16.4%	-	-		13.532	1.052
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	4.719	0.000	0.0%	0.775	16.4%				13.532	1.052

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 project is being cancelled as the intended functionality will be included in the CRM Upgrade project.

Note # 2:

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

Chart 1
2020 Approved Budget by Category (\$326.75)

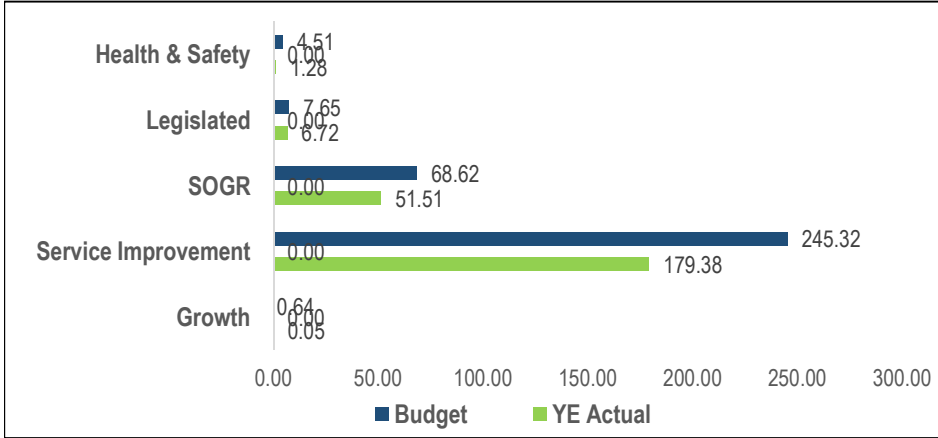


Table 1
2020 Active Projects by Category

Health & Safety	6
Legislated	4
SOGR	63
Service Improvement	109
Growth	3
Total # of Projects	185

Chart 2
Project Status - 185

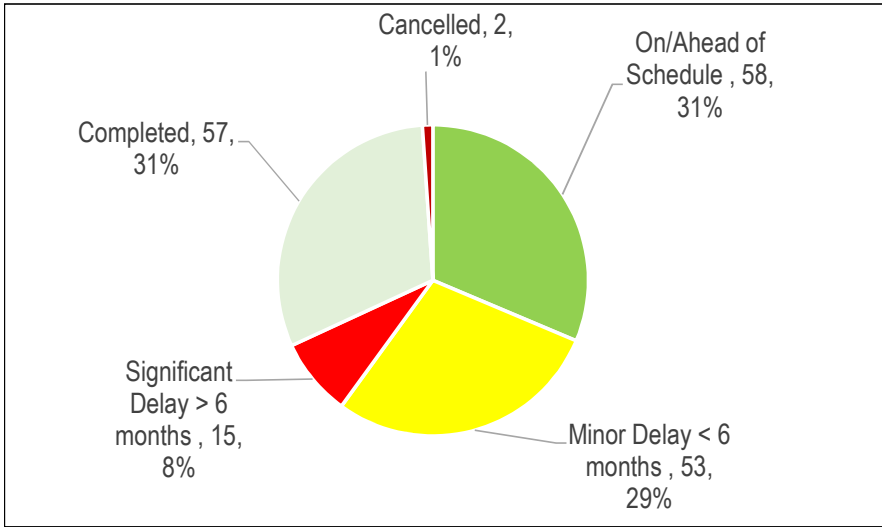


Table 2

Reason for Delay	68	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		5
COVID-19 Related		40
Community Consultation		2
Other*	15	4
Total # of Projects	15	53

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
69.79	94.97	42.71	118.67	0.59

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.

Key Discussion Points: (Please provide reason for delay)

- Overall CREM program year-end spending is \$238.9 million, or 73.1% of its 2020 capital plan. The program has faced some delays and challenges from the COVID-19 pandemic that have impacted its ability to execute on projects and utilize cash flows planned for 2020, including the adjustment of \$42 million of CFC & debt funded projects to assist in offsetting the financial impacts of the pandemic city wide. Without the adjustments year-end spend rate would be 84%.

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Emergency Repairs	1.709	0.147	1600.0%	0.147	8.6%	R	Y	#1	1.661	0.714
Environmental Remediation	0.111	0.000	0.0%	0.000	0.0%	R	G	#2	2.125	0.072
Global Corporate Security Program	2.689	1.128	112.8%	1.128	41.9%	R	G	#1	8.107	5.842
Sub-Total	4.509	1.275	28.3%	1.275	28.3%	-	-		11.893	6.628
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	7.580	6.678	667.8%	6.678	88.1%	G	G		197.510	16.954
Barrier Free / Equity	0.074	0.039	3.9%	0.039	53.2%	Y	G	#2	1.835	1.798
Sub-Total	7.653	6.717	87.8%	6.717	87.8%	-	-		199.345	18.752
State of Good Repair										
150 Borough	0.543			0.136	25.0%	R	Y	#1	0.678	0.566
Albert Campbell Square Park Rehabilitation	0.540			0.511	94.5%	G	G		3.194	3.165
Emergency Repairs	0.885			0.401	45.4%	R	G	#2	2.712	1.057
Environmental Remediation	2.104			1.883	89.5%	G	G		7.335	7.144
Fire Hall Emergency Generators	4.883			3.083	63.1%	Y	Y	#1	18.121	16.540
Indian Residential School Survivors Legacy	0.821			0.821	100.0%	G	G		16.950	0.928
Mechanical & Electrical	20.735			17.360	83.7%	G	G		65.063	52.759
Others - SOGR	13.263			7.687	58.0%	Y	G	#2	38.570	27.847
Renovations	2.604			1.937	74.4%	G	G		9.142	6.267
Replacement of Diesel with Natural Gas Generators for Various locations	0.003			0.000	0.0%	R	G	#2	4.681	4.655
Re-Roofing	0.112			0.004	3.9%	R	G	#2	1.430	4.508
Resiliency Program	0.278			0.128	46.1%	R	G	#2	3.858	3.735
Sitework	0.122			0.000	0.0%	R	G	#2	1.373	0.989
Structural / Building Envelope	21.730			17.555	80.8%	G	G		124.615	66.304
Sub-Total	68.622	0.000	0.0%	51.505	75.1%	-	-		297.723	196.464
Service Improvements										
8 Cumberland St	3.499			0.874	25.0%	R	Y	#1	3.500	0.874
9 Huntley St	0.135			0.000	0.0%	R	G	#2	4.900	4.765
925 Albion Rd	0.023			0.000	0.0%	R	G	#2	10.507	10.484
Administrative Penalty System	0.564			0.188	33.4%	R	Y	#1	2.975	2.595
CCTV Infrastructure Enhancements	0.961			0.755	78.5%	G	G		9.842	8.114
Corporate Facilities Refurbishment Program	0.622			0.235	37.7%	R	G	#2	3.739	3.422
Courts Services Relocation & Fit Out Costs	4.084			4.042	99.0%	G	G		5.558	5.135
Energy Conservation & Demand Management	2.012			0.197	9.8%	R	G	#2	9.798	8.019
Energy Retrofit Program	0.665			0.392	58.9%	Y	G		3.045	2.222
Etobicoke Civic Centre	11.521			4.816	41.8%	R	Y	#1	36.827	9.469
Global Corporate Security Program	1.837			1.130	61.5%	Y	G	#2	4.180	2.053
Mechanical & Electrical	0.203			0.113	55.8%	Y	G	#2	2.010	1.950
Northwest Path - Phase 2	0.457			0.000	0.0%	R	Y	#1	5.256	0.788
Office Modernization Program	2.733			2.442	89.4%	G	G		31.200	29.110
Others - Service Improvements	9.584			0.676	7.1%	R	Y	#1	36.899	16.554
Others - SOGR	3.242			2.202	67.9%	Y	Y	#1	10.438	8.010
Physical Security Capital Plan	1.160			0.893	77.0%	G	G		4.585	4.189

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Real Estate Property Management and Lease Admin	0.000			0.000			Ⓞ		0.569	0.000
Security Bollards - Union Station	0.836			0.033	3.9%	Ⓡ	Ⓢ	#1	4.135	0.307
St. Lawrence Market North Redevelopment	24.246			16.693	68.8%	Ⓢ	Ⓢ	#3	117.946	40.794
Strategic Property Acquisitions	100.957			100.669	99.7%	Ⓞ	Ⓞ		105.957	105.669
Toronto Strong Neighbourhood Strategy	2.542			0.455	17.9%	Ⓡ	Ⓞ	#2	6.468	5.727
TransformTO	1.689			0.123	7.3%	Ⓡ	Ⓢ	#1	2.000	0.323
Union Station - Signage & Wayfinding	0.085			0.000	0.0%	Ⓡ	Ⓞ	#2	0.085	0.000
Union Station East Wing	18.551			14.041	75.7%	Ⓞ	Ⓞ		20.000	17.250
Union Station Enhancement Project	2.227			0.092	4.1%	Ⓡ	Ⓢ	#1	5.146	1.195
Union Station PTIF Projects	0.514			0.295	57.4%	Ⓢ	Ⓞ	#1	1.501	0.984
Union Station Revitalization	41.014			21.373	52.1%	Ⓢ	Ⓡ	#3	693.732	722.170
Various IT-Related Projects	1.380			0.656	47.5%	Ⓡ	Ⓢ	#1	4.019	2.819
Customer Experience Program	5.423			4.423	81.6%	Ⓞ	Ⓞ		17.590	6.404
ModernTO	2.200			1.551	70.5%	Ⓢ	Ⓢ	#1	4.400	1.317
St. Lawrence Market South Renovations	0.357			0.024	6.7%	Ⓡ	Ⓢ	#4	5.150	0.917
Sub-Total	245.324	0.000	0.0%	179.383	73.1%	-	-		1,173.957	1,023.628
Growth Related										
1251 Bridletowne Circle Acquisition	0.055			0.000	0.0%	Ⓡ	Ⓞ	#2	5.942	5.887
School Land Properties Acquisitions	0.500			0.000	0.0%	Ⓡ	Ⓞ	#5	15.000	0.000
Strategic Property Acquisitions	0.082			0.046	55.9%	Ⓢ	Ⓞ	#5	5.062	4.284
Sub-Total	0.638	0.000	0.0%	0.046	7.2%	-	-		26.004	10.170
Total	326.746	7.993	2.4%	238.927	73.1%				1,708.921	1,255.643

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, community consultation issues and coordination with other projects.

Note # 2:

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

Note # 3:

Refer to Major Capital Projects Summary for further details.

Note # 4:

Delay due to revisions to detailed design, change of scope and phasing of construction schedule.

Note # 5:

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

Chart 1
2020 Approved Budget by Category (\$29.33)

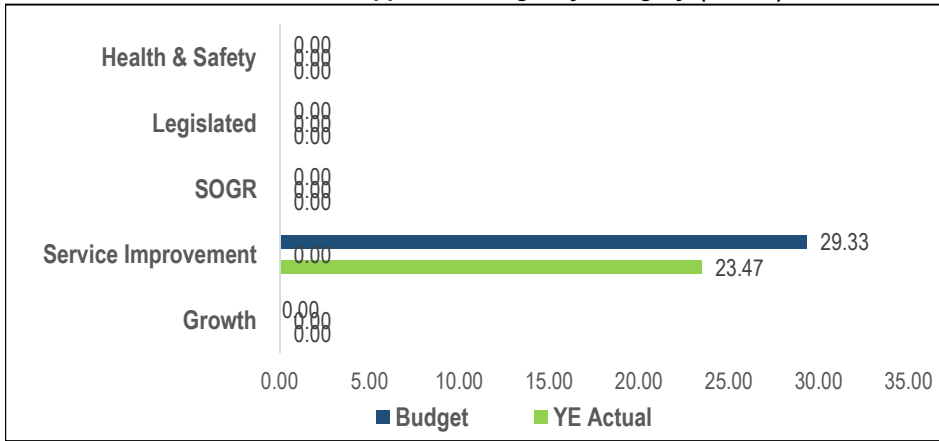


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 14

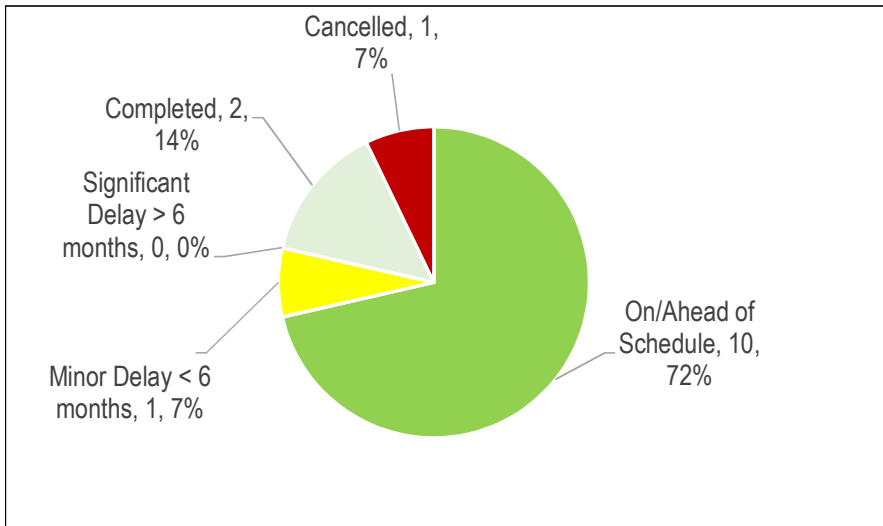


Table 2

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*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
26.17	1.50		1.57	0.09

Key Discussion Points:

The overall program year-end spending is \$23.47 million, or 80% of its 2020 capital plan. The capital program experienced delays in some projects due to the impacts of the COVID-19 pandemic as a significant amount of staff from the division was redeployed to address critical operating needs to support the City during the pandemic. These projects will continue into 2021.

Environment and Energy (CEE)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual		On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%					
Service Improvements			1400.0%							
Combined Heat & Power (CHP)	0.016		1600.0%	0.014	87.1%	Ⓞ	Ⓞ		4.001	2.677
Community Energy Planning	21.863			19.365	88.6%	Ⓞ	Ⓞ		92.780	76.809
Demand Response Program	0.091			0.000	0.0%	Ⓡ	Ⓞ	#1	0.893	0.000
Renewable Energy Program	1.361			1.009	74.1%	Ⓞ	Ⓞ		20.300	17.332
Residential Energy Retrofit Program (HELP)	2.732			0.493	18.0%	Ⓡ	Ⓢ	#2	14.750	5.294
TransformTO	3.264		0.0%	2.591	79.4%	Ⓞ	Ⓞ		14.771	2.878
Total	29.327	0.000	0.0%	23.472	80.0%	-	-		147.495	104.990

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 has been cancelled.

Note # 2:

COVID-19 has halted pre- and post-renovation energy assessments done by Enbridge Gas, a requirement of HELP. Once the program starts up, some 2020 applicants will be processed in 2021.

Chart 1
2020 Approved Budget by Category (\$60.11)

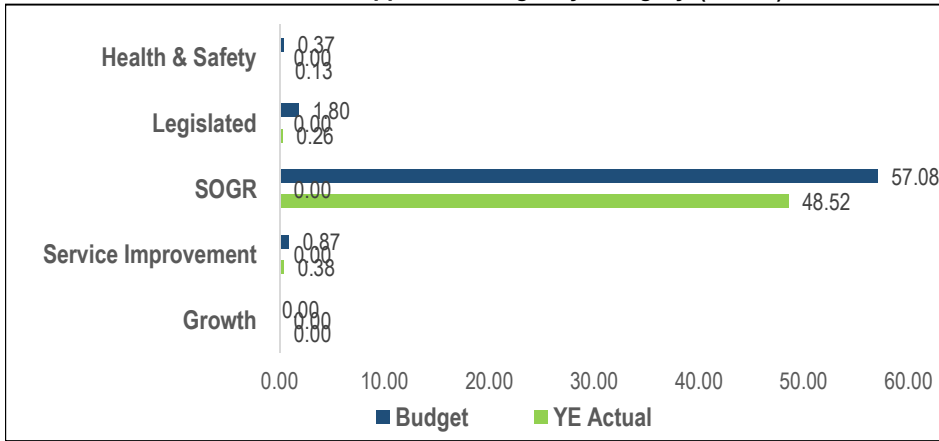


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 32

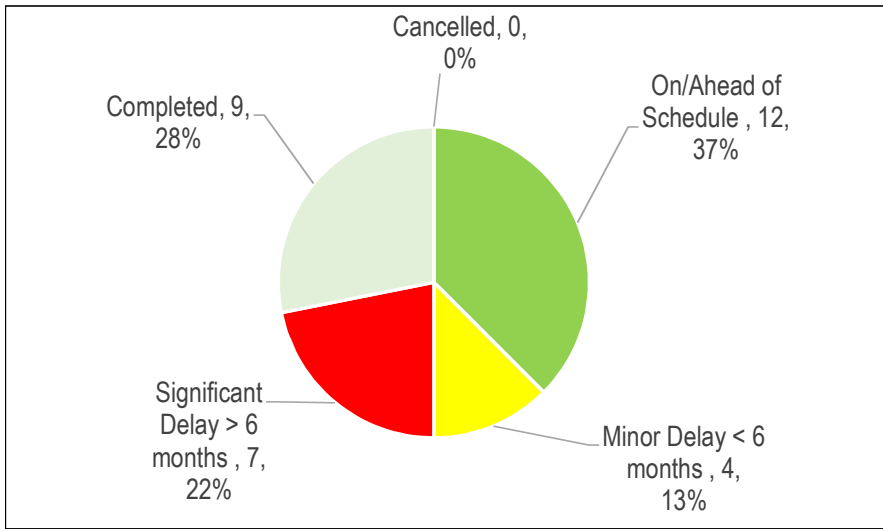


Table 2

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		
COVID-19 Related	7	4
Community Consultation		
Other*		
Total # of Projects	7	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
42.30	2.11	14.25	1.46	

Fleet Services (FLT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			11 14							
Fleet Services - Garage Security	0.135		1600.0%	0.091	67.4%	Y	Y	#1	0.290	0.257
Municipal Licensing - At Large Vehicle Purchase	0.237			0.044	18.4%	R	G	#2	1.200	0.935
Sub-Total	0.372	0.000	0.0%	0.134	36.1%	-	-		1.490	1.193
Legislated										
Car Share Technology	0.020		0.0%	0.000	0.0%	R	R	#1	0.020	0.002
EV Program	1.298		0.0%	0.000	0.0%	R	Y	#1	1.298	0.027
Green Fleet Plan	0.479			0.257	53.7%	Y	G	#1	0.614	0.053
Sub-Total	1.797	0.000	0.0%	0.257	14.3%	-	-		1.932	0.082
State of Good Repair										
Arena Boards - Fleet Replacement	0.107		0.0%	0.088	82.0%	G	G		0.107	0.088
Economic Development & Culture - Fleet Replacement	0.093			0.043	45.7%	R	R	#1	0.093	0.043
Engineering & Construction Services - Fleet Replacement	0.164			0.162	98.6%	G	G		0.722	0.601
Exhibition Place - Fleet Replacement	0.619			0.233	37.5%	R	R	#1	1.000	0.613
Facility & Real Estate - Fleet Replacement	0.711			0.478	67.3%	Y	G	#3	0.812	0.366
Fleet Office Modernization	0.286			0.044	15.3%	R	R	#1	0.300	0.078
Fleet Replacement - Insurance Company	0.245			0.093	37.7%	R	G	#4	0.423	0.384
Fleet Services - At Large Vehicle Purchase	0.145			0.135	92.9%	G	G		0.610	0.553
Fleet Services - Fleet Replacement	0.336			0.336	100.0%	G	G		0.734	0.557
Fleet Services - Tools and Equipment	0.582			0.422	72.6%	G	Y	#1	0.719	0.648
Fuel Site Closures	0.886			0.287	32.4%	R	G	#1	2.237	0.450
Municipal Licensing & Standard - Fleet Replacement	0.674			0.660	98.0%	G	G		1.138	0.858
Parks, Forestry & Recreation - Fleet Replacement	6.809			6.191	90.9%	G	G		11.776	8.344
Purchasing & Materials Management - Fleet Replacement	0.100			0.000	0.0%	R	Y	#1	0.100	0.000
Shelter, Support & Housing Administration - Fleet Replacement	0.050			0.048	96.8%	G	G		0.071	0.048
Solid Waste - Fleet Replacement	9.602			6.900	71.9%	G	G		18.614	8.874
Toronto Building - Fleet Replacement	0.087			0.072	82.7%	G	G		0.112	0.072
Toronto Community Housing Corporation - Fleet Replacement	1.338			1.241	92.7%	G	G		2.271	1.982
Toronto Fire - Fleet Replacement	6.393			4.657	72.8%	G	R	#1	21.609	9.575
Toronto Library - Fleet Replacement	0.084			0.004	5.3%	R	G	#1	0.794	0.714
Toronto Paramedic - Fleet Replacement	6.357			5.425	85.3%	G	R	#1	10.557	9.744

Fleet Services (FLT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Toronto Water - Fleet Replacement	10.713			10.303	96.2%	Ⓞ	Ⓞ		37.586	27.309
Toronto Zoo - Fleet Replacement	0.380			0.380	100.0%	Ⓞ	Ⓞ		0.730	0.730
Transportation Services - Fleet Replacement	10.318			10.318	100.0%	Ⓞ	Ⓞ		41.795	27.153
Sub-Total	57.079	0.000	0.0%	48.519	85.0%	-	-		154.910	99.786
Service Improvements										
Car Share Technology	0.033		0.0%	0.006	19.6%	Ⓡ	Ⓞ	#1	0.050	0.024
Fleet Management and Fuel Integration Sustainment	0.357			0.233	65.3%	Ⓢ	Ⓞ	#1	0.711	0.469
Vendor Management Portal	0.478			0.138	28.8%	Ⓡ	Ⓡ	#1	0.478	0.186
Sub-Total	0.867	0.000	0.0%	0.377	43.5%	-	-		1.239	0.679
Total	60.115	#REF!		49.287	82.0%				159.571	101.738

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:

COVID-19

Note # 2:

Project is completed

Note # 3:

Client requested to delay replacement until 2021

Note # 4:

This project estimates funds spent on insurance deductibles during the year, and the actual spend is based on realized number of insurance claims, which are difficult to predict.

Chart 1
2020 Approved Budget by Category (\$73.26)

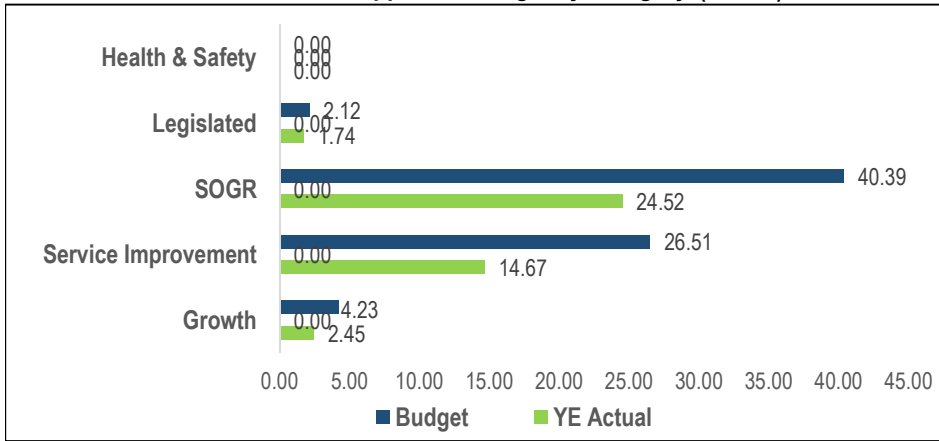


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	28
Service Improvement	37
Growth	10
Total # of Projects	77

Chart 2
Project Status - 77

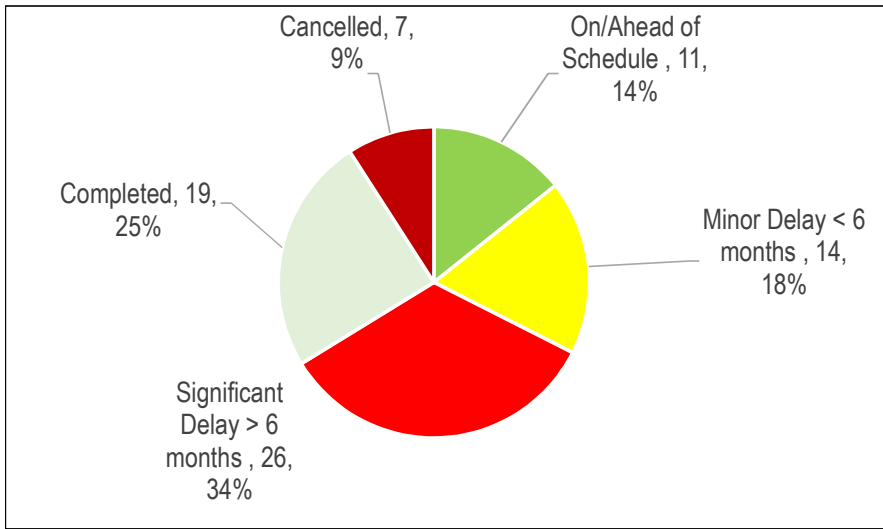


Table 2

Reason for Delay	40	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	2	1
COVID-19 Related	22	12
Community Consultation		
Other*	1	1
Total # of Projects	26	14

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.63	23.52	20.77	8.01	2.33

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.
- The Construction Project and Document Management System for ECS has been delayed due to COVID-19. The RFP is expected to be released in Q1 2021.

Technology Services (ITP)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
AODA Compliance	1.817		0.0%	1.741	95.8%	G	Y	#1	4.800	4.140
EDHR - Complaints Management System	0.307		0.0%	0.000	0.0%	R	R	#1	0.345	0.016
Sub-Total	2.124	0.000	0.0%	1.741	81.9%	-	-		5.145	4.156
State of Good Repair										
Application Systems	0.665		0.0%	0.548	82.4%	G	G		5.717	4.874
Applications Portfolio Tools & Rationalization	0.200			0.000	0.0%	R	R	#1	0.200	0.000
Asset Lifecycle Management	17.624			12.404	70.4%	Y	G	#1	122.567	116.149
Business Sustainment Systems	0.454			0.448	98.8%	G	R	#2	4.519	3.190
Corporate Initiatives	1.241			1.074	86.5%	G	G		2.548	2.227
Corporate Planning & Management	1.380			0.498	36.1%	R	Y	#1	5.286	2.854
Cybersecurity	2.710			0.269	9.9%	R	R	#1	5.702	3.794
IT Service Mgmt	0.767			0.311	40.5%	R	Y	#3	7.959	3.707
Kronos Upgrade	0.797			0.407	51.0%	Y	G	#4	0.797	0.407
Museums & Heritage Services IT Infrastructure SOGR	0.334			0.313	93.7%	G	R	#1	1.260	0.867
Network Upgrades	0.887			0.602	67.9%	Y	R	#1	4.532	2.459
Project Portfolio Management System (SOGR)	0.415			0.000	0.0%	R	G	#1	0.622	0.078
Technology Infrastructure	3.115			0.696	22.4%	R	R	#1	5.598	2.716
TEMS Replacement	0.800			0.000	0.0%	R	R	#5	1.600	0.308
TSD Covid 19 Capital Impact	9.000			6.956	77.3%	G	G		9.000	6.956
Sub-Total	40.388	0.000	0.0%	24.525	60.7%	-	-		177.907	150.586
Service Improvements										
Application Systems	5.600		0.0%	3.762	67.2%	Y	R	#1	29.878	15.872
Applications Portfolio Tools & Rationalization	0.565			0.106	18.8%	R	R	#1	0.810	0.106
Artificial Intelligence for SSHA and TPH	0.853			0.149	17.5%	R	R	#1	3.200	0.234
Business Sustainment Systems	5.093			1.732	34.0%	R	R	#1	25.785	19.795
Corporate Initiatives	4.569			3.533	77.3%	G	R	#1	27.541	25.383
Corporate Planning & Management	1.099			0.795	72.4%	G	G		3.824	2.869
ECS Business Systems Improvements	0.241			0.042	17.6%	R	R	#1	0.600	0.385
ECS Cloud Deployment- Construction Project and DMS	1.363			0.508	37.3%	R	R	#6	3.504	0.752
Enterprise Time, Attendance & Scheduling Management - PPEB	0.002			0.002	100.0%	G	G		14.950	14.869
Etime Scheduling Enterprise Rollout	0.787			0.615	78.2%	G	G		4.868	3.880
HR Labour Relations Information System (LRIS)	0.404			0.072	17.7%	R	R	#1	0.736	0.181
IT Audit Project Health Check Framework	0.080			0.060	75.3%	G	G		0.150	0.128
Justice Video Network (JVN) Implementation for Courtrooms	0.520			0.000	0.0%	R	R	#1	0.520	0.000
Open Data Visualization	1.418			0.473	33.4%	R	G	#1	4.136	2.129

Technology Services (ITP)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Publicly Accessible Wi-Fi For City Facilities	0.829			0.479	57.8%	Ⓚ	Ⓞ	#1	1.279	0.730
TASS Business Readiness	0.011			0.000	0.0%	Ⓚ	Ⓞ	#1	0.461	0.255
Technology Infrastructure	2.123			1.630	76.8%	Ⓞ	Ⓞ		3.310	1.973
Toronto Property System (TPS) refresh	0.328			0.082	25.1%	Ⓚ	Ⓚ	#1	0.553	0.304
Work Management Solution - Transportation	0.628			0.628	100.1%	Ⓞ	Ⓞ		9.396	6.820
Sub-Total	26.513	0.000	0.0%	14.671	55.3%	-	-		135.500	96.665
Growth Related										
Applications Portfolio Tools & Rationalization	0.339			0.186	54.8%	Ⓚ	Ⓞ	#7	2.882	0.929
Business Sustainment Systems	0.036			0.000	0.0%	Ⓚ	Ⓞ	#8	1.317	0.957
CLASS Replacement Planning	0.027			0.027	100.0%	Ⓞ	Ⓚ	#9	0.150	0.075
Consolidated Data Centre	1.867			1.674	89.7%	Ⓞ	Ⓞ		40.306	23.448
Corporate Initiatives	0.798			0.364	45.6%	Ⓚ	Ⓚ	#1	1.668	0.541
Enterprise Architecture	0.564			0.131	23.3%	Ⓚ	Ⓚ	#1	6.352	5.918
Technology Infrastructure	0.500			0.000	0.0%	Ⓚ	Ⓚ	#1	0.500	0.000
WAN High Speed Fibre Data	0.103			0.067	64.9%	Ⓚ	Ⓞ	#10	2.090	2.054
Sub-Total	4.234	0.000	0.0%	2.449	57.8%	-	-		55.266	33.922
Total	73.260	0.000	0.0%	43.385	59.2%				373.818	285.330

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:

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 Kronos Upgrade project has had some procurement delays in the wake of COVID-19

Note # 5:

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.

Note # 6:

The Construction Project and Document Management System for ECS has been delayed due to COVID-19. The RFP is expected to be released in Q1 2021.

Note # 7:

The Application Portfolio Tools & Rationalization project is complete. The project will be closed and remaining funds released.

Note # 8:

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

Note # 9:

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

Note # 10:

The WAN High Speed Fibre Data Services (Cogeco) is complete. Project will be 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%	↓	⊙
	Q4	13.88	5.92	5.92	42.7%	↓	Ⓡ
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%	↓	⊙
	Q4	13.88	5.92	5.92	42.7%	↓	Ⓡ

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

For the twelve months ended December 31, 2020, the capital expenditures for Finance and Treasury Services totalled \$5.9 million of their 2020 Approved Capital Budget of \$13.9 million.

Chart 1
2020 Approved Budget by Category (\$13.87)

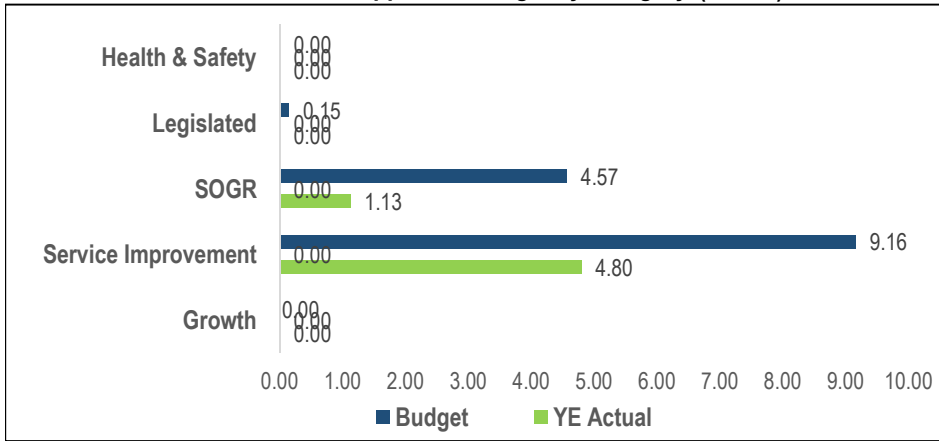


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	5
Service Improvement	9
Growth	
Total # of Projects	15

Chart 2
Project Status - 15

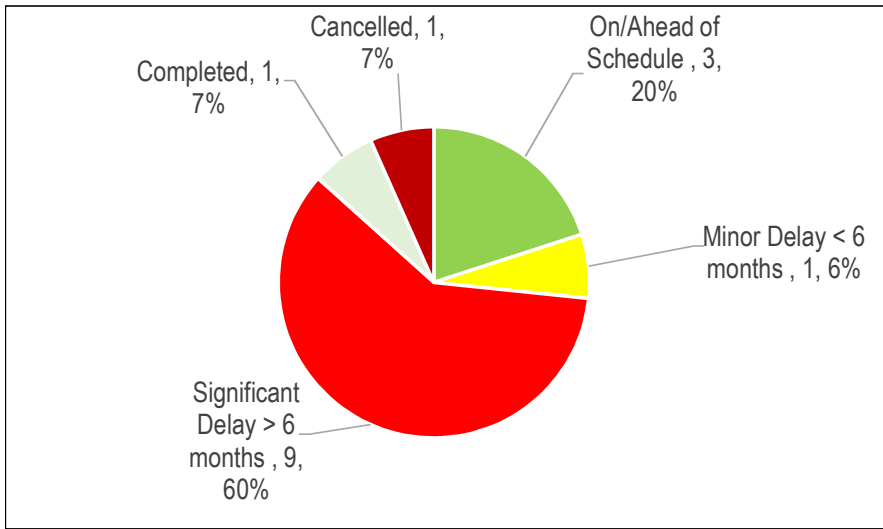


Table 2

Reason for Delay	10	
	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	9	
Community Consultation		
Other*		
Total # of Projects	9	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.99	0.40	10.33	0.01	0.15

Key Discussion Points: (Please provide reason for delay)
9 projects have been significantly delayed due to COVID-19

Financial Services (FNS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.150	0.000	0.0%	0.000	0.0%	-	-		0.000	0.000
State of Good Repair										
CROSS-APPLICATION TIMESHEET CATS IMPLEMENTATION	0.007		0.0%	0.000	0.0%	Ⓜ	Ⓞ		7.540	7.533
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.939		0.0%	0.034	1.8%	Ⓜ	Ⓜ	#2	5.000	0.930
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.400		0.0%	0.002	0.5%	Ⓜ	Ⓢ	#3	1.892	1.106
TAX BILLING SYSTEM	1.300		0.0%	0.287	22.1%	Ⓜ	Ⓜ	#4	9.922	2.651
UTILITY BILLING SYSTEM	0.920		0.0%	0.803	87.3%	Ⓞ	Ⓞ		5.971	0.973
Sub-Total	4.566	0.000	0.0%	1.126	24.7%	-	-		30.325	13.193
Service Improvements										
EBILLING INITIATIVE	0.078			0.003	3.8%	Ⓜ	Ⓜ	#5	0.469	0.393
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.138			0.013	9.4%	Ⓜ	Ⓜ	#6	0.551	0.234
EMPLOYEE SERVICE CENTRE (ESC)	0.565			0.376	66.5%	Ⓢ	Ⓜ	#7	1.255	0.991
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION	0.393			0.132	33.6%	Ⓜ	Ⓞ		2.000	1.740
FAST - BUSINESS TRANSFORMATION	1.680			1.449	86.3%	Ⓞ	Ⓞ		2.260	1.733
PARKING TAG MGMT SOFTWARE UPGRADE	0.900			0.004	0.4%	Ⓜ	Ⓜ	#8	2.592	0.662
PPEB TRANSFORMATION PROGRAM	2.171			0.925	42.6%	Ⓜ	Ⓜ	#9	3.034	0.925
REVENUE SYSTEM - PHASE 11 - 2000	0.227			0.066	29.1%	Ⓜ	Ⓜ	#10	3.500	3.338
SUPPLY CHAIN MANAGEMENT TRANSFORMATION	3.007			1.830	60.9%	Ⓢ	Ⓜ	#11	18.993	17.105
Sub-Total	9.159	0.000	0.0%	4.798	52.4%	-	-		34.654	27.121
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	13.875	0.000	0.0%	5.924	42.7%				64.979	40.314

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 was closed and moved to Operating Budget

Note # 2:

Project on hold due to COVID-19.

Note # 3:

Delay in assigning TS staff resources to complete the RFP and set requirements. RFP was not released in fall 2020, as originally anticipated. RFP was released April 7 2021 and closes May 7 2021 with award in June or July 2021.

Note # 4:

Financial Services (FNS)

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

Spending put on hold due to COVID-19.

Note # 5:

COVID - 19 Related resource availability

Note # 6:

COVID - 19 Related resource availability

Note # 7:

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

Note # 8:

Spending put on hold due to COVID-19.

Note # 9:

Delays due to responding to priorities of COVID-19 effect and response as new initiatives & workforces emerged. The City slow-down in hiring resources caused stopping & delaying projects execution (some projects resumed and others not yet). Currently, in process of re/starting projects, with the aim of completing the program of work by the end of 2022.

Note # 10:

Spending put on hold due to COVID-19.

Note # 11:

In 2020 a number of issues impacted the project including cross project dependencies between P2P and Contract Module that were unknown and undocumented. Complicated by unknown work effort required to conduct the contract data cleansing to import data into the Contract Module. Sustainment positions not available to absorb Sourcing Module work. Requirement to absorb additional scope regarding functional training development and remaining staff reallocated to COVID 19 OEM.

**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		□	Ⓜ
	Q4	0.00	0.00	0.00		□	Ⓜ
Office of the Lobbyist Registrar	5M	0.12	0.04	0.12	98.1%		Ⓞ
	Q2	0.00	0.05	0.12	1091646.5%	↑	Ⓜ
	Q3	0.00	0.10	0.12	843606.7%	↓	Ⓜ
	Q4	0.00	0.11	0.11	702125.0%	↓	Ⓜ
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		□	Ⓜ
	Q4	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%	↓	Ⓞ
	Q4	3.78	2.66	2.66	70.2%	↓	Ⓞ
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%	↑	Ⓜ
	Q4	36.29	3.39	3.39	9.4%	↓	Ⓜ
TOTAL	5M	40.46	1.04	11.53	28.5%		Ⓜ
	Q2	40.07	1.39	11.53	28.8%	↑	Ⓜ
	Q3	40.07	2.01	11.15	27.8%	↓	Ⓜ
	Q4	40.07	6.16	6.16	15.4%	↓	Ⓜ

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

For the twelve months ended December 31, 2020, the capital expenditures for Other City Programs totalled \$6.2 million of their collective 2020 Approved Capital Budget of \$40.1 million. Office of the Lobbyist Registrar and City Clerk's in this Service Area have spending rates above 70% of their respective 2020 Approved Capital Budgets.

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

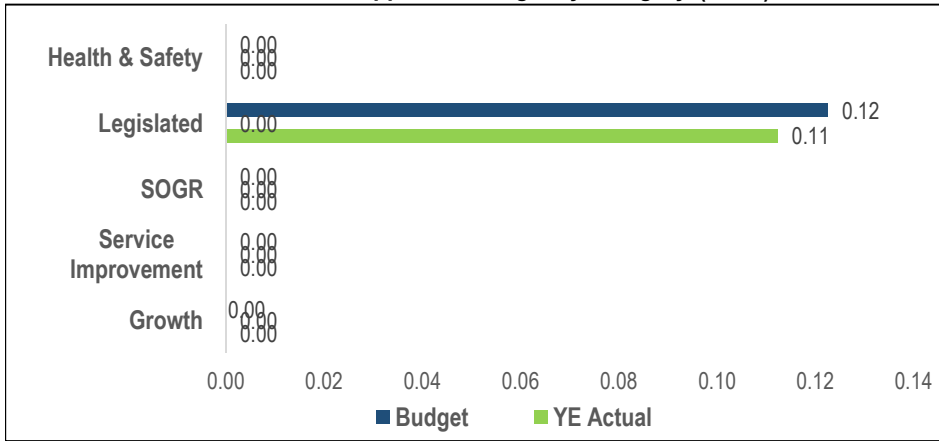


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 1

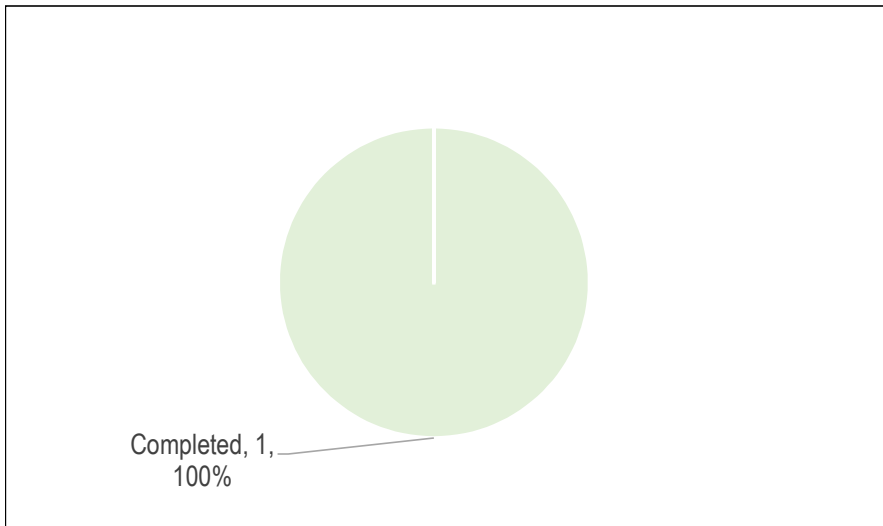


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

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			
Health & Safety			14							
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
OLR Investigation Case Management System	0.123	0.112	91.7%	0.112	91.7%	Ⓞ	Ⓞ	#1	0.215	0.205
Sub-Total	0.123	0.112	91.7%	0.112	91.7%	-	-		0.215	0.205
State of Good Repair										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.123	0.112	91.7%	0.112	91.7%				0.215	0.205

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 (\$3.78)

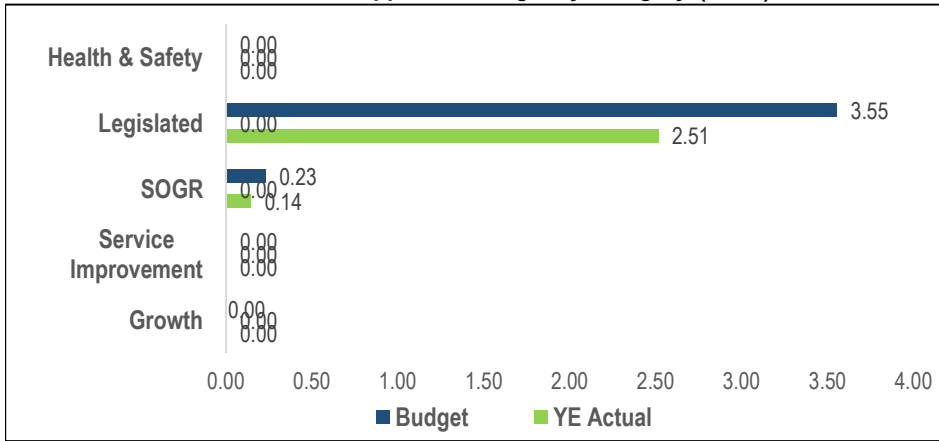


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	4
Service Improvement	
Growth	
Total # of Projects	13

Chart 2
Project Status - 13

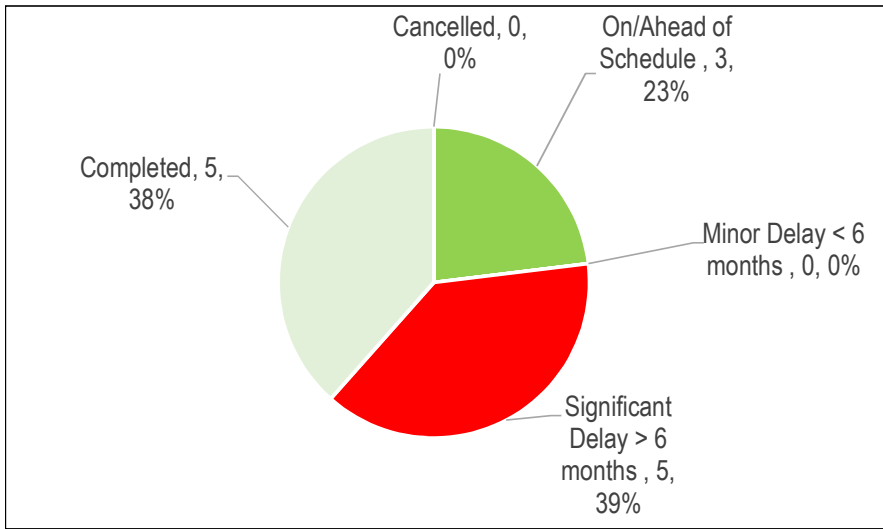


Table 2

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*		
Total # of Projects	5	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.61		0.79	0.38	

Key Discussion Points: (Please provide reason for delay)

- The COVID-19 pandemic has resulted in delays of 39% of the projects (5) included in the 2020 Approved Capital Budget for the City Clerk's Office.

City Clerk's Office (CLK)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Sub-Total										
Legislated										
Election Technology Program for 2022 Election	2.039		0.0%	1.660	81.4%	G	G		6.295	3.121
Toronto Meeting Management Information System (TMMIS) SOGR 2019-2022	0.312		0.0%	0.112	36.0%	R	R	#1	0.890	0.160
Open Info - Division Specific - Archival Database	0.058		0.0%	0.056	96.2%	G	G		0.125	0.123
Privacy Case Management System 2019	0.135		0.0%	0.052	38.4%	R	G		0.205	0.122
Voting Equipment Replacement - Options Study	0.030		0.0%	0.008	25.4%	R	G		0.157	0.135
City Clerk's Business System - Legislative Compliance	0.075		0.0%	0.075	99.2%	G	R	#2	0.440	0.230
City Clerk's Office Business Systems 2020-2021	0.275		0.0%	0.138	50.1%	Y	G		0.555	0.194
Council Business Systems 2020-2021	0.330		0.0%	0.189	57.4%	Y	R	#1	0.665	0.243
Council Transition Requirements 2017	0.300		0.0%	0.223	74.5%	G	G		1.267	1.192
Sub-Total	3.554	0.000	0.0%	2.513	70.7%	-	-		10.599	5.520
State of Good Repair										
Info. production online request portal replacement	0.097		0.0%	0.093	96.0%	G	G		0.110	0.106
Archives equipment upgrade 2017-2023	0.057		0.0%	0.051	88.0%	G	G		0.265	0.208
City hall registry counter refresh	0.075		0.0%	0.000	0.0%	R	R	#3	0.078	0.003
Records centre services SOGR	0.000			0.000			R	#4	0.250	1.066
Sub-Total	0.229	0.000	0.0%	0.143	62.6%	-	-		0.703	1.383
Service Improvements										
Sub-Total										
Growth Related										
Sub-Total										
Total	3.783	0.000	0.0%	2.656	70.2%				11.302	6.902

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 *Toronto Meeting Management Information System (TMMIS) SOGR 2019-2022* and the *Council Business Systems 2020-2021* projects are delayed due to impacts from the COVID-19 pandemic.

Note # 2:

The *City Clerk's Business System - Legislative Compliance* project is delayed due to the COVID-19 pandemic as well as scope changes resulting in the project being split into two phases.

Note # 3:

The *City hall registry counter refresh* project is delayed due to the COVID-19 pandemic as well as the departure of the Service Canada located at City Hall first floor. The project is being deferred to 2023.

Note # 4:

The *Records centre services SOGR* project is delayed due to the COVID-19 pandemic as well as the the Image Library and Digitization programs needing to be adjusted with a potential relocation of the program. The project has been deferred to 2021.

**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%	↓	Ⓢ
	Q4	14.27	7.17	7.17	50.3%	↓	Ⓢ
Go Transit	5M	60.00	0.00	60.00	100.0%		Ⓢ
	Q2	60.00	0.00	60.00	100.0%	□	Ⓢ
	Q3	60.00	0.00	60.00	100.0%	□	Ⓢ
	Q4	60.00	0.00	0.00	0.0%	↓	Ⓢ
To Live	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%	↓	Ⓢ
	Q4	19.63	6.67	6.67	34.0%	↓	Ⓢ
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%	□	Ⓢ
	Q4	24.83	24.83	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%	↓	Ⓢ
	Q4	80.26	53.78	53.78	67.0%	↓	Ⓢ
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%	↑	Ⓢ
	Q4	6.22	1.59	1.59	25.5%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	44.38	34.96	34.96	78.8%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	17.23	7.68	7.68	44.6%	↓	Ⓢ
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%	↑	Ⓢ
	Q4	1,092.77	883.25	883.25	80.8%	↓	Ⓢ
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%	↑	Ⓢ
	Q4	0.09	0.07	0.07	84.2%	↑	Ⓢ
TOTAL	5M	1,347.78	383.72	1,199.22	89.0%		Ⓢ
	Q2	1,351.76	462.08	1,247.86	92.3%	↑	Ⓢ
	Q3	1,353.79	705.00	1,237.17	91.4%	↓	Ⓢ
	Q4	1,359.67	1,020.00	1,020.00	75.0%	↓	Ⓢ

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

For the twelve months ended December 31, 2020, the capital expenditures for City Agencies totalled \$1020.00 million of their collective 2020 Approved Capital Budget of \$1,360 billion. TRCA, Toronto Public Library, TTC and Yonge-Dundas Square have achieved over 70% spending rate.

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

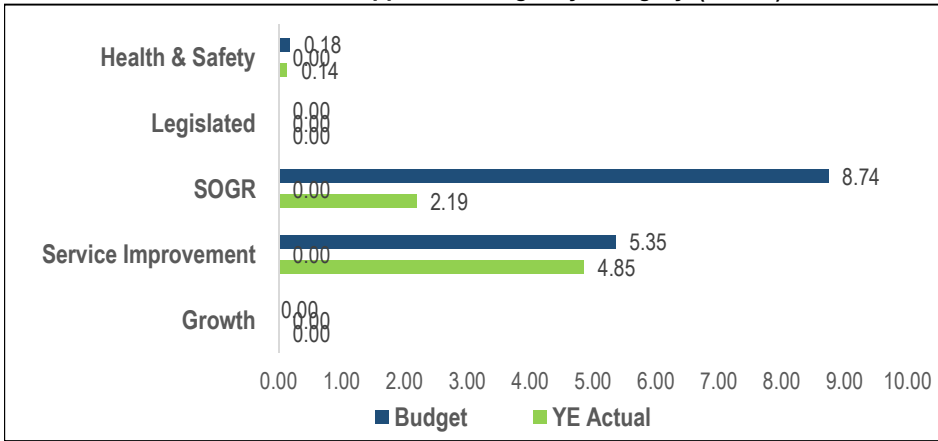


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 39

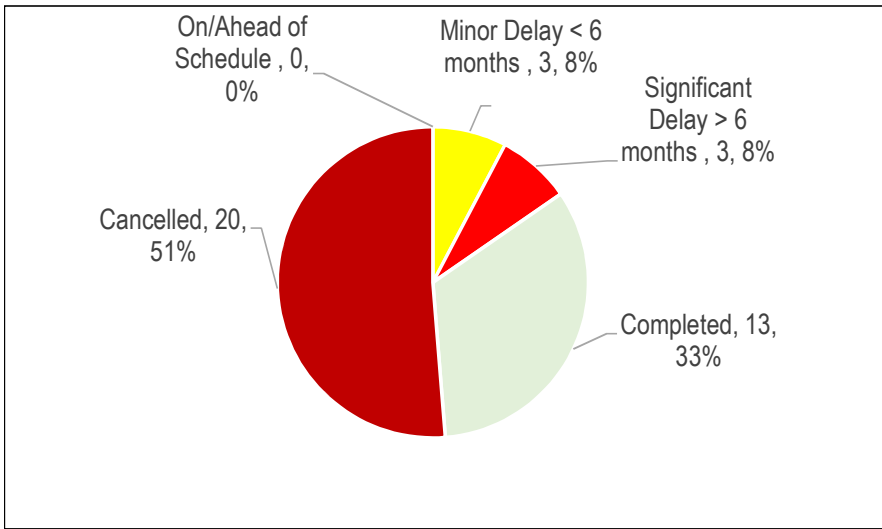


Table 2

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects	2	1
COVID-19 Related	1	1
Community Consultation		
Other*		
Total # of Projects	3	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	3.38	0.68	3.78	6.44

Key Discussion Points:

- Exhibition Place achieved a 2020 Year-end spend of \$7.174 million or 50.3% of its 2020 Council Approved Capital Budget of \$14.273 million.
- 20 SOGR projects (\$6.44 million) were-put on hold as a result of COVID-19. A number of capital projects were delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. This has resulted in lower spend rate and the impacts are reflected in the spending for the year.
- The rest of the unspent cash flow of \$0.759 million were primarily related to site conditions for projects such as *Hotel X Pedestrian Bridge Phase 2* (\$0.594 million), *Carillon Tower Retrofit* (\$0.085 million) and *Fountains Retrofit* (\$0.065 million).

Exhibition Place (EXH)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			11 14							
Other Building	0.179		1600.0%	0.135	75.4%	Ⓞ	Ⓜ		0.350	0.306
Sub-Total	0.179	0.000	0.0%	0.135	75.4%	-	-		0.350	0.306
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Pre-Engineering Program	0.186		0.0%	0.013	6.7%	Ⓞ	Ⓞ	#1	0.300	0.127
Queen Elizabeth Building	0.211		0.0%	0.014	6.8%	Ⓞ	Ⓞ	#1	0.475	0.278
Other Building	0.640		0.0%	0.442	69.0%	Ⓜ	Ⓞ	#1	0.640	0.442
Equipment	0.883		0.0%	0.390	44.2%	Ⓞ	Ⓞ	#1	1.405	0.912
Enercare Centre	2.339		0.0%	0.116	5.0%	Ⓞ	Ⓞ	#1	2.770	0.548
Coliseum Complex	0.121		0.0%	0.015	12.8%	Ⓞ	Ⓞ	#1	0.200	0.095
Parks, Parking Lots and Roads	0.726		0.0%	0.365	50.3%	Ⓜ	Ⓞ	#1	0.895	0.534
Food Building	0.631		0.0%	0.415	65.8%	Ⓜ	Ⓞ	#1	0.690	0.474
Better Living Centre	0.175		0.0%	0.002	1.1%	Ⓞ	Ⓞ	#1	0.175	0.002
Beanfield Centre	0.450		0.0%	0.007	1.6%	Ⓞ	Ⓞ	#1	0.450	0.007
Electrical Underground High Voltage Utilities	2.379		0.0%	0.409	17.2%	Ⓞ	Ⓞ	#1	3.500	1.530
Sub-Total	8.740	0.000	0.0%	2.189	25.0%	-	-		11.500	4.948
Service Improvements										
Beanfield Centre	5.353		0.0%	4.851	90.6%	Ⓞ	Ⓞ	#1	5.969	5.467
Sub-Total	5.353	0.000	0.0%	4.851	90.6%	-	-		5.969	5.467
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	14.273	0.000	0.0%	7.174	50.3%				17.819	10.721

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)

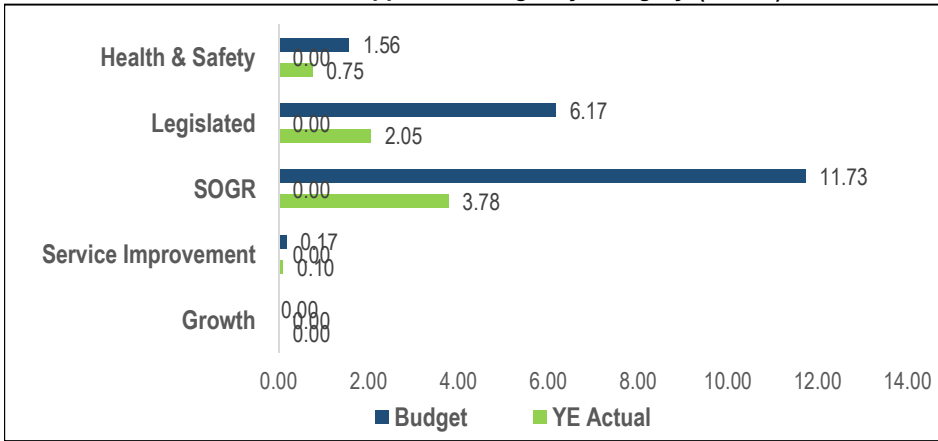


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 16

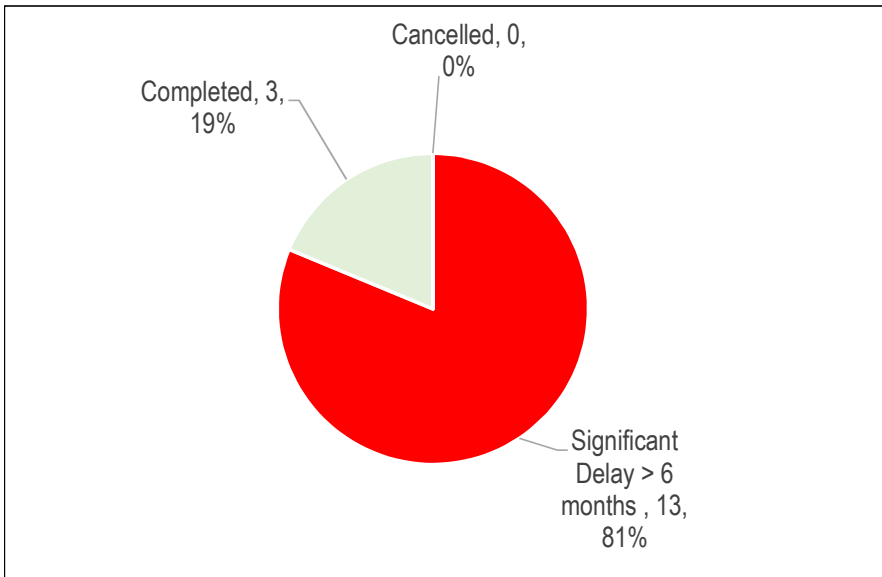


Table 2

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	13	
Other*		
Total # of Projects	13	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		18.85	0.79	

Reasons for "Other*" Projects Delay:

- TO Live spent \$6.673 million or 34% of its 2020 Council Approved Capital Budget at year-end.
- The lower spend rate is the result of COVID-19 as a number of State of Good Repair capital projects were delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. These projects have been postponed to 2021 for completion.

TO Live

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget
		\$	%	\$	%	On Budget	On Time		
Health & Safety			14						
Meridian Hall - Building Envelope	0.866		1600.0%	0.066	7.6%	Ⓡ	Ⓡ	#1	0.867
Meridian Hall - Vertical Transportation	0.293		0.0%	0.293	99.9%	Ⓢ	Ⓢ		0.328
Meridian Hall - Fire Safety Systems	0.381		0.0%	0.381	100.0%	Ⓢ	Ⓢ		0.452
Meridian Hall - Theatre Systems & Equipment	0.012		0.0%	0.005	43.0%	Ⓡ	Ⓡ	#1	0.119
St. Lawrence Centre for the Arts - Health and Safety	0.011		0.0%	0.003	28.4%	Ⓡ	Ⓡ	#1	0.200
Sub-Total	1.563		0.0%	0.748	47.8%	-	-		1.966
Legislated									
Meridian Arts Centre - AODA	1.925		0.0%	0.549	28.5%	Ⓡ	Ⓡ	#1	4.204
Meridian Arts Centre - Concession Stands	0.116		0.0%	0.010	8.2%	Ⓡ	Ⓢ		0.133
Meridian Hall - AODA	3.808		0.0%	1.446	38.0%	Ⓡ	Ⓡ	#1	4.406
St. Lawrence Centre for the Arts - AODA	0.319		0.0%	0.048	15.0%	Ⓡ	Ⓡ	#1	0.398
Sub-Total	6.168		0.0%	2.052	33.3%	-	-		9.141
State of Good Repair									
Meridian Arts Centre - SOGR	3.145		0.0%	0.104	3.3%	Ⓡ	Ⓡ	#1	3.145
Meridian Hall - Mechanical Systems	1.747		0.0%	1.716	98.2%	Ⓢ	Ⓡ	#1	1.777
Meridian Hall - Building Envelope	0.956		0.0%	0.807	84.5%	Ⓢ	Ⓡ	#1	0.956
Meridian Hall - Electrical Systems	0.638		0.0%	0.314	49.2%	Ⓡ	Ⓡ	#1	0.638
Meridian Hall - Theatre Systems & Equipment	0.342		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.342
St. Lawrence Centre for the Arts - SOGR	4.903		0.0%	0.836	17.0%	Ⓡ	Ⓡ	#1	5.514
Sub-Total	11.730		0.0%	3.777	32.2%	-	-		12.371
Service Improvements									
Meridian Arts Centre - Sound Isolation	0.173		0.0%	0.096	55.6%	Ⓢ	Ⓡ	#1	0.215
Sub-Total	0.173		0.0%	0.096	55.6%	-	-		0.215
Total	19.634		0.0%	6.673	34.0%				23.693

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)

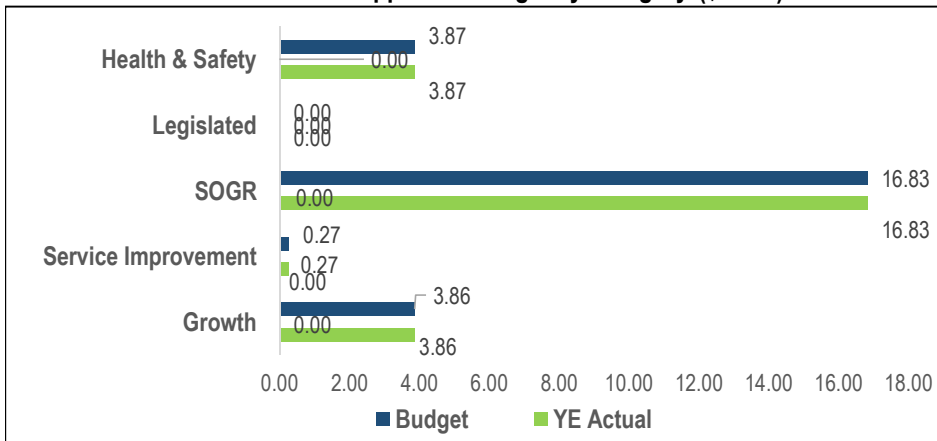


Table 1
2020 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	20
Service Improvement	1
Growth	1
Total # of Projects	23

Chart 2
Project Status - 23

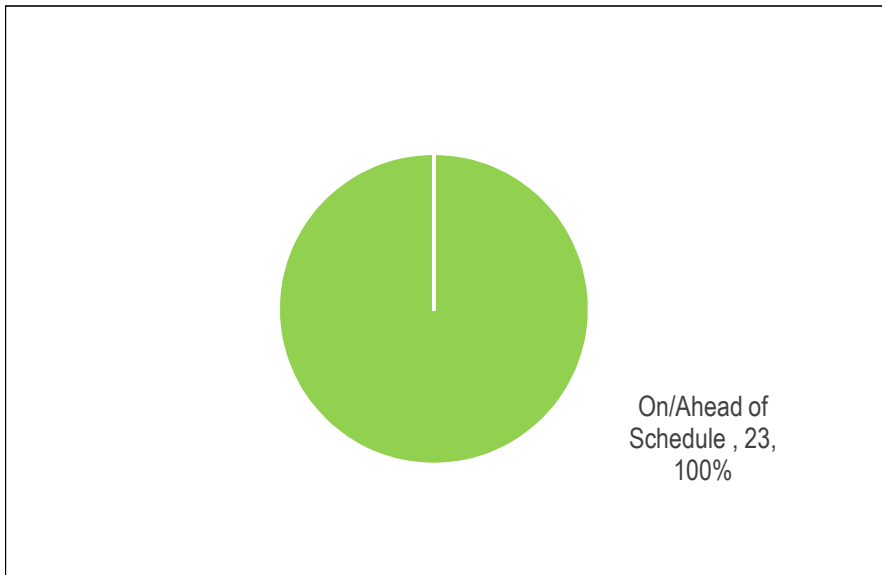


Table 2

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*		
Total # of Projects		

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.
- 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.		Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			11 14							
Scarborough Waterfront Project - West Segment Design & Brimley Road Construction	3.866	3.866	1600.0%	3.866	100.0%	Ⓞ	Ⓞ		3.866	3.866
Sub-Total	3.866	3.866	100.0%	3.866	100.0%	-	-		3.866	3.866
Legislated										
Legislated Project Name Legislated Project Name										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Greenspace Land Acquisition (Toronto Share)	0.064	0.064	100.0%	0.064	100.0%	Ⓞ	Ⓞ		0.748	0.748
Shoreline Monitoring & Maintenance	0.400	0.400	100.0%	0.400	100.0%	Ⓞ	Ⓞ		3.550	3.550
Erosion Infrastructure - Major Maintenance	1.200	1.200	100.0%	1.200	100.0%	Ⓞ	Ⓞ		9.830	9.830
Black Creek Pioneer Village Retrofit	0.371	0.371	100.0%	0.371	100.0%	Ⓞ	Ⓞ		2.834	2.834
Living City Action Plan - Sustainable Communities	0.886	0.886	100.0%	0.886	100.0%	Ⓞ	Ⓞ		7.222	7.222
Living City Action Plan - Watershed Monitoring	0.530	0.530	100.0%	0.530	100.0%	Ⓞ	Ⓞ		4.352	4.352
Living City Action Plan - Regional Watershed Management	1.349	1.349	100.0%	1.349	100.0%	Ⓞ	Ⓞ		9.310	9.310
Living City Action Plan - Regeneration Sites	0.795	0.795	100.0%	0.795	100.0%	Ⓞ	Ⓞ		4.262	4.262
Waterfront Development - Environmental Monitoring	0.245	0.245	100.0%	0.245	100.0%	Ⓞ	Ⓞ		2.200	2.200
Waterfront Development - Keating Channel Dredging	0.320	0.320	100.0%	0.320	100.0%	Ⓞ	Ⓞ		2.880	2.880
Waterfront Development - Ashbridges Bay	0.250	0.250	100.0%	0.250	100.0%	Ⓞ	Ⓞ		2.450	2.450
Tommy Thompson Cell Capping	0.050	0.050	100.0%	0.050	100.0%	Ⓞ	Ⓞ		0.829	0.829
Waterfront Development - Ongoing Major Maintenance	0.188	0.188	100.0%	0.188	100.0%	Ⓞ	Ⓞ		2.018	2.018
Toronto Planning Initiatives	0.100	0.100	100.0%	0.100	100.0%	Ⓞ	Ⓞ		0.380	0.380
Information Technology Replacement	0.257	0.257	100.0%	0.257	100.0%	Ⓞ	Ⓞ		2.348	2.348
Gibraltar Point Erosion	4.700	4.700	100.0%	4.700	100.0%	Ⓞ	Ⓞ		12.230	12.230
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.322	100.0%	0.322	100.0%	Ⓞ	Ⓞ		2.208	2.208
Layer 2 - Extra Waterfront Major Maintenance	1.000	1.000	100.0%	1.000	100.0%	Ⓞ	Ⓞ		4.650	4.650
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.200	100.0%	0.200	100.0%	Ⓞ	Ⓞ		2.000	2.000
Layer 2 - Extra Erosion Major Maintenance	3.600	3.600	100.0%	3.600	100.0%	Ⓞ	Ⓞ		15.556	15.556
Sub-Total	16.827	16.827	100.0%	16.827	100.0%	-	-		91.857	91.857
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.270	100.0%	0.270	100.0%	Ⓞ	Ⓞ		2.250	2.250
Sub-Total	0.270	0.270	100.0%	0.270	100.0%	-	-		2.250	2.250

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
Long Term Accomodation Plan - 5 Shoreham	3.862	3.862	100.0%	3.862	100.0%	Ⓞ	Ⓞ		31.860	3.862
Sub-Total	3.862	3.862	100.0%	3.862	100.0%	-	-		31.860	3.862
Total	24.825	24.825	100.0%	24.825	100.0%				129.833	101.835

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)

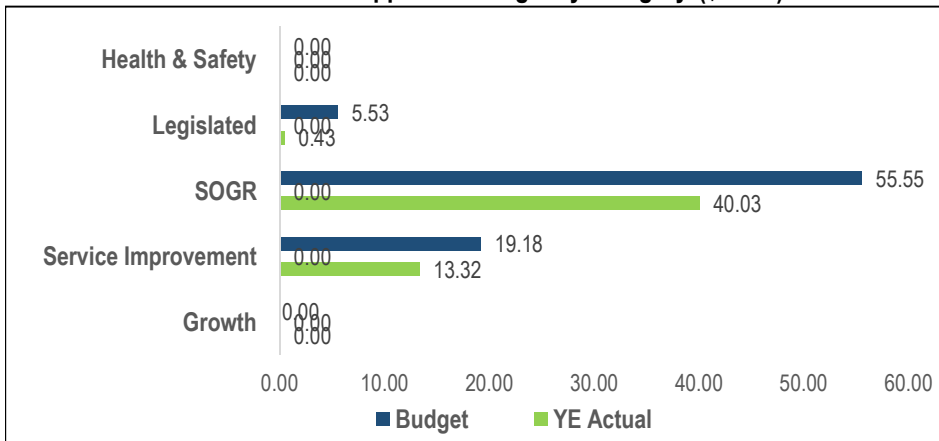


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 43

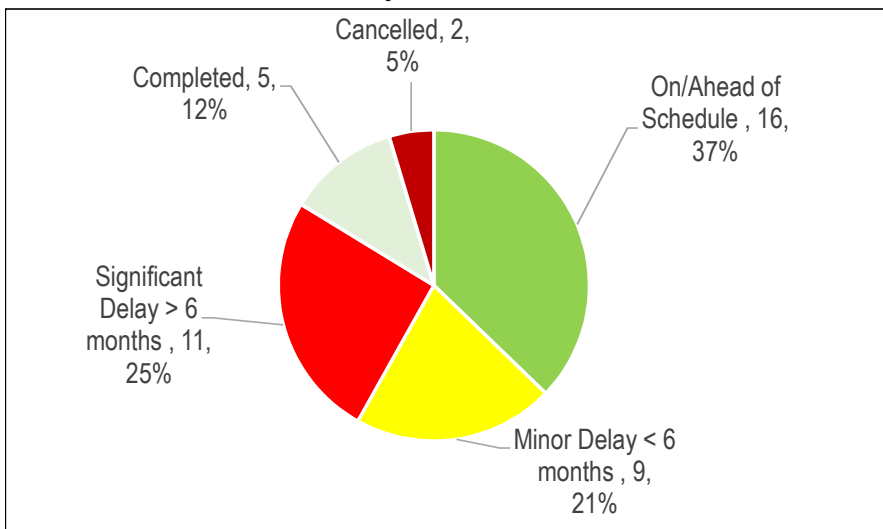


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	2
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related		
Community Consultation		
Other*	8	6
Total # of Projects	9	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
29.19	20.60	20.07	7.53	2.88

Reasons for "Other*" Projects Delay:

- *54/55 Divisions Amalgamation* - Architectural consultant has been awarded, however, project timelines are behind schedule and the total construction cost increased. In 2021, the baseline has been adjusted to reflect the revised timeline and costing.
- *Automated Fingerprint Identification System (A.F.I.S.) Replacement* - Costs came in lower than expected, Purchase received Board approval in April. Total required is \$1,581,000. Payment to be made in 2021 when project milestones are met.
- *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 has been deferred to 2021, after software integration is complete.
- A number of projects have an ongoing completion date, such as Servers - Lifecycle Plan, Mobile Workstation, IT Business Resumption.

Toronto Police Service (POL)

Key Discussion Points (cont'd):

- Toronto Police Service reported 2020 year-end spend of \$53.778 million, or 67% of its 2020 Approved Capital Budget of \$80.260 million, including a 72% spend rate for State of Good Repair projects. Of \$26.483 million under-expenditures, cash flow funding of approximately \$20 million has been carried forward to 2021 and the remaining balance of \$6.5 million will be returned to the funding sources.
- 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.

Toronto Police Service (POL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated			1400.0%							
Next Generation (N.G.) 9-1-1 Communication Center Consulting	5.028 0.500		1600.0%	0.433 0.000	8.6% 0.0%	R R	R Y	#1 #2	10.950 0.500	0.655 0.000
Sub-Total	5.528	0.000	0.0%	0.433	7.8%	-	-		11.450	0.655
State of Good Repair										
State-of-Good-Repair	5.695			2.984	52.4%	Y	Y		on-going	on-going
12 Division	0.375			0.000	0.0%	R	R	#3	9.000	0.000
32 Division Renovation	2.500			0.023	0.9%	R	R	#4	10.940	0.373
Radio Replacement	4.640			4.522	97.4%	G	G		38.051	29.566
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053			0.000	0.0%	R	Y	#5	6.106	2.704
Property & Evidence Warehouse Racking	0.040			0.030	74.4%	G	G		1.040	0.030
Vehicle Replacement	7.872			7.621	96.8%	G	G		146.432	78.088
Furniture Lifecycle Replacement	1.560			0.998	64.0%	Y	R	#6	14.135	11.848
Workstation, Laptop, Printer- Lifecycle plan	4.280			4.148	96.9%	G	G		80.296	41.826
Servers - Lifecycle Plan	4.761			3.362	70.6%	Y	R	#7	84.752	43.791
IT Business Resumption	2.441			1.743	71.4%	G	R		41.596	20.685
Mobile Workstation	6.407			5.826	90.9%	G	Y		46.484	21.616
Locker Replacement	0.168			0.000	0.0%	R	R		8.421	3.143
Network Equipment	2.900			2.900	100.0%	G	G		52.806	21.955
In-car Camera	0.000			0.000	0.0%	G	G		10.491	4.216
Voice Logging	0.000			0.000	0.0%	G	G		1.961	1.460
DVAM I, II (LR)	1.060			0.632	59.6%	Y	Y		13.093	3.967
Automatic Vehicle Locator (A.V.L.)	1.402			0.961	68.5%	Y	Y	#8	4.574	2.383
Property & Evidence Scanners	0.040			0.000	0.0%	R	Y		0.106	0.023
Small Equipment Replacement	1.057			0.804	76.1%	G	G		9.431	3.986
Security System Replacement	0.097			0.002	1.9%	R	R		1.600	1.505
Digital Photography	0.314			0.307	97.7%	G	G		2.018	1.065
Radar Unit Replacement	0.009			0.009	100.0%	G	G		1.806	0.945
Divisional Parking lot Network	1.500			1.500	100.0%	G	G		3.699	1.999
Conducted Energy Weapon	0.675			0.000	0.0%	R	R	#9	6.422	1.302
Closed Circuit Television (C.C.T.V.)	0.275			0.136	49.6%	R	G		1.851	0.837
Connected Officer LR	0.461			0.000	0.0%	R	G		12.545	0.000
Livescan	0.409			0.408	100.0%	G	G		1.205	0.665
Electronic Surveillance	1.088			1.055	97.0%	G	G		3.655	2.023
Wireless Parking System	0.470			0.056	11.9%	R	R	#10	15.833	3.324
Sub-Total	55.548	0.000	0.0%	40.026	72.1%	-	-		630.348	305.324
Service Improvements										
Peer to Peer Site	0.285			-0.004	-1.3%	G	G		19.646	19.632
Transforming Corporate Support	1.718			0.341	19.9%	R	R	#11	8.742	6.558
54/55 Divisions Amalgamation	1.000			0.092	9.2%	R	R	#12	39.225	0.275
ANCOE (Enterprise Business Intelligence and Global Search)	1.882			1.540	81.8%	G	G		12.882	11.105
TPS Archiving	0.163			0.126	77.1%	G	G		0.650	0.613
Body Worn Camera - Phase II	2.500			2.423	96.9%	G	G		4.782	3.055
Connected Officer	0.288			0.287	99.3%	G	G		2.981	2.979
41 Division	2.154			0.504	23.4%	R	R	#13	38.928	1.056
Additional Vehicles	6.750			6.621	98.1%	G	G		6.750	6.621

Toronto Police Service (POL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
District Policing Program - District Model	2.327			1.327	57.0%	Ⓢ	Ⓢ	#14	8.970	2.023
Automated External Defibrillator (A.E.D.s.)	0.118			0.062	52.8%	Ⓢ	Ⓢ		0.227	0.086
Sub-Total	19.185	0.000	0.0%	13.318	69.4%	-	-		143.783	54.001
Total	80.260	#REF!		53.778	67.0%				785.581	359.981

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

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

Due to COVID-related delays, TPS are purchasing bulk of furniture and workstations in 2021. Also, only 30% of NG solution is being spent in 2020. The remainder will be spent in 2021.

Note # 2: Communication Center Consulting

Project is delayed due to COVID 19. The 2020 funding has not been utilized. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.

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. The debt funding is being returned to the City.

Note # 4: 32 Division Renovation

The Service is in the process of re-evaluating this project and exploring other alternative options. Funding for this project is being returned to the City.

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

Costs came in lower than expected, Purchase received Board approval in April. Total required is \$1,581,000. Payment to be made in 2021 when project milestones are met.

Note # 6: Furniture Lifecycle Replacement

Provincial contract is not being extended. Developing R.F.P. to secure a new vendor. A large number of furniture replacement requests are currently on hold due to COVID-19.

Note # 7: Servers - Lifecycle Plan

Procurement of some equipment deferred to 2021 due to COVID-19 and resource constraints.

Note # 8: Automatic Vehicle Locator (A.V.L.)

Installation costs for equipment deferred to 2021.

Note # 9: Conducted Energy Weapon

Delays in the receipt of equipment in 2020.

Note # 10: Wireless Parking System

Acquisition and implementation of certain items are delayed due to COVID-19.

Note # 11: Transforming Corporate Support

Continuous improvements to the H.R.M.S. functionality, reports and processes will continue in 2021 to address gaps and increase process maturity.

Note # 12: 54/55 Divisions Amalgamation

The project timelines are behind schedule and the total construction cost increased. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.

Note # 13: 41 Division

The project timelines are behind schedule and the total construction cost has increased. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.

Note # 14: District Policing Program - District Model

The review of operational processes continues to focus on opportunities to improve service delivery. This work includes system enhancements for shift schedule-related activities, the investigative review processes, charge processing, the standardization of non-emergency event processes, etc. All these efforts allow the front-line officers to more efficiently respond to higher priority emergency calls, as well as proactively engage the community, and support policing initiatives that promote community safety. The project is being re-evaluated or re-scoped in light of the reforms that are already underway.

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

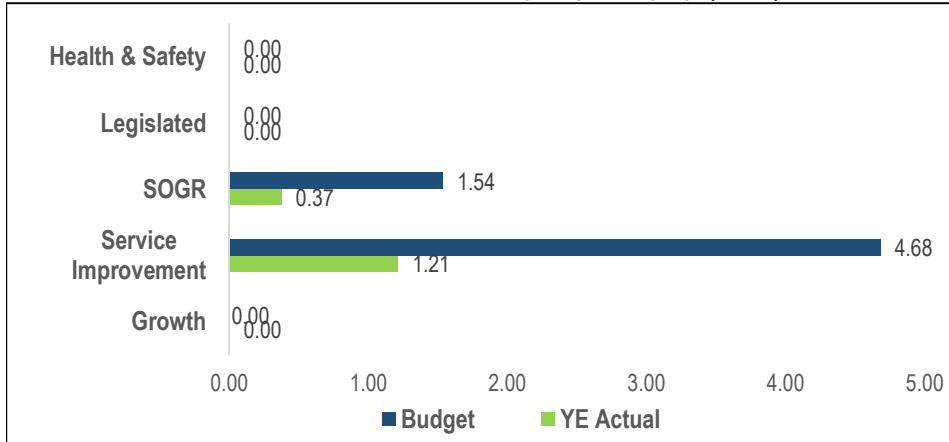


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	6
Growth	
Total # of Projects	8

Chart 2
Project Status - 8

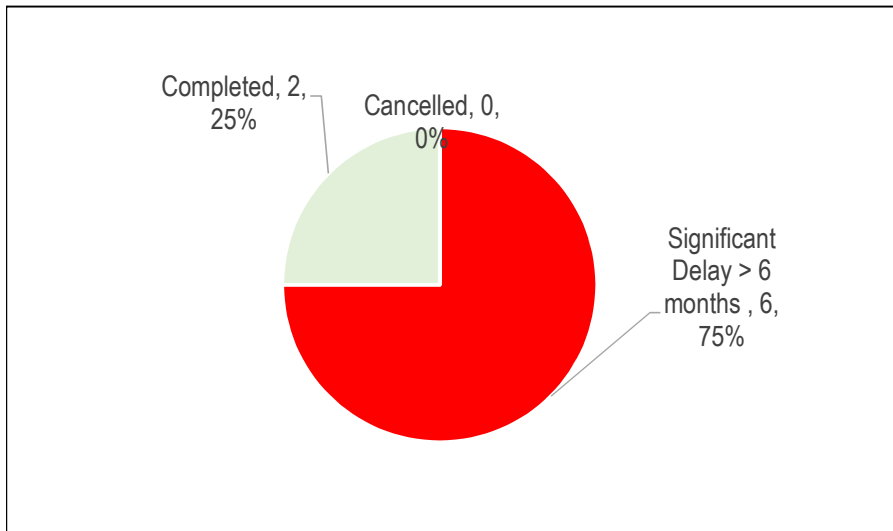


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		6.14	0.08	

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.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair			1100.0%							
Community Health Information System	0.873		0.0%	0.375	43.0%	Ⓡ	Ⓡ	#1	4.020	3.111
Inspection Management -	0.663		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	5.287	0.000
Sub-Total	1.536	0.000	0.0%	0.375	24.4%	-	-		9.307	3.111
Service Improvements										
Dental & Oral Health Information Systems	0.031		0.0%	0.028	90.6%	Ⓞ	Ⓞ		0.521	0.518
Datamart Data Warehouse - Phase 3	0.945		0.0%	0.478	50.6%	Ⓢ	Ⓡ	#1	2.400	1.933
Electronic Medical Record - Phase 3	0.735		0.0%	0.389	52.9%	Ⓢ	Ⓡ	#1	1.971	1.625
Community Collaboration - Seed	0.143		0.0%	0.037	26.1%	Ⓡ	Ⓡ	#1	0.241	0.135
Correspondence and Communications Tracking - Seed	0.046		0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.061	0.015
Ontario Seniors Dental Care Program	2.781		0.0%	0.280	10.1%	Ⓡ	Ⓡ	#2	3.171	0.280
Sub-Total	4.681	0.000	0.0%	1.212	25.9%	-	-		8.365	4.506
Total	6.217	0.000		1.587					17.672	7.617

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 lower spend rate is the result of COVID-19 as a number of capital projects were delayed as part of the City's capital slowdown to enable potential offsets 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. 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.

Chart 1
2020 Approved Budget by Category (\$44.38)

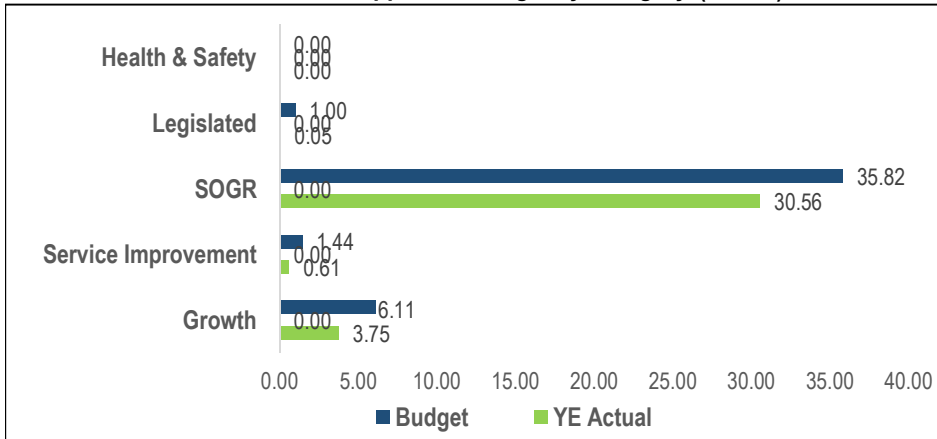


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 22

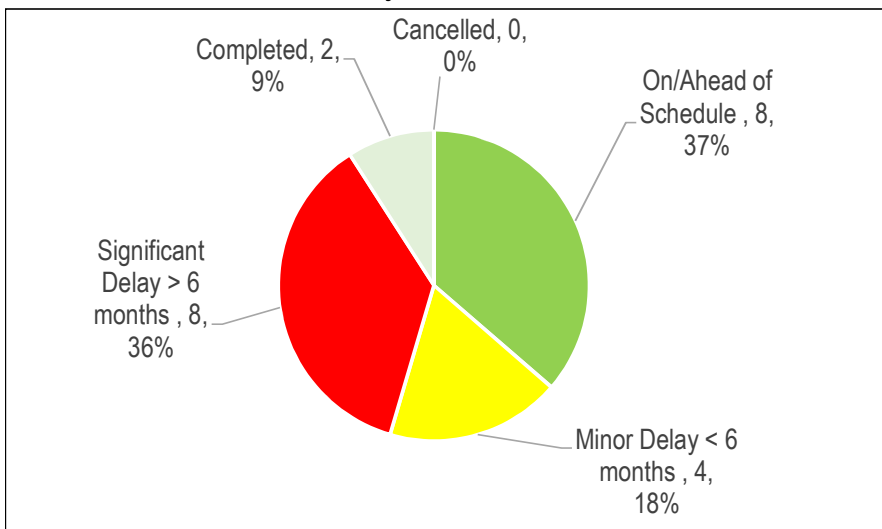


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	6	2
Community Consultation		
Other*	2	2
Total # of Projects	8	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
31.45	6.26	6.02	0.65	

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:
 - Integrated Payment Solutions
 - Mall Branch Relocation
 - Maryvale Relocation
 - Northern District Renovation - Design
 - Northern District Streetscaping
 - Service Modernization and Transformation
 - Toronto Reference Library Renovation
 - Technology Asset Management Program
- 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
 - Richview Building Elements (SOGR): the scope of the project is currently being revisited

Toronto Public Library (LIB)

Key Discussion Points (cont'd):

- Toronto Public Library reported 2020 year-end spend of \$34.965 million, or 79% of its 2020 Approved Capital Budget of \$44.381 million, including a 85% spend rate for State of Good Repair projects.
- The COVID-19 pandemic environment has negatively impacted planning and execution of capital projects, especially state of good repair work and new projects approved in 2020 which had not already started.
- Construction progresses ahead of schedule due to strong contractor performance for *Albert Campbell Renovation, and Digital Experiences projects*. The requests for City Council's authority to amend the 2020 Council Approved Capital Budget to reallocate cash flows in the amount of \$1.329 million gross and debt to 2020 from 2021, with a zero overall impact to the TPL's 10-Year Capital Budget and Plan, were adopted in Adjustments to Capital Budget, Carry Forward Funding and Future Year Commitments report. (EX23.11)

Toronto Public Library (LIB)

Projects by Category (Million)	2020 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated			1100.0%					
Multi-Branch Minor Reno Prog (Accessibility)	1.000	0.046	1600.0%	Ⓡ	Ⓡ	#1	8.550	0.592
Sub-Total	1.000	0.046	4.6%	-	-		8.550	0.592
State of Good Repair								
Albert Campbell Renovation - Answerline and Community Space Rental Modernization	5.474 0.829	6.626 0.085	121.0% 10.3%	Ⓡ	Ⓢ	#2	17.939 1.400	8.287 0.656
Digital Experiences (Formerly Virtual Branch Services)	1.382	1.560	112.8%	Ⓡ	Ⓢ		7.500	1.727
Multi-Branch Minor Reno Prog - 2016 - 2021	0.780	0.780	100.0%	Ⓢ	Ⓢ		10.165	9.096
Multi-Branch Minor Reno Prog	3.896	3.014	77.4%	Ⓢ	Ⓢ		29.244	8.071
North York Central Library Phase 2	5.842	5.734	98.1%	Ⓢ	Ⓢ		12.718	11.405
Northern District Renovation - Design	0.100	0.000	0.0%	Ⓡ	Ⓡ	#3	0.251	0.000
Northern District Streetscaping	0.495	0.022	4.4%	Ⓡ	Ⓡ	#3	0.990	0.022
Richview Building Elements (SOGR)	0.175	0.000	0.0%	Ⓡ	Ⓡ	#4	3.546	0.061
Technology Asset Management Prog:20-24	5.130	3.030	59.1%	Ⓢ	Ⓢ		28.364	4.303
Toronto Reference Library Renovation	1.500	0.056	3.8%	Ⓡ	Ⓡ	#5	9.960	0.056
Wychwood Library Renovation	4.162	3.790	91.1%	Ⓢ	Ⓢ		15.796	10.047
York Woods Renovation	6.059	5.865	96.8%	Ⓢ	Ⓢ		11.758	7.870
Sub-Total	35.824	30.563	85.3%	-	-		149.631	61.602
Service Improvements								
Expansion of Technological	0.171	0.171	100.0%	Ⓢ	Ⓢ		1.600	1.600
Integrated Payment Solutions	0.273	0.129	47.4%	Ⓡ	Ⓢ	#6	2.250	2.106
Service Modernization and Transformation	1.000	0.305	30.5%	Ⓡ	Ⓡ	#7	5.153	0.305
Sub-Total	1.444	0.606	41.9%	-	-		9.003	4.011
Growth Related								
Bayview-Bessarion Library Relocation	3.857	3.188	82.6%	Ⓢ	Ⓢ		15.322	7.251
Centennial - Design	0.478	0.478	100.0%	Ⓢ	Ⓢ		0.689	0.689
Dawes Road Reconstruction & Mall Branch Relocation	0.030 0.100	0.000 0.008	0.0% 7.6%	Ⓡ	Ⓢ		19.824 6.119	5.275 0.008
Maryvale Relocation	1.648	0.077	4.7%	Ⓡ	Ⓡ	#8	2.714	0.077
Sub-Total	6.113	3.750	61.3%	-	-		44.668	13.300
Total	44.381	34.965	78.8%				211.852	79.505

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: Answerline and Community Space Rental Modernization

Project is delayed due to ongoing contract negotiation with vendor.

Note # 3: Northern District Renovation - Design; and Northern District Streetscaping

Due to the COVID-19 impacts, the projects are delayed and deferred to 2021.

Note # 4: Richview Building Elements (SOGR)

The scope of the project is being revisited.

Note # 5: Toronto Reference Library Renovation

Due to the COVID-19 impacts, some of the state of good repair work planned for 2020 is deferred to 2021.

Note # 6: Integrated Payment Solutions

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

Note # 7: Service Modernization and Transformation

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

Note # 8: Maryvale Relocation

Project is 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)

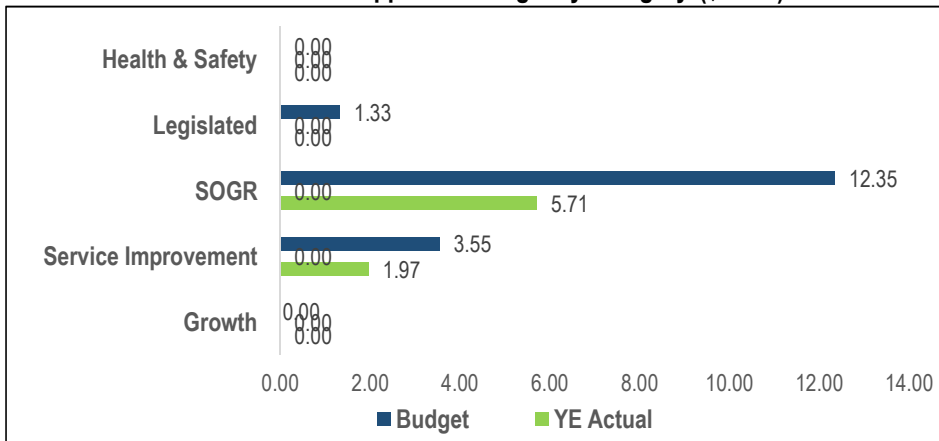


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 9

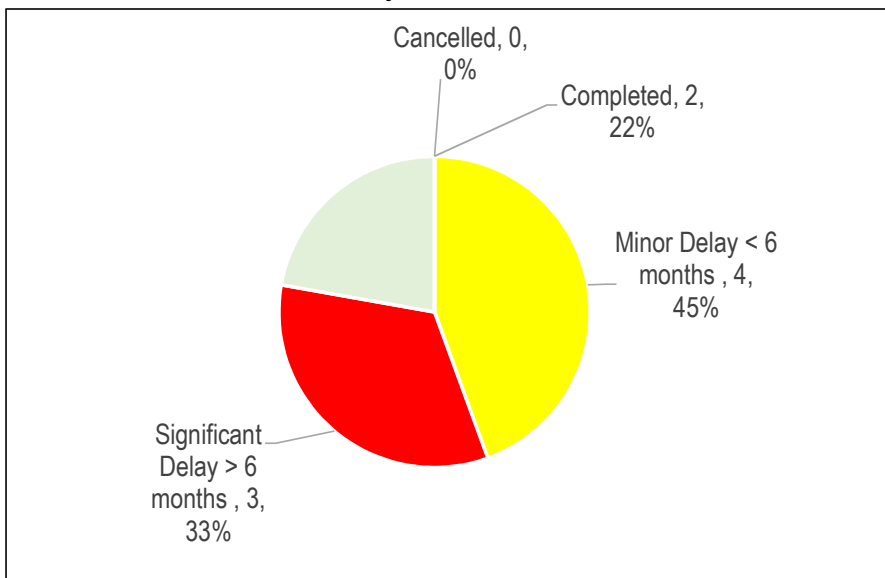


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	0
Contractor Issues	1	0
Site Conditions	0	0
Co-ordination with Other Projects	0	0
Community Consultation	0	0
COVID-19 Related	2	4
Other*	0	0
Total # of Projects	3	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.00	7.47	7.21	2.54	0.00

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$7.679 million or 44.6% of its 2020 Council Approved Capital Budget at year-end.
- The construction of the Orangutan Outdoor Exhibit experienced delays due to contractor issues and is anticipated to be completed by the end 2021. The Winterized Zoomobile project was completed in 2020
- The lower spend rate is the result of COVID-19 as a number of capital projects were delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. These projects have been postponed to 2021 for completion.

Toronto Zoo (ZOO)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			44 14							
H&S Project Name			1600.0%				Ⓢ			
H&S Project Name							Ⓢ			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Winter Accessibility	1.327			0.000	0.0%	Ⓢ	Ⓢ	#1	1.327	0.000
Sub-Total	1.327			0.000	0.0%	-	-		1.327	0.000
State of Good Repair										
Building and Services	3.293			0.959	29.1%	Ⓢ	Ⓢ	#2	3.938	1.354
Exhibit Refurbishment	0.978			0.387	39.6%	Ⓢ	Ⓢ	#2	1.221	0.631
Grounds & Visitor Improvements	2.400			1.324	55.2%	Ⓢ	Ⓢ	#2	2.650	1.324
Information Systems	0.801			0.124	15.5%	Ⓢ	Ⓢ	#2	1.310	0.633
Wildlife Health Centre	1.191			1.191	100.0%	Ⓢ	Ⓢ		1.191	1.191
Winterized Zoomobile	1.348			1.348	100.0%	Ⓢ	Ⓢ		1.928	1.928
Front Entrance	2.339			0.376	16.1%	Ⓢ	Ⓢ	#2	1.888	0.425
Sub-Total	12.351			5.711	46.2%	-	-		14.126	7.486
Service Improvements										
Orangutan II Outdoor Exhibit	3.548			1.969	55.5%	Ⓢ	Ⓢ	#3	4.345	2.766
Sub-Total	3.548			1.969	55.5%	-	-		4.345	2.766
Growth Related										
Growth Project								#3		
Growth Project								#3		
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	17.226			7.679	44.6%				19.798	10.252

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 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)

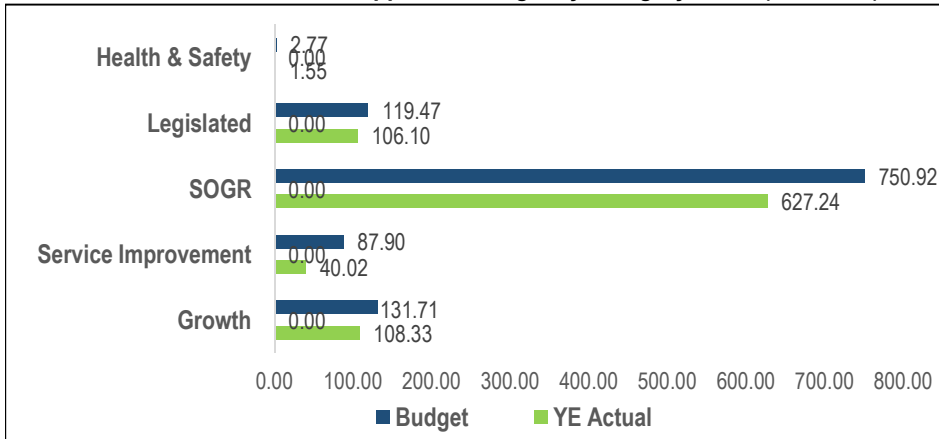


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 66

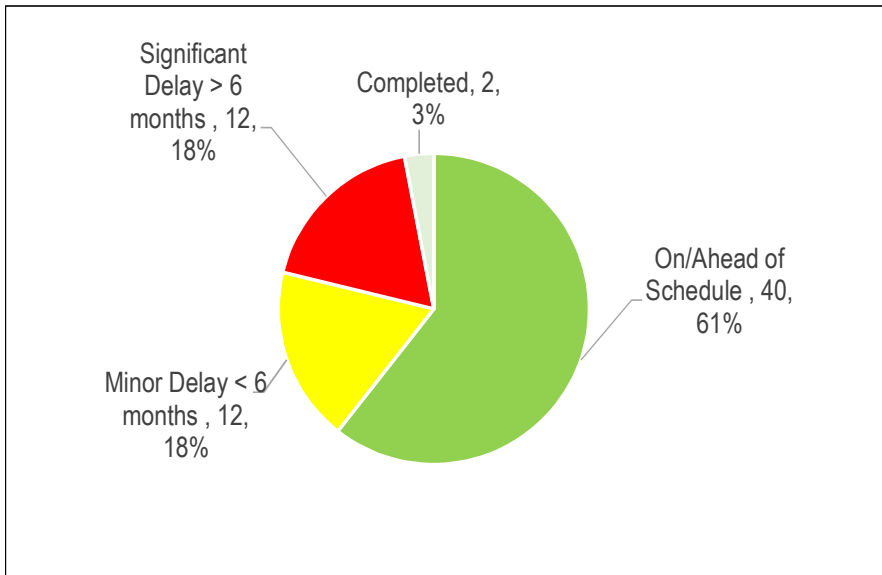


Table 2

Reason for Delay	24	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	2	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	9	11
Total # of Projects	12	12

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

- Overall, the Toronto Transit Commission (TTC) spent \$883.2 million or 80.8% of its adjusted 2020 Capital Budget of \$1.093 billion at the end of December 31, 2020. The 2020 Capital Budget was reduced for cost containment strategies due to COVID-19. The remaining unspent amount of \$0.210 billion at year end is primarily due to impacts of COVID-19. TTC's 2020 overall budget of \$1.093 billion includes the Base Program totalling \$1.016 billion and Expansion projects of totalling \$0.077 billion. The year end expenditures for the Base Program totalled \$0.825 billion and Expansion projects totalled \$0.058 billion in expenditures.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Expenditure				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Power Dist. H&S	0.169	0.095	1600.0%	0.095	56.0%	Y	G	Note.1	4.789	0.146
Communications-H&S	-0.239	-0.240	0.0%	-0.240	100.2%	G	G		-3.516	0.000
Finishes-H&S	1.057	0.508	18.5%	0.508	48.0%	R	G		27.879	1.150
Other Buildings - H&S	0.757	0.466	10.6%	0.466	61.5%	Y	R		13.061	0.496
Safety and Reliability	1.024	0.720	12.9%	0.720	70.3%	Y	G		10.000	0.822
Sub-Total	2.768	1.548	55.9%	1.548	55.9%				52.213	2.614
Legislated										
Communications-Legislated	1.069	0.000	0.0%	0.000	0.0%	R	G	Note.2 Note.3	15.713	0.000
Equipment-Legislated	1.199	1.121	93.5%	1.121	93.5%	G	G		9.237	20.453
Streetcar Network-Legislated	0.609	0.594	97.6%	0.594	97.6%	G	G		47.671	50.589
Easier Access-Phase III	76.769	76.769	100.0%	76.769	100.0%	G	G		829.917	382.643
Streetcar Overhaul - Legislated (AODA)	0.000	0.000	#DIV/0!	0.000	#DIV/0!		G		0.000	1.376
Subway Car Overhaul - Legislated (AODA)	0.141	0.026	18.4%	0.026	18.4%	R	G		3.520	16.516
Subway Asbestos Removal	21.604	10.367	48.0%	10.367	48.0%	R	R		115.367	113.922
Other Service Planning - Legislated	1.686	1.259	74.7%	1.259	74.7%	G	G		22.351	8.305
Other Buildings - Legislated	16.396	15.969	97.4%	15.969	97.4%	G	G		282.878	45.325
Bus Overhaul - Legislated	0.000	0.000	#DIV/0!	0.000	#DIV/0!		G		0.000	0.000
Sub-Total	119.473	106.104	88.8%	106.104	88.8%				1,326.653	639.129
State of Good Repair										
Subway Track - SOGR	27.894	26.541	95.2%	26.541	95.2%	G	G	Note.4 Note.5 Note.6	240.439	199.508
Surface Track - SOGR	35.228	33.172	94.2%	33.172	94.2%	G	Y		243.068	279.694
Traction Power - Various	24.928	24.750	99.3%	24.750	99.3%	G	G		337.641	312.790
Power Dist. SOGR	6.519	6.152	94.4%	6.152	94.4%	G	G		184.744	128.203
Communications - SOGR	11.553	11.522	99.7%	11.522	99.7%	G	G		169.843	133.342
Signal Systems	11.855	11.265	95.0%	11.265	95.0%	G	G		235.554	165.758
Finishes - SOGR	11.034	10.649	96.5%	10.649	96.5%	G	G		290.912	169.895
Equipment - SOGR	61.719	53.168	86.1%	53.168	86.1%	G	G		475.623	292.746
On-Grade Paving Rehabilitation	14.056	14.056	100.0%	14.056	100.0%	G	G		127.836	107.449
Bridges And Tunnels - Various	38.377	37.534	97.8%	37.534	97.8%	G	G		373.404	499.921
Fire Ventilation Upgrades & Second Exits	18.266	18.266	100.0%	18.266	100.0%	G	G		504.148	295.396
Purchase of Wheel Trans	4.429	3.810	86.0%	3.810	86.0%	G	G		51.580	25.245
Purchase Of Subway Cars - SOGR	12.194	4.880	40.0%	4.880	40.0%	R	G		1,222.049	1,151.457
Streetcar Overhaul - SOGR	1.491	1.491	100.0%	1.491	100.0%	G	G		74.027	37.342
Subway Car Overhaul - SOGR	29.533	28.719	97.2%	28.719	97.2%	G	G		736.084	230.967
Automotive Non-Revenue Vehicle Replace - SOGR	3.526	3.345	94.9%	3.345	94.9%	G	G		12.479	14.040
Rail Non Revenue Vehicle Overhaul	6.182	4.047	65.5%	4.047	65.5%	Y	Y		23.808	15.256
Rail Non-Revenue Vehicle Purchase - SOGR	3.505	1.692	48.3%	1.692	48.3%	R	G		50.961	24.995
Tools And Shop Equipment	7.727	4.366	56.5%	4.366	56.5%	Y	R		29.209	23.121
Revenue & Fare Handling Equipment - SOGR	7.757	3.285	42.3%	3.285	42.3%	R	R		69.066	53.585
Computer Equipment And Software - SOGR	84.876	35.729	42.1%	35.729	42.1%	R	R		646.395	395.996
Other Furniture And Office Equipment	0.384	0.351	91.5%	0.351	91.5%	G	G		4.401	3.746
Other Service Planning - SOGR	1.777	1.772	99.7%	1.772	99.7%	G	G		23.560	9.244
Transit Shelters & Loops - SOGR	0.457	0.412	90.0%	0.412	90.0%	G	G		3.540	2.448
Other Buildings - SOGR	49.703	46.777	94.1%	46.777	94.1%	G	G		857.500	503.042
Purchase of Buses - SOGR	32.468	61.881	190.6%	61.881	190.6%	R	G		606.569	701.309
Bus Overhaul - SOGR	51.943	43.570	83.9%	43.570	83.9%	G	G		424.363	379.167

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Expenditure				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Other Maintenance Equipment	4.158	1.704	41.0%	1.704	41.0%	Ⓡ	Ⓡ	Note.7	10.999	7.782
Queensway Garage Expansion	0.017	0.018	100.7%	0.018	100.7%	Ⓢ	Ⓡ		24.195	24.085
Purchase of Streetcars	74.437	27.343	36.7%	27.343	36.7%	Ⓡ	Ⓢ		1,334.741	1,071.463
POP Legacy Fare Collection	0.636	0.059	9.3%	0.059	9.3%	Ⓡ	Ⓡ		9.715	2.951
ATC Resignalling - YUS Line	65.240	65.240	100.0%	65.240	100.0%	Ⓢ	Ⓢ		863.335	564.228
ATC Resignalling - Bloor/Danforth Line	0.700	0.099	14.1%	0.099	14.1%	Ⓡ	Ⓡ	Note.8	9.264	1.056
Leslie Barns	1.732	-2.575	-148.7%	-2.575	-148.7%		Ⓢ		530.489	510.716
TR Yard And Tail Track Accommodation	38.983	38.635	99.1%	38.635	99.1%	Ⓢ	Ⓢ		495.385	326.447
Warehouse Consolidation	4.121	3.521	85.4%	3.521	85.4%	Ⓢ	Ⓢ		0.000	5.925
Corporate Initiatives - CLA	1.519	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		107.800	0.000
Sub-Total	750.924	627.243	83.5%	627.243	83.5%				11,404.725	8,670.314
Service Improvements										
Subway Track - Service Improvement	0.504	0.395	78.4%	0.395	78.4%	Ⓢ	Ⓡ		4.344	18.835
Surface Track - Service Improvement	2.311	1.528	66.1%	1.528	66.1%	Ⓢ	Ⓢ		15.943	2.435
Power Dist. Service Improvement	0.024	0.024	100.0%	0.024	100.0%	Ⓢ	Ⓢ		0.669	1.104
Communications-Service Improvement	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.006	0.000
Finishes-Service Improvement	0.532	0.070	13.1%	0.070	13.1%	Ⓡ	Ⓡ		14.033	42.333
Automotive Non-Revenue Vehicle Replace - Service Imp.	6.691	6.265	93.6%	6.265	93.6%	Ⓢ	Ⓡ		23.679	10.467
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.045	0.046	102.9%	0.046	102.9%	Ⓡ	Ⓢ		0.654	0.137
Other Service Planning - Service Improvement	5.577	1.321	23.7%	1.321	23.7%	Ⓡ	Ⓢ		73.946	23.769
Transit Shelters & Loops - SI	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Ⓢ		0.000	2.442
Other Buildings - Service Improvement	15.571	11.381	73.1%	11.381	73.1%	Ⓢ	Ⓡ		268.641	91.245
Purchase of Buses - Service Improvement	36.900	0.239	0.6%	0.239	0.6%	Ⓡ	Ⓢ		689.371	263.103
Kipling Station Improvements	0.432	0.243	56.2%	0.243	56.2%	Ⓢ	Ⓢ		13.392	13.416
Bicycle Parking At Stations	0.665	0.013	2.0%	0.013	2.0%	Ⓡ	Ⓢ	Note.9	0.582	0.562
Yonge-Bloor Capacity Enhancement	18.645	18.497	99.2%	18.497	99.2%	Ⓢ	Ⓢ		1,514.000	18.488
Sub-Total	87.897	40.023	45.5%	40.023	45.5%				2,619.260	488.334
Growth Related										
Bus Rapid Transit-Growth	0.681	0.276	40.5%	0.276	40.5%	Ⓡ	Ⓢ		53.307	30.688
Sheppard Subway	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Ⓡ		915.356	911.415
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Other Service Planning - Growth	0.500	0.224	44.8%	0.224	44.8%	Ⓡ	Ⓢ		6.630	0.551
Other Buildings - Growth	7.513	8.135	108.3%	8.135	108.3%	Ⓡ	Ⓢ		129.610	23.457
Purchase of Buses - Growth	1.004	-0.055	-5.5%	-0.055	-5.5%		Ⓡ		18.758	0.303
PRESTO Farecard Implementation	5.467	3.246	59.4%	3.246	59.4%	Ⓢ	Ⓡ		83.551	60.105
McNicoll New Bus Garage Facility	39.921	38.620	96.7%	38.620	96.7%	Ⓢ	Ⓢ		181.000	161.289
Spadina Subway Extension	50.754	39.962	78.7%	39.962	78.7%	Ⓢ	Ⓢ		3,184.171	3,059.477
Scarborough Subway Extension	20.780	14.289	68.8%	14.289	68.8%	Ⓢ	Ⓢ		424.330	259.228
Waterfront Transit	5.087	3.632	71.4%	3.632	71.4%	Ⓢ	Ⓡ		3.600	4.650
Sub-Total	131.707	108.328	82.2%	108.328	82.2%				5,000.314	4,511.162
Total	1,092.769	883.246	80.8%	883.246	80.8%				20,403.164	14,311.553

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 Expenditure				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 1:

Corporate Camera Strategy and Delivery budget has been transferred out of Communications and into Information Technology. Adjustment to be processed.

Note # 2:

Project is on hold due to pending decision from senior management.

Note # 3:

Subway Infrastructure - variance primarily attributed to a contract payment that slipped to 2021.

Note # 4:

Track Inspection Work Car: Difficulty sourcing a suitable vendor due to complexity of new technology. Electric Combo Flatcar: Slippage is due to competing shop priorities and technical issues overhauling obsolete workcar components.

Note # 5:

The fleet plan was revised due to changes/additions requested through the Fleet Asset Management Form. Based on the history of past procurement schedules, it is expected that the delivery of the new requests will be about 1 year from the award of the contract.

Note # 6:

Reasons for delays include onboarding of staff later than expected, RFP and procurement delays and delays caused by COVID-19.

Note # 7:

Schedule delays caused by COVID-19.

Note # 8:

Delay caused by a revised consultant contract award date.

Note # 9:

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

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

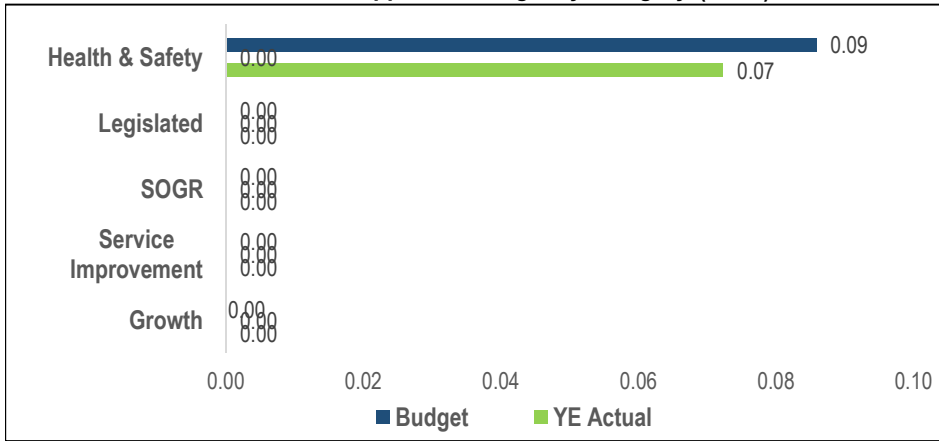


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 1

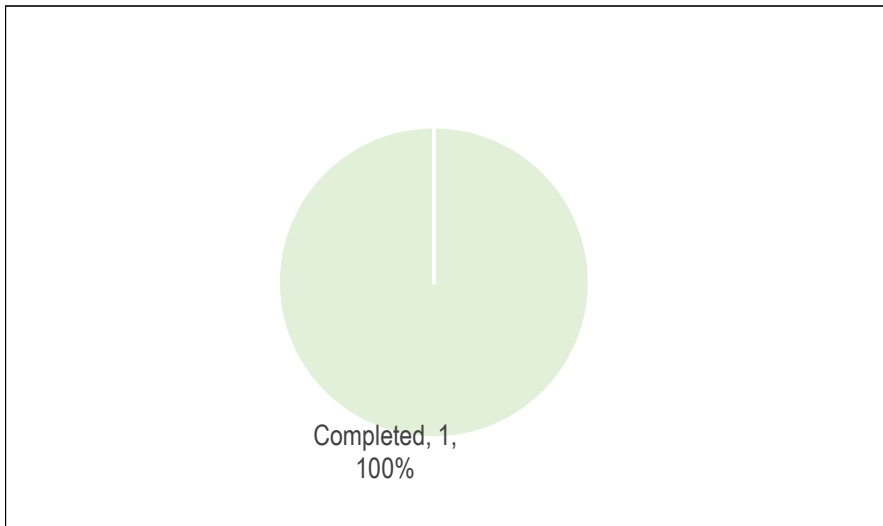


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

- 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 \$0.014 million at its completion.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			11 14							
H&S Project Name	0.086		1600.0%	0.072	84.2%	Ⓞ	Ⓞ		0.100	0.086
H&S Project Name							Ⓞ	#1		
Sub-Total	0.086	0.000	0.0%	0.072	84.2%	-	-		0.100	8.339
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Growth Project							Ⓞ			
Growth Project							Ⓞ	#3		
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.086	0.000	0.0%	0.072	84.2%				0.100	8.339

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	Ⓞ		

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%	↓	Ⓜ
	Q4	104.26	43.42	43.42	41.6%	↓	Ⓜ
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%	↑	⊙
	Q4	76.88	24.62	24.62	32.0%	↓	Ⓜ
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%	↓	Ⓞ
	Q4	1,186.71	1,095.82	1,095.82	92.3%	↑	Ⓞ
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%	↓	Ⓞ
	Q4	1,367.86	1,163.85	1,163.85	85.1%	↑	Ⓞ
Ⓞ >70% ⊙ between 50% and 70% Ⓜ < 50% or > 100%							

For the twelve months ended December 31, 2020, the capital expenditures for Rate Supported Programs totalled \$1163.9 million of their collective 2020 Approved Capital Budget of \$1.368 billion. Toronto Water in this Service Area have a year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Chart 1
2020 Approved Budget by Category (\$104.26)

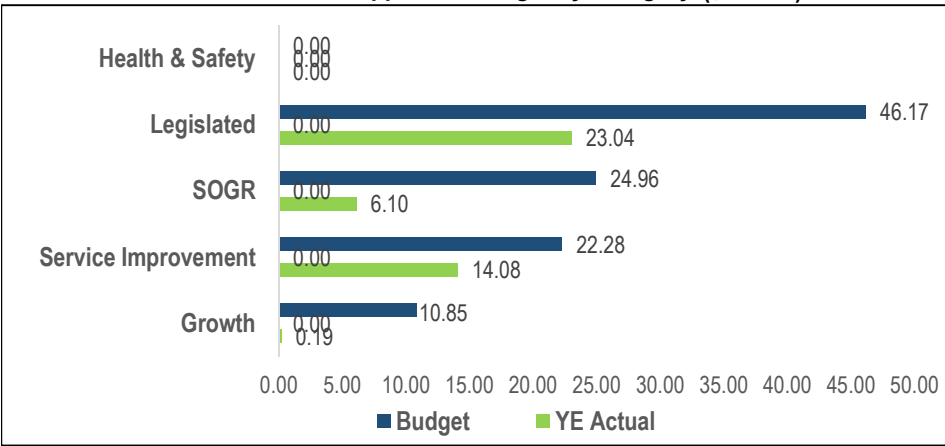


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 22

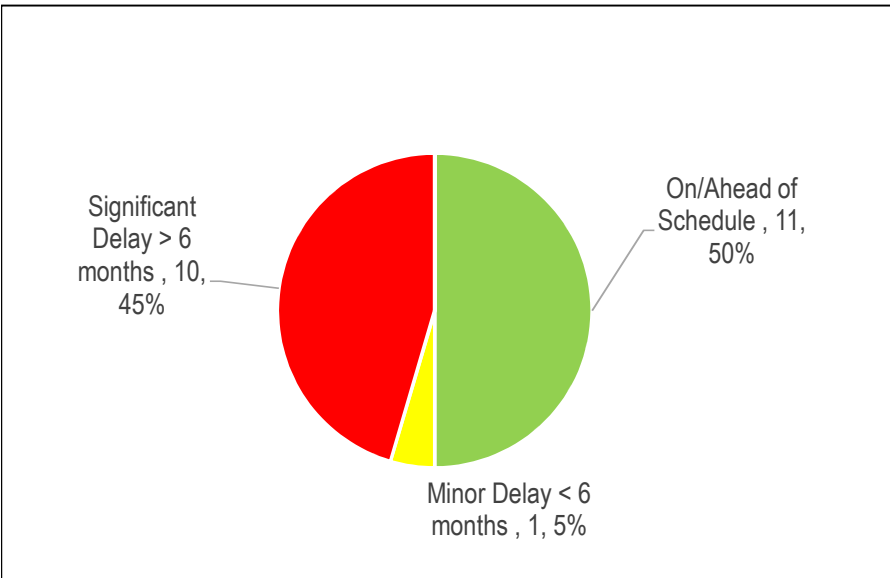


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1.33	
Procurement Issues	0.33	
RFQ/RFP Delayed		
Contractor Issues	2.5	0.5
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	2.84	
Other*	2	0.5
Total # of Projects	10	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
49.81	15.39	39.06		

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

- Minor delay on Perpetual Care of Landfills, is 55.8% complete at year-end spending \$8.6 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.
- Major delay for Renewable Natural Gas project. The Keele Valley Flare construction project was delayed due to feedback from the Ministry of the Environment Conservation and Parks. The renewable natural gas study cannot commence until after the completion of the flare project.

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.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- Significant delay has been experienced on 10 projects/subprojects (37% of the budget or \$39.1 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, Fleet Technology Enhancements, Renewable Natural Gas, SWMS IT & IT Corporate projects and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated			11							
Green Lane Landfill	30.777		0.0%	14.448	46.9%	Ⓡ	Ⓞ		186.169	105.268
Perpetual Care of Landfills	15.393		0.0%	8.589	55.8%	Ⓢ	Ⓢ		89.213	38.468
Sub-Total	46.170	0.000	0.0%	23.037	49.9%	-	-		275.382	143.735
State of Good Repair										
Collection Yard Asset Management	2.623		0.0%	0.351	13.4%	Ⓡ	Ⓞ		9.867	1.733
Transfer Station Asset Management	15.232		0.0%	4.510	29.6%	Ⓡ	Ⓡ	#1	183.164	45.347
Diversion Facilities Asset Management	2.306		0.0%	0.098	4.2%	Ⓡ	Ⓡ	#2	7.540	0.670
Organics Processing Facility Asset Management	2.273		0.0%	0.454	20.0%	Ⓡ	Ⓞ		27.561	0.219
Dufferin Waste Facility Site Improvement	2.054		0.0%	0.546	26.6%	Ⓡ	Ⓞ	#5	30.000	0.959
Renewable Natural Gas	0.300		0.0%	0.000	0.0%	Ⓡ	Ⓡ		0.800	0.000
New Fleet	0.176		0.0%	0.145	82.7%	Ⓞ	Ⓡ		0.550	0.520
Sub-Total	24.963	0.000	0.0%	6.105	24.5%	-	-		259.482	49.449
Service Improvements										
CNG Refuel Station Installation	0.193		0.0%	0.120	62.3%	Ⓢ	Ⓡ		1.100	0.989
Diversion Systems	3.750		0.0%	2.977	79.4%	Ⓞ	Ⓞ		124.105	76.684
Landfill Gas Utilization	0.176		0.0%	0.067	38.2%	Ⓡ	Ⓞ		67.256	0.326
Construction of Biogas Utilization at Disco & Dufferin	2.430		0.0%	1.917	78.9%	Ⓞ	Ⓞ		12.371	2.843
Long Term Waste Management Strategy	4.207		0.0%	3.880	92.2%	Ⓞ	Ⓞ		40.729	14.652
SWM IT Application Initiatives	4.361		0.0%	1.659	38.0%	Ⓡ	Ⓡ		13.030	4.576
IT Corporate Initiatives	4.520		0.0%	2.239	49.5%	Ⓡ	Ⓡ		11.256	6.964
Two-Way Radio Replacement	0.050		0.0%	0.025	50.7%	Ⓢ	Ⓞ		2.875	0.597
Fleet Technology Enhancements	1.320		0.0%	0.060	4.6%	Ⓡ	Ⓡ		3.850	0.060
Engineering Planning Studies	1.274		0.0%	1.136	89.2%	Ⓞ	Ⓞ		6.158	2.307
Sub-Total	22.281	0.000	0.0%	14.082	63.2%	-	-		282.731	109.998
Growth Related										
Dufferin OP Facility	10.391		0.0%	1.481	14.3%	Ⓡ	Ⓡ	#3	82.543	74.564
Disco OP Facility	0.258		0.0%	(1.299)	-503.3%		Ⓡ	#4	86.692	62.244
Organics Processing Facility	0.200		0.0%	0.010	4.9%	Ⓡ	Ⓞ		130.000	0.010
Sub-Total	10.849	0.000	0.0%	0.192	1.8%	-	-		299.236	136.818
Total	104.264	0.000	0.0%	43.416	41.6%				1,116.830	440.000

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:

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 in 2022. There will also be a 2 year warranty period. 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. Material delays also experienced due to COVID-19. Note the the net credit of \$1.299M for year-end includes \$0.123M in expenditures and \$1.422M for the return of holdback for liquidated damages.

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. Expected completion in 2022.

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

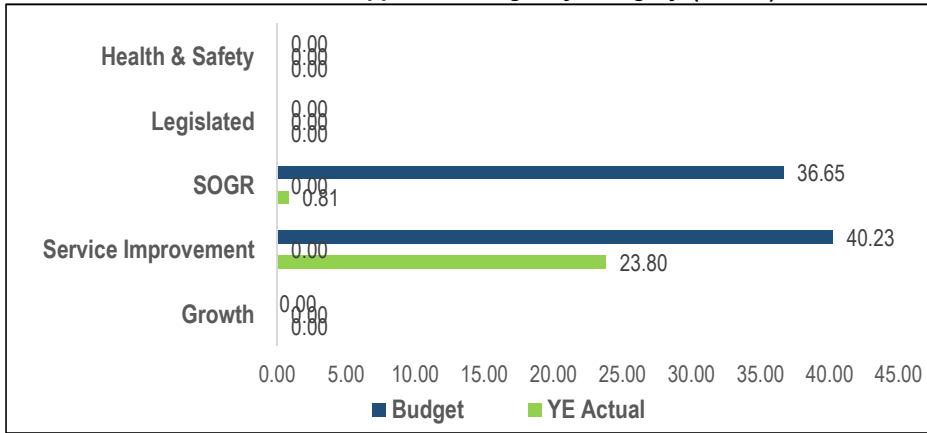


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	48
Service Improvement	57
Growth	
Total # of Projects	105

Chart 2
Project Status - 105

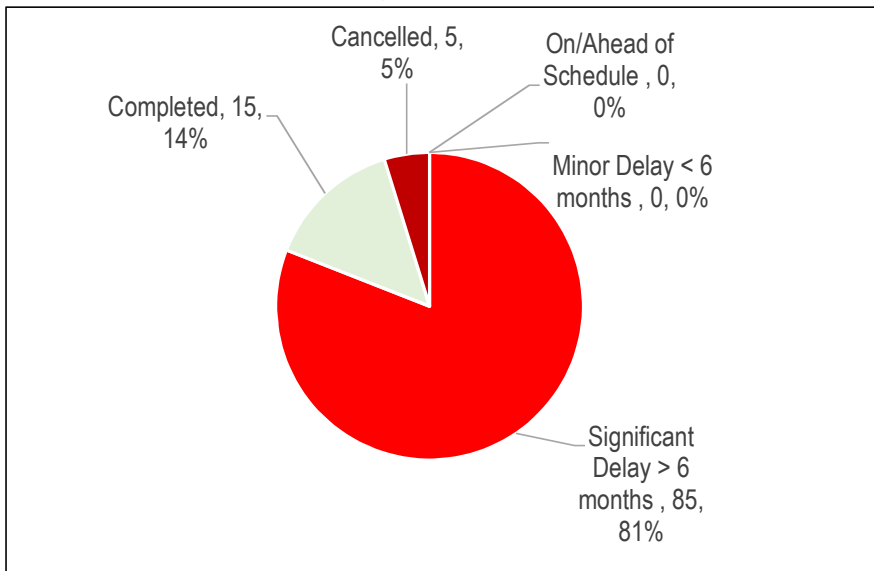


Table 2

Reason for Delay	85	
	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	80	
Other*	5	
Total # of Projects	85	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		57.14	14.28	5.46

Reasons for "Other*" Projects Delay:

- CP 673 - Project design is complete and project has to be retendered due to project scope modification
- Acquisition – 11 Wellesley Street - Turnover anticipated upon expiry of lien notice-period (anticipated opening date of the site is April 19th, 2021)
- CP 221 – 121 Patrick Street - 2021 expense is for contingency fees and the JV (Joint Venture) is on track for 2023
- Bike Share Expansion - The 2021 Bike Share spend came in less than what was expected.
- CP 12/CP 223 – 30 Alvin Ave - 2021 expense is for contingency fees and the JV (Joint Venture) is on track for 2026

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair			11							
CONCRETE REPAIRS CP 43 (CPK208-01)	0.198	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.200	0.002
ILLUMINATED SIGNAGE UPGRADE CP 52 (CPK223-01)	0.100	0.028	28.4%	0.028	28.4%	Ⓡ	Ⓡ	#1	0.150	0.028
2 NEW PAY BOOTHS CP 58 (CPK233-01)	0.115	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.450	0.005
WATERPROOFING/CONCRETE REPAIRS CP 36 (CPK239-01)	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	2.250	0.312
SIGNAGE UPGRADE - ILLUMINATED CP 43 (CPK240-01)	0.193	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.205	0.007
CP 36 PAINTING AND PEDESTRIAN SIGNAGE (CPK246-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.895	0.095
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.150	0.004	2.3%	0.004	2.3%	Ⓡ	Ⓡ	#1	2.855	2.826
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	3.245	2.236
CP 1 - TWO PARKING LEVELS ADDITION (CPK266-01)	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		1.000	0.587
ELEVATOR MODERNIZATION CP 34 (CPK267-01)	1.400	0.007	0.5%	0.007	0.5%	Ⓡ	Ⓡ	#1	1.500	0.063
CP 11 PAINTING UPGRADE (CPK279-01)	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.500	0.000
SIGNAGE UPGRADE CP 29 (CPK281-01)	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.100	0.000
CP 15 (JV) 50 CUMBERLAND ST. REDEVELOPME (CPK293-01)	0.144	0.000	0.0%	0.000	0.0%	Ⓡ		#2	8.104	0.009
CP 422 CONSTRUCTION- SURFACE LOT -1220-1 (CPK295-01)	2.075	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	6.000	2.958
CP 11 ELECTRICAL LIGHTING UPGRADE (CPK299-01)	0.300	0.274	91.3%	0.274	91.3%	Ⓢ	Ⓢ		0.850	0.588
SIGNAGE UPGRADE CP 26 (CPK311-01)	0.100	0.048	48.4%	0.048	48.4%	Ⓡ	Ⓡ	#1	0.100	0.048
21 CONNELL OFFICE REDEVELOPMENT (MAINT S (CPK324-01)	0.971	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	5.000	4.029
CP 52 PAINTING - 2019 (CPK329-01)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.400	0.000
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.230	0.002	0.9%	0.002	0.9%	Ⓡ	Ⓢ		0.250	0.022
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-01)	1.000	0.013	1.3%	0.013	1.3%	Ⓡ	Ⓡ	#1	1.000	0.013
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-02)	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.100	0.000
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	2.000	0.000
CP 58 - RETAINING WALL AND FENCE (CPK344-01)	0.950	0.003	0.3%	0.003	0.3%	Ⓡ	Ⓡ	#1	1.000	0.020
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-01)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.200	0.000
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-02)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.200	0.000
CP 404 LOCALIZED ROOF REPAIRS (CPK346-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		0.250	0.000
CP 29 - NEW ELEVATORS (CPK347-01)	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.500	0.000
CP68 - PAINTING UPGRADES (CPK350-01)	0.342	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.350	0.008
CP404 - PAINTING UPGRADES (CPK351-01)	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.300	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.500	0.137
ACQUISITION - 11 WELLESLEY ST W (CPK355-01)	7.466	0.173	2.3%	0.173	2.3%	Ⓡ	Ⓡ	#3	7.475	0.183
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.058	0.002	2.8%	0.002	2.8%	Ⓡ	Ⓡ	#1	5.883	0.085
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.239	0.006	2.7%	0.006	2.7%	Ⓡ	Ⓡ	#1	7.241	0.008
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.181	0.067	37.2%	0.067	37.2%	Ⓡ	Ⓡ	#1	0.200	0.067
STRUCTURAL MAINT. & TECH. GREEN PLUS 202 (CPK373-01)	5.500	0.145	2.6%	0.145	2.6%	Ⓡ	Ⓡ	#1	55.100	0.145
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	5.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	5.000	0.000
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.500	0.000
CP 36 LOCAL WP AND CONCRETE REPAIRS (CPK383-01)	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.000	0.000
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.300	0.000
CP 111 ELECTRICAL LIGHTING UPGRADE (CPK387-01)	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.150	0.000
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.300	0.000
GREENING OF VARIOUS CPS 45, 48, 82, 502, (CPK400-01)	1.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.500	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	22.181	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.640	0.000
ACQUISITION - 400 KING STREET WEST (CPK405-01)	0.216	0.007	3.4%	0.007	3.4%	Ⓡ			2.156	0.007
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-01)	0.180	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	9.000	0.000
CP 219 (JV) 87 RICHMOND STREET EAST (CPK407-01)	0.130	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	6.500	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.330	0.035	10.7%	0.035	10.7%	Ⓡ	Ⓡ	#1	1.485	0.035
Sub-Total	36.651	0.815	2.2%	0.815	2.2%	-	-		168.064	14.526
Service Improvements										
DUNDAS/DOVERCOURT - (1113 DUNDAS) (CPK178-02)	0.064	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	8.941	0.000
CP 404 SIGNAGE ILLUMINATED (CPK228-01)	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.100	0.000
CP 404 SIGNAGE ILLUMINATED (CPK228-02)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.200	0.000
CP 34 PAINTING (CPK238-01)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.400	0.000
REPLACEMENT - ENFORCEMENT SOFTWARE (CPK251-01)	0.379	0.348	91.8%	0.348	91.8%	Ⓢ	Ⓢ		1.000	0.964

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
REPLACEMENT - ENFORCEMENT SOFTWARE (CPK251-02)	0.065	0.034	53.0%	0.034	53.0%	Y	G		0.065	0.034
OAKWOOD E OF EGLINTON (#2) (CPK256-01)	0.100	0.001	1.2%	0.001	1.2%	R	R	#1	0.750	0.004
P&D REFURBISHMENT PROJECT (CPK259-01)	0.000	0.000		0.000			G		0.850	0.844
CP 11 SIGNAGE UPGRADE CP 11 (CPK280-01)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.100	0.000
CP 96 PAINTING AND SIGNAGE UPGRADE (CPK282-01)	0.037	0.000	0.0%	0.000	0.0%	R	G		0.045	0.008
CP 111 PAINTING AND SIGNAGE UPGRADE (CPK283-01)	0.080	0.000	0.0%	0.000	0.0%	R	R	#1	0.080	0.000
437 ROGERS ROAD (CPK297-01)	0.100	0.000	0.0%	0.000	0.0%	R			0.900	0.731
WAY FINDING SIGNAGE (CPK334-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.750	0.000
WAY FINDING SIGNAGE (CPK334-02)	0.150	0.000	0.0%	0.000	0.0%	R	R	#1	0.150	0.000
QUEEN/ SOHO (CPK354-01)	9.950	8.876	89.2%	8.876	89.2%	G	G		10.500	9.426
CP 150 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.010	0.000	0.0%	0.000	0.0%	R	G		0.110	0.096
CP 161 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.050	0.000	0.0%	0.000	0.0%	R	G		0.200	0.003
CP 43 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.010	0.000	0.0%	0.000	0.0%	R	G		0.212	0.137
MONTHLY PAYMENTS SOLUTION (CPK362-01)	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.075	0.000
CP 219 PAY BY PLATE PILOT (CPK363-01)	0.000	0.000		0.000					0.090	0.014
PHONE SUPPORT SYSTEM/ DISPATCH (CPK364-01)	0.080	0.000	0.0%	0.000	0.0%	R	R	#1	0.080	0.000
WEBSITE MAPPING UPGRADES (CPK366-01)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT (CPK367-01)	2.810	2.262	80.5%	2.262	80.5%	G	G		3.000	2.452
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	0.000	0.0%	0.000	0.0%	R	R	#1	0.100	0.015
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	11.749	11.649	99.2%	11.649	99.2%	G	R	#4	18.750	18.651
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	0.000	0.0%	R	R	#1	0.450	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.191	0.049	25.8%	0.049	25.8%	R	R	#1	0.333	0.191
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.015
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	-0.006	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.015
CP 125 MODIFICATIONS TO OPERATIONS (CPK372-05)	-0.006	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.015
CP 286 ELECTRICAL LIGHTING UPGRADE (CPK372-07)	0.048	0.048	100.0%	0.048	100.0%	G	G		0.350	0.350
CP 286 MODIFICATIONS TO OPERATIONS (CPK372-08)	0.042	0.000	0.0%	0.000	0.0%	R	R	#1	0.050	0.008
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.741	0.000	0.0%	0.000	0.0%	R	R	#1	0.500	0.000
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.444	0.084	19.0%	0.084	19.0%	R	R	#1	0.550	0.116
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.491	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.000
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.075	0.000
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	0.000	0.0%	R	R	#1	0.050	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	0.000	0.0%	R	R	#1	0.432	0.000
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	1.000	0.000	0.0%	0.000	0.0%	R	R	#1	1.000	0.000
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
CP 5 MODIFICATIONS TO OPERATIONS (CPK380-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.500	0.000
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.000	0.0%	0.000	0.0%	R	R	#1	0.600	0.000
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.000	0.0%	0.000	0.0%	R	R	#1	0.350	0.000
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	0.000	0.0%	R	G		0.045	0.000
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.020	0.003	13.6%	0.003	13.6%	R	R	#1	0.020	0.003
CP 404 MODIFICATIONS TO OPERATIONS (CPK389-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.500	0.000
GENERAL PROVISION FOR 2020 (CPK390-01)	5.000	0.160	3.2%	0.160	3.2%	R		#1	5.000	0.160
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.175	0.144	82.3%	0.144	82.3%	G	R	#1	0.175	0.144
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.100	0.027	26.7%	0.027	26.7%	R	R	#1	0.100	0.027
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.250	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.000
CARPARK BARRIER GATE REPLACEMENTS (CPK393-01)	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.075	0.000
SERVERS COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.150	0.029	19.4%	0.029	19.4%	R	R	#1	0.150	0.029
MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%	0.000	0.0%	R	R	#1	0.035	0.000
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%	0.000	0.0%	R	R	#1	0.040	0.000
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.145	0.035	23.9%	0.035	23.9%	R	R	#1	0.145	0.035
CCTV CAMERAS (CPK401-01)	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.075	0.000
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%	0.000	0.0%	R	R	#1	0.070	0.000
Sub-Total	40.233	23.803	59.2%	23.803	59.2%				62.468	35.822
Growth Related										
Growth Project										

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Project										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	76.883	24.618	32.0%	24.618	32.0%				230.532	50.348

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 or 2022 and end by expected completion dates.

Note # 2:

Project cancelled - property under receivership.

Note # 3:

Acquisition 11 Wellesley Street - Turnover anticipated upon expiry of lien notice-period (anticipated opening date of the site is April 19th, 2021).

Note # 4:

Bike Share Expansion - The 2021 Bike Share spend came in less than what was expected.

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

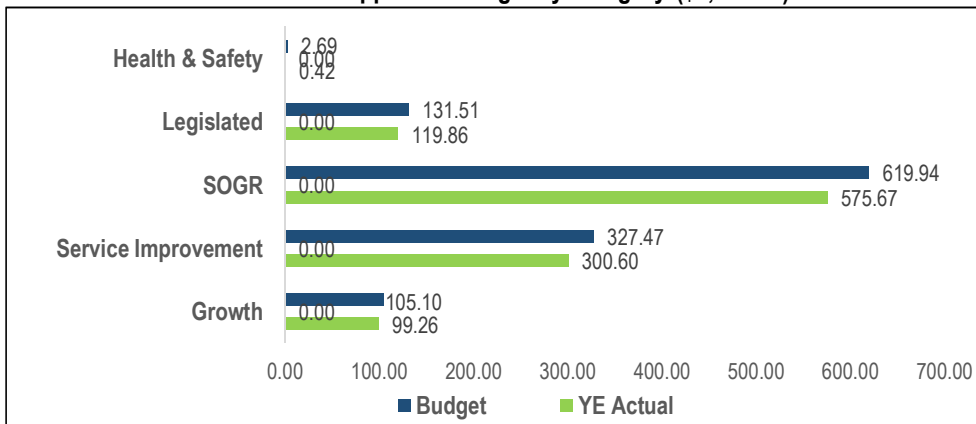


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 61

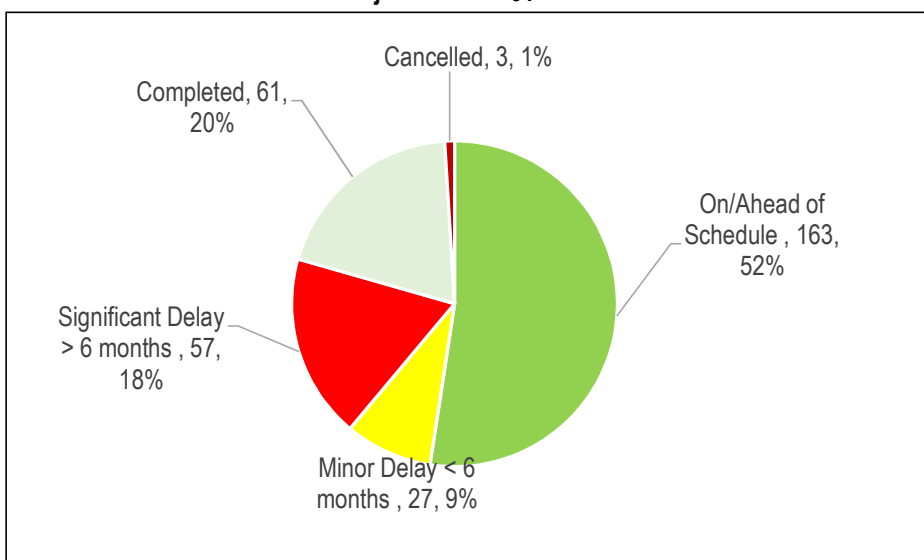


Table 2

Reason for Delay	84	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	
Procurement Issues	6	3
RFQ/RFP Delayed	9	6
Contractor Issues	1	
Site Conditions	6	1
Co-ordination with Other Projects	12	1
Community Consultation		
Covid Related	3	4
Other*	15	12
Total # of Projects	57	27

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,105.24	24.00	44.28	12.69	0.51

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 27 projects due to pending legal agreements, lab testing requirements, geotechnical investigations, site prioritization issues, acquisition of required permits, extended scoping, design, study and approval phase, and/or combination of several factors listed above. It was also determined that several project are not required to proceed.

Key Discussion Points:

- As of December 31, Toronto Water spent of \$1.096 billion or 92.3 % of its 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.
- 63.5% or \$754.143 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2020.
- \$1.118 billion or 72.0% 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 project schedules for the construction of water infrastructure.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 90.7% of the total spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$427.107 million or 93.5% of the 2020 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$162.164 million or 89.8% 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 (\$30.226 million or 90.1% of the 2020 Approved Capital Budget) and Humber Treatment Plant which include the construction of treatment upgrades (\$52.391 million or 89.6% of the 2020 Approved Capital Budget); Wet Weather Flow (\$149.113 million or 95.8% 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 (\$51.343 million or 92.5% 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.		Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety			14							
Ashbridges Bay Treatment Plant	2.351		1600.0%	0.176	7.5%	R	Y	#2	34.317	25.056
Humber Wastewater Treatment	0.338		0.0%	0.249	73.7%	G	G		14.660	9.190
Sub-Total	2.689	0.000	0.0%	0.425	15.8%	-	-		48.977	34.246
Legislated										
Ashbridges Bay Treatment Plant	81.515		0.0%	75.823	93.0%	G	G		641.087	207.902
RL Clark Treatment Plant	0.239		0.0%	0.001	0.4%	R	G	#1	6.049	5.823
Highland Creek Treatment Plant	4.784		0.0%	3.447	72.1%	G	G		118.467	78.452
Humber Wastewater Treatment	2.095		0.0%	1.035	49.4%	R	R	#3	59.199	53.261
Island Treatment Plant	1.147		0.0%	0.412	35.9%	R	R	#3	68.347	21.281
Pumping Stations & Forcemains	1.442		0.0%	0.820	56.9%	Y	R	#3	93.570	19.772
Water Service Replacement	40.270		0.0%	38.303	95.1%	G	G		326.377	249.830
WT - Storage & Treatment	0.021		0.0%	0.021	100.0%	G	G		1.771	1.471
Sub-Total	131.512	0.000	0.0%	119.862	91.1%	-	-		1,314.867	637.792
State of Good Repair										
Ashbridges Bay Treatment Plant	86.449		0.0%	79.236	91.7%	G	G		1,809.257	638.710
Business & Technology Support	0.010		0.0%	-	0.0%	R	G	#1	4.371	4.138
RL Clark Treatment Plant	1.276		0.0%	0.968	75.9%	G	G		98.851	96.932
RC Harris Treatment Plant	12.474		0.0%	11.660	93.5%	G	G		88.713	71.131
Highland Creek Treatment Plant	21.793		0.0%	21.583	99.0%	G	G		284.481	135.049
FJ Horgan Treatment Plant	1.091		0.0%	0.595	54.6%	Y	Y	#2	18.900	9.676
Humber Wastewater Treatment	48.071		0.0%	45.168	94.0%	G	G		384.324	228.377
Island Treatment Plant	10.909		0.0%	9.719	89.1%	G	G		59.581	29.897
Linear Engineering	83.526		0.0%	80.050	95.8%	G	G		686.368	472.226
Pumping Stations & Forcemains	8.521		0.0%	7.801	91.6%	G	G		70.258	24.296
Sewer Rehabilitation	67.373		0.0%	65.751	97.6%	G	G		612.379	396.531
Sewer Replacement	15.497		0.0%	14.965	96.6%	G	G		90.410	26.982
Trunk Sewers	47.551		0.0%	46.443	97.7%	G	G		397.532	168.578
Trunk Watermains	1.555		0.0%	0.695	44.7%	R	Y	#2	47.432	35.860
Watermain Rehabilitation	74.653		0.0%	73.513	98.5%	G	G		631.703	509.793
Watermain Replacement	86.472		0.0%	72.495	83.8%	G	G		583.902	394.926
Water Service Replacement	6.461		0.0%	4.868	75.3%	G	G		42.239	25.140
WT - Storage & Treatment	21.542		0.0%	18.995	88.2%	G	G		189.416	100.624
WWF - Implementation Projects	14.344		0.0%	14.245	99.3%	G	G		62.245	28.338
WWF - Stream Restoration	9.814		0.0%	6.830	69.6%	Y	G	#1	97.094	50.946
Yards & Facilities	0.559		0.0%	0.089	16.0%	R	R	#3	3.704	3.246
Sub-Total	619.942	0.000	0.0%	575.671	92.9%	-	-		6,263.160	3,451.396
Service Improvements										
Ashbridges Bay Treatment Plant	9.403		0.0%	6.886	73.2%	G	G		66.302	29.002
Water Meter Program (AMR)	2.614		0.0%	1.591	60.9%	Y	Y	#2	234.318	219.508
Business & Technology Support	10.926		0.0%	8.373	76.6%	G	G		88.480	49.735
Basement Flooding Program	128.124		0.0%	121.323	94.7%	G	G		1,685.998	457.116
RC Harris Treatment Plant	1.329		0.0%	0.846	63.7%	Y	Y	#2	12.652	3.702
Highland Creek Treatment Plant	6.922		0.0%	5.196	75.1%	G	G		167.022	36.617
FJ Horgan Treatment Plant	0.626		0.0%	0.126	20.1%	R	R	#3	8.620	3.345
Humber Wastewater Treatment	8.000		0.0%	5.939	74.2%	G	G		117.701	57.210
Island Treatment Plant	1.692		0.0%	0.953	56.3%	Y	Y	#2	9.405	1.462
Linear Engineering	1.697		0.0%	0.977	57.6%	Y	G	#1	12.726	5.315
Pumping Stations&Forcemains	0.060		0.0%	0.058	98.0%	G	G		3.465	3.375
Sewer Replacement	2.086		0.0%	2.086	100.0%	G	G		31.300	28.406
Trunk Sewers	0.010		0.0%	-	0.0%	R	R	#3	23.400	-
Trunk Watermains	2.800		0.0%	2.430	86.8%	G	G		7.731	3.157
WT - Storage & Treatment	9.322		0.0%	8.993	96.5%	G	G		43.798	39.050

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
WTP - Plantwide	3.087		0.0%	1.317	42.7%	Ⓡ	Ⓡ	#3	125.156	4.164
WWF - Implementation Projects	117.243		0.0%	113.862	97.1%	Ⓞ	Ⓞ		788.111	386.201
WWF -TRCA	14.197		0.0%	14.177	99.9%	Ⓞ	Ⓞ		112.176	111.426
Yards & Facilities	7.338		0.0%	5.467	74.5%	Ⓞ	Ⓞ		69.666	31.649
Sub-Total	327.474	0.000	0.0%	300.601	91.8%	-	-		3,608.027	1,470.440
Growth Related										
Ashbridges Bay Treatment Plant	0.801		0.0%	0.043	5.4%	Ⓡ	Ⓡ	#3	176.243	0.043
Highland Creek Treatment Plant	0.050		0.0%	-	0.0%	Ⓡ	Ⓡ	#3	9.661	7.161
Island Treatment Plant	0.100		0.0%	-	0.0%	Ⓡ	Ⓡ	#3	6.300	-
Linear Engineering	0.182		0.0%	0.072	39.7%	Ⓡ	Ⓞ	#1	2.815	2.311
New Service Connections	49.974		0.0%	48.090	96.2%	Ⓞ	Ⓞ		416.236	334.776
New Sewers	3.984		0.0%	2.774	69.6%	Ⓜ	Ⓜ	#2	42.186	7.101
Pumping Stations & Forcemains	4.380		0.0%	4.329	98.8%	Ⓞ	Ⓞ		24.354	10.608
Trunk Sewers	0.315		0.0%	0.305	96.8%	Ⓞ	Ⓞ		309.700	3.717
Trunk WM	20.270		0.0%	20.209	99.7%	Ⓞ	Ⓞ		46.217	30.942
Water Efficiency Plan	0.463		0.0%	0.278	60.1%	Ⓜ	Ⓞ	#1	13.232	11.795
Watermain Replacement	24.576		0.0%	23.162	94.2%	Ⓞ	Ⓞ		134.197	91.591
Sub-Total	105.095	0.000	0.0%	99.263	94.5%	-	-		1,181.141	500.045
Total	1,186.713	0.000	0.0%	1,095.821	92.3%				12,416.172	6,093.919

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 or revised scope in 2020. These projects include residual retrofits and upgrades at RL Clark Water Treatment Plant, Business and Technology Support projects (revised scope for trunk radio equipment to assess opportunities to deliver in house), Wet Weather Flow Stream Restoration projects (lower than forecasted need for emergency erosion control), Linear Engineering (Asset Management System Implementation not proceeding, while some other projects will be delivered in house, or are subject to other divisions projects) and Water Efficiency Plan (lower than forecasted demand for capacity buy back program).

Note # 2:

Minor project delays are due to one or combination of the following reasons: pending acquisition of required permits (North Toronto Wastewater Treatment Plant Electrical Upgrades), slower than forecasted delivery (FJ Horgan Water Treatment Plant Ozonation System Rehabilitation, Automated Meter Reading System), site conditions and need to undertake community consultations (Cast Iron Trunk Replacement - Phase 4 Engineering), extended design phase to address operational requirements (RC Harris Water Treatment Plant Emergency Standby Power), extended procurement phase, including COVID-19 impacts (Island Treatment Plant Plantwide HVAC Upgrades), and extended design and approval phase to address site conditions (Sheppard Sanitary Sewer at East Don STS).

Note # 3:

Major project delays are due various delays in procurement phase (Island Water Treatment Plant Chemical and Residual Management Engineering, Pumping Stations Upgrades Group 6), extended study and approvals phase (Humber Wastewater Treatment Plant Flood Protection project), delayed equipment deliveries (Yard & Facilities lab equipment), need to address hydro requirements (FJ Horgan Water Treatment Plant Electrical Grounding System and Standby Power Optimization project), completion of EA Phase and review of preferred options (Lower Simcoe Trunk Sewer), pending receipt of required permits (Plant Wide Standby Power Phase 2 Construction), extended preliminary design phase (Plantwide Scrubber and Tonner Connection Improvements), extended project scoping phase to address operational requirements at the same facility (Ashbridges Bay Waste Water Treatment Plant Aeration Tanks 12 & 13), pending quote from a third party (Highland Creek Wastewater Treatment Plant), and need to coordinate with other works at the plant (Island Water Treatment Plant photovoltaic System).