

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended April 30, 2021
Table of Content

Program/Agency	Page #
Community and Social Summary	2
Children's Services	3
Economic Development & Culture	6
Parks, Forestry & Recreation	8
Seniors Services & Long-Term Care	12
Shelter, Support & Housing Administration	14
Housing Secretariat	17
Toronto Employment & Social Services	19
Toronto Paramedic Services	21
Infrastructure and Development Summary	23
City Planning	24
Fire Services	26
Transportation Services	30
Waterfront Revitalization Initiative	33
Corporate Services Summary	35
311 Toronto	36
Facilities & Real Estate	38
Energy and Environment	41
Fleet Services	43
Chief Information Security Office	46
Information Technology	48
Finance and Treasury Summary	51
Office of the Controller	52
Office of the CFO and Treasurer	54
Other City Programs	57
City Clerk's Office	58
Agencies Summary	60
Exhibition Place	61
TO Live	63
Toronto & Region Conservation Authority	65
Toronto Police Service	67
Toronto Public Health	71
Toronto Public Library	73
Toronto Transit Commission	76
Toronto Zoo	80
Rate Supported Programs Summary	82
Solid Waste Management	83
Toronto Parking Authority	85
Toronto Water	87

**2021 Capital Spending by Program
Community and Social Services**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Children's Services	4M	17.58	2.81	15.07	85.7%		Ⓞ
EDC	4M	25.54	1.92	21.26	83.2%		Ⓞ
Long Term Care	4M	31.93	0.85	14.11	44.2%		Ⓡ
PFR	4M	247.73	18.95	156.94	63.3%		Ⓢ
SSHA	4M	248.97	8.31	227.31	91.3%		Ⓞ
HS	4M	334.38	138.78	319.04	95.4%		Ⓞ
TESS	4M	10.86	0.66	10.72	98.8%		Ⓞ
Paramedics Services	4M	7.69	0.36	6.23	81.1%		Ⓞ
TOTAL	4M	924.69	172.64	770.68	83.3%		Ⓞ
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the four months ended April 30, 2021, the capital expenditures for Community and Social Services totalled \$172.6 million of their collective 2021 Approved Capital Budget of \$924.7 million. Spending is expected to increase to \$770.7 million (83.3%) by year-end. 7 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Children Services, Parks, Economic Development & Culture, Housing Secretariat, Toronto Employment & Social Services and Toronto Paramedic Services have projected year-end spending rates over 70%, and Seniors Services & Long-Term Care, Parks, Forestry & Recreation have projected year-end spending rate less than 70%.

Chart 1
2021 Approved Budget by Category (\$17.58)

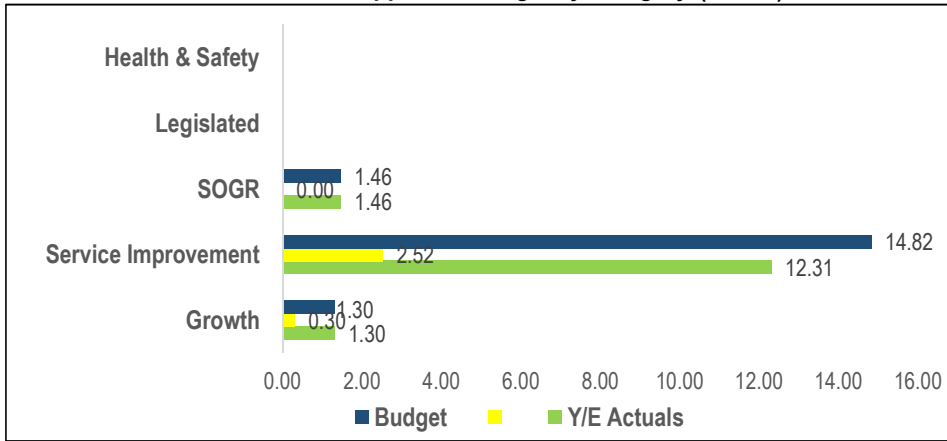


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	17
Growth	1
Total # of Projects	20

Chart 2
Project Status - 20

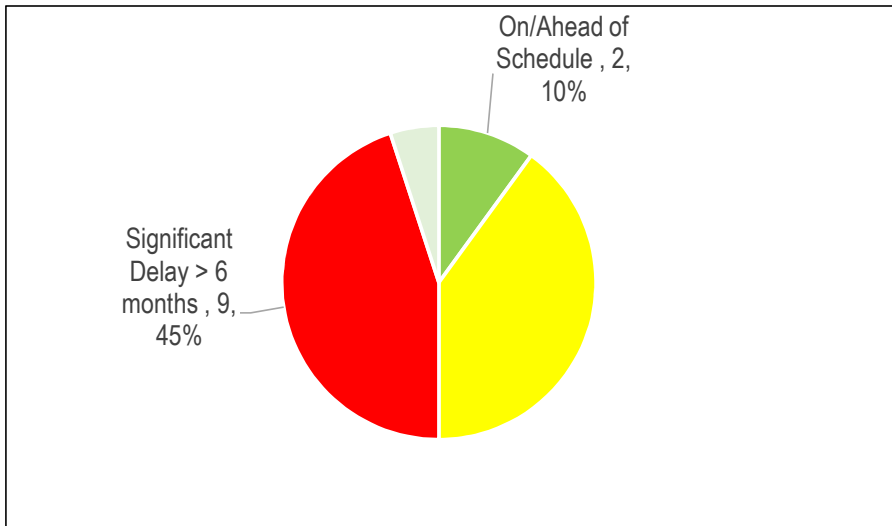


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed		4
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	1
Community Consultation	4	3
COVID - 19 Related	1	
Other*	1	
Total # of Projects	9	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.31	9.66	3.92	0.46	1.23

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)	2021 Approved Cash Flow	YTD Exp.		Year End Projections				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS SOGR 2019	0.092			0.092	100.0%	Ⓞ	Ⓡ	1	1.285	1.193
TELCCS SOGR 2021	1.367	0.001	0.1%	1.367	100.0%	Ⓞ	Ⓡ	1	1.367	0.001
Sub-Total	1.459	0.001	0.1%	1.459	100.0%	-	-		2.652	1.194
Service Improvements										
St John the Evangelist Catholic School	1.967			0.100	5.1%	Ⓡ	Ⓡ	2	3.900	1.934
Block 31 Child Care Centre	0.972	0.018	1.9%	0.619	63.7%	Ⓨ	Ⓨ	3	4.733	3.769
Stanley Public School	1.008	1.651	163.8%	2.651	263.0%	Ⓡ	Ⓞ	4	3.900	2.647
St. Barnabas Catholic School	0.973			0.973	100.0%	Ⓞ	Ⓡ	5	3.500	0.535
St. Roch Catholic School	0.945			0.945	100.0%	Ⓞ	Ⓨ	5	4.000	0.255
St Bartholome Catholic School	0.667			0.667	100.0%	Ⓞ	Ⓨ	5	3.800	0.200
North East Scarborough Centre	0.300			0.300	100.0%	Ⓞ	Ⓨ	6	5.000	0.362
Mount Dennis Child Care Centre	4.231	0.691	16.3%	4.231	100.0%	Ⓞ	Ⓨ	7	19.830	6.867
David and Mary Thompson (Centre 7)	0.050				0.0%	Ⓡ	Ⓡ	8	5.000	0.000
TCH Needle Firway	0.100				0.0%	Ⓡ	Ⓡ	9	3.900	0.075
Gilder Child Care Centre (Centre 11)	1.100			0.600	54.5%	Ⓨ	Ⓨ	5	3.900	1.979
Anishnabe Child Care Centre	0.950	0.156	16.4%	0.950	100.0%	Ⓞ	Ⓨ	10	7.809	0.601
Bendale Child Care Centre	0.462				0.0%	Ⓡ	Ⓞ	11	3.425	3.040
Wallace Emerson Child Care Centre	0.498			0.200	40.2%	Ⓡ	Ⓨ	12	5.000	0.261
Western North York Child Care	0.272			0.020	7.4%	Ⓡ	Ⓡ	13	5.000	0.038
Bayside Child Care	0.150			0.050	33.3%	Ⓡ	Ⓡ	14	0.700	0.000
Woodbine Child Care Centre	0.175				0.0%	Ⓡ	Ⓡ	15	5.000	0.000
Sub-Total	14.820	2.516	17.0%	12.306	83.0%				88.397	22.563
Growth Related										
TCS Growing Child Care	1.300	0.296	22.8%	1.300	100.0%	Ⓞ	Ⓞ		4.764	2.342
Sub-Total	1.300	0.296	16.0%	1.300	100.0%				4.764	2.342
Total	17.579	2.813		15.065					95.813	26.099

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:

Expenditures for SOGR upgrades will accelerate in Q2 and Q3, and will be co-ordinated with RFP awards

Note # 2:

Project is nearing completion; construction of the centre was part of larger school re-build managed by the Toronto Catholic District School Board, and costs were economized through the larger project. Unutilized funding will be returned to source for redistribution when required.

Note # 3

This project is projected to be completed by the end of Q2, with final billing to come from Parks, Forestry and Recreation.

Note # 4

Project is completed, with final billing expected by end of Q2 2021.

Note # 5:

Construction of these projects is underway, with projected completion in Q4, 2022.

Note # 6:

This project is in the design stage, with working drawings being used to develop a plan to deliver a net zero facility; the centre is projected to be completed by Q4, 2024.

Note # 7:

The construction, which commenced in Q2, 2020, is progressing as planned, with completion projected for Q4, 2024.

Note # 8:

Children's Services (CHS)

This project remains in the planning stage, with Toronto District School Board and Parks, Forestry and Recreation co-ordinating the project delivery; the project is budgeted to completed in 2025.

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:

This project remains in the planning stage with Toronto District School NBoard, pending a change in scope; construction is budgeted to commence in 2022.

Note #10:

This project is in the design stage, with the projected completion date in Q4, 2023. Construction of below grade parking and common mechanical elements scheduled to begin in June 2021.

Note # 11:

This project has been completed, with unused funding to returned to source to support the construction of other centres when required.

Note # 12:

The Constructution Management Agreement is under review, with project tender being prepared; this project is budgeted for completion in 2025.

Note # 13:

This project is in the design stage, with construction anticipated to commence in 2022.

Note # 14:

Waterfront Toronto has issued the RFP, with construction expected to commence in June or July, 2021.

Note # 15:

This project is in the planning stage with Toronto Community Housing; the construction is projected to commence in 2022, with completion planned for 2025.

Chart 1
2021 Approved Budget by Category (\$25.54)

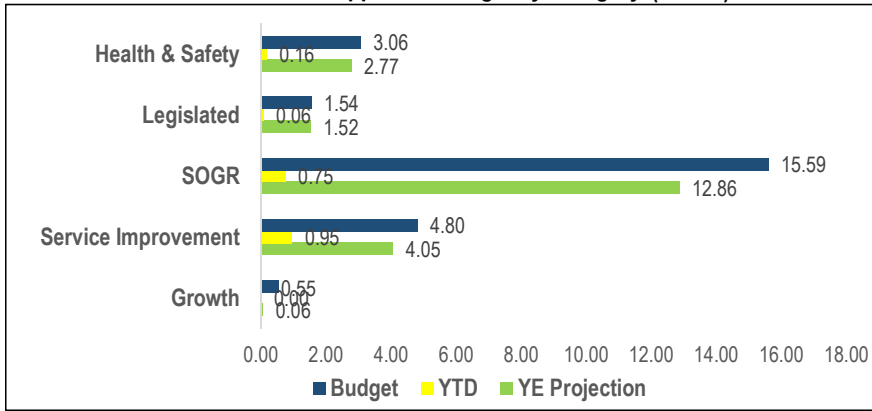


Table 1
2021 Active Projects by Category

Health & Safety	1
Legislated	4
SOGR	8
Service Improvement	10
Growth	1
Total # of Projects	24

Chart 2
Project Status - 24

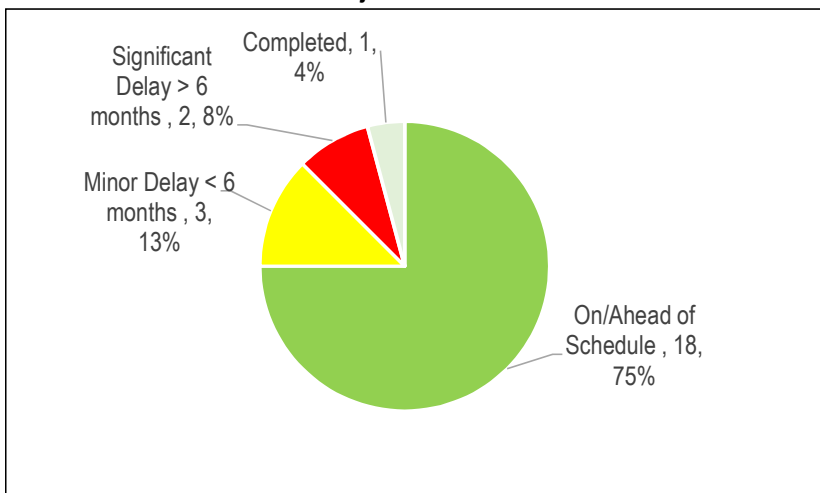


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
24.12	1.14	0.27	0.01	

Reasons for "Other*" Projects Delay:

- The BIA Financed Funding Project for the Wexford Heights BIA is delayed due to an expansion to the scope of work, design drawings are being revised and will result in delays to the project timeline.

Key Discussion Points: (Please provide reason for delay)

Economic Development and Culture spent \$1.921 million or 7.5% YTD and is projecting to spend \$21.258 million or 83.2% of its 2021 Council Approved Capital Budget by the end of 2021. Explanations for variances include:

- The *Casa Loma Phase 10* project previously experienced internal delays as a result of COVID-19, construction has begun in Q4 2020 and has continued with good progress in Q1 2021. It is anticipated that on-site construction will be completed by December 2021.
- 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 reached substantial completion on March 12, 2021.
- The *Young People's Theatre* project will be delayed as the theatre has initiated a major interior renovation project which cannot take place simultaneously with the construction project. EDC's project work will begin in 2022 and is on track for completion by December 2023.
- Drawings are completed for the *Indigenous Centre for Innovation and Entrepreneurship* project and before going to tender, Options for Social Procurement/Indigenous involvement for construction is being reviewed. It is anticipated that 100% of the 2021 budget will be spend by year-end. This project will address capital improvements to the future space of the centre, fully funded by Section 37 contributions.
- The *BIA Equal Share Funding* projects have been tendered and construction will begin in late spring/summer. It is anticipated that 89% of the budget will be spent by year-end.

Economic Development and Culture (ECT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Casa Loma Exterior Restoration	3.058	0.164	5.4%	2.775	90.7%	⊕	⊕		5.874	2.980
Sub-Total	3.058	0.164	5.4%	2.775	90.7%	-	-		5.874	2.980
Legislated										
Collections Care	0.088	0.035	40.1%	0.088	100.0%	⊕	⊕		0.372	0.320
Cultural Infrastructure Development	1.321	0.028	2.1%	1.316	99.7%	⊕	⊕		3.317	0.417
Major Maintenance	0.116	0.000	0.0%	0.116	100.0%	⊕	⊕		0.205	0.089
Restoration and Preservation of Heritage Elements	0.015	0.000	0.0%	0.000	0.0%	⊖	⊕		0.412	0.397
Sub-Total	1.539	0.063	4.1%	1.520	98.8%	-	-		4.306	1.223
State of Good Repair										
Cultural Infrastructure Development	0.431	0.000	0.0%	0.238	55.2%	⊕	⊕	#1	1.087	0.656
Major Maintenance	2.095	0.043	2.0%	1.154	55.1%	⊕	⊕	#2	6.105	3.122
Refurbishment and Rehabilitation	0.086	0.000	0.0%	0.086	100.0%	⊕	⊕		0.400	0.314
Restoration and Preservation of Heritage Elements	6.114	0.343	5.6%	5.036	82.4%	⊕	⊕		12.543	3.594
Streetscape Master Plan Program	0.017	0.005	28.2%	0.000	0.0%	⊖	⊖	#3	0.260	0.248
BIA Planning Act Revenue	3.517	0.284	8.1%	3.385	96.3%	⊕	⊕		5.739	2.452
BIA Equal Share Funding	3.284	0.072	2.2%	2.909	88.6%	⊕	⊕		3.734	0.471
Mural Program	0.050	0.000	0.0%	0.050	100.0%	⊕	⊕		0.050	0.000
Sub-Total	15.595	0.747	4.8%	12.859	82.5%	-	-		29.917	10.856
Service Improvements										
BIA Financed Funding Project	0.250	0.000	0.0%	0.000	0.0%	⊖	⊖	#4	1.000	0.000
BIA Special Project	0.317	0.000	0.0%	0.317	100.0%	⊕	⊕		0.568	0.000
Cultural Infrastructure Development	1.331	0.675	50.7%	1.204	90.5%	⊕	⊕		8.869	8.197
Economic Competitiveness Data Management System	0.614	0.064	10.4%	0.614	100.0%	⊕	⊕	#5	1.700	0.870
Indigenous Centre for Innovation and Entrepreneurship	0.750	0.000	0.0%	0.750	100.0%	⊕	⊕		7.853	0.000
Refurbishment and Rehabilitation	0.100	0.000	0.0%	0.050	50.0%	⊕	⊕		0.100	0.000
Service Enhancement	0.439	0.000	0.0%	0.186	42.4%	⊖	⊕	#6	1.340	0.501
Streetscape Master Plan Program	0.121	0.000	0.0%	0.051	42.4%	⊖	⊕	#7	0.121	0.000
Commercial Façade Improvement Program	0.867	0.203	23.4%	0.867	100.0%	⊕	⊕		1.967	0.973
Mural Program	0.010	0.005	49.7%	0.010	100.0%	⊕	⊕		0.050	0.045
Sub-Total	4.799	0.947	19.7%	4.049	84.4%	-	-		23.568	10.585
Growth Related										
Cultural Infrastructure Development	0.553	0.000	0.0%	0.055	10.0%	⊖	⊕	#8	1.276	0.721
Sub-Total	0.553	0.000	0.0%	0.055	10.0%	-	-		1.276	0.721
Total	25.544	1.921	7.5%	21.258	83.2%				64.940	26.365

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 Guild Revitalization Log Cabin project is in the stage of hiring architects followed by tendering in the summer. The project is on track for completion.

Note # 2:

The Young People's Theatre project is delayed due to other projects on site this year. Capital work will be done in 2022.

Note # 3:

The SHOPTHEQUEENSWAY.COM BIA Streetscape Master Plan project is delayed and in the planning stage.

Note # 4:

The BIA Financed Funding Wexford Heights BIA project is experiencing delays as drawings are being revised to consider expanded scope of work.

Note # 5:

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

Note # 6:

The Market Gallery project has been delayed due to coordination with other projects.

Note # 7:

The Streetscape Master Plan projects are to be completed in 2022. Reallocation of funding to the Mural Program to support additional grants is requested as part of the 4 Month Capital Variance report.

Note # 8:

The Museum of Toronto Planning Study project was delayed due to new collective mandate to plan an interim use of the Museum of Toronto space. EDC will be working with CreateTO on a project that remains to be defined. It is expected that the Old City Hall will be vacant by early 2023 and interim installations will open sometime thereafter.

Chart 1
2021 Approved Budget by Category (\$247.73)

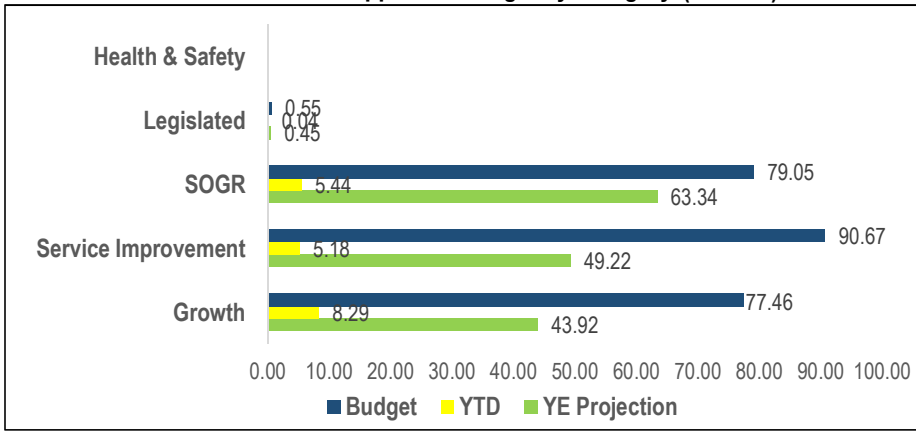


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	51
Service Improvement	169
Growth	49
Total # of Projects	272

Chart 2
Project Status - 272

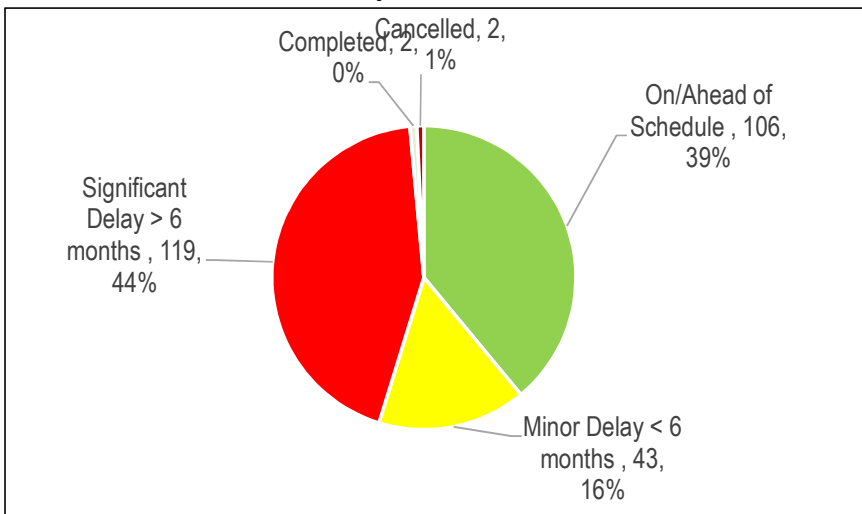


Table 2

Reason for Delay	162	
	Significant Delay	Minor Delay
Insufficient Staff Resources		5
Procurement Issues	1	
RFQ/RFP Delayed	3	1
Contractor Issues	2	
Site Conditions	6	1
Co-ordination with Other Projects	58	20
COVID-19 Related	9	
Community Consultation	3	1
Other*	37	15
Total # of Projects	119	43

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
53.84	49.37	143.36	0.45	0.71

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 are currently projecting a 2021 year-end spend of \$156.937 million, or 63.3% of its 2021 Approved Capital Budget of \$247.730 million. This includes a 80.1% spend rate or \$63.3 million for State of Good Repair projects.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- There are four ways COVID-19 has caused delays to projects:
 - ❑ Provincial Orders at the start of the pandemic caused confusion around what was deemed an essential service which led to some construction sites temporarily shutting down.
 - ❑ Contractors had to implement new health and safety measures and modify how they perform work. This impact is ongoing and reduces construction efficiency.
 - ❑ The availability of construction materials and production in the manufacturing industry have been and continue to be negatively impacted.
 - ❑ Community engagement for various projects was not permitted corporately at the beginning of the pandemic. Once community engagement was permitted, staff have transitioned to new virtual tools in order to proceed with engagement. Community engagement is vital to the design process.
- As of April 30, 2021, Parks, Forestry and Recreation reported 106 projects currently on-track (\$53.841 million) and 2 completed projects. These projects were completed under budget (\$0.840 million out of total budget of \$1.400 million)
- 162 projects (\$192.732 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)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Legislated Project Name										
LAND ACQUISITION	0.549	0.043	7.8%	0.449	81.8%	Ⓞ	Ⓞ		6.677	5.140
Sub-Total	0.549	0.043	7.8%	0.449	81.8%	-	-		6.677	5.140
State of Good Repair										
ARENA	11.697	1.136	9.7%	9.212	78.8%	Ⓞ	Ⓡ	#2	85.343	41.343
COMMUNITY CENTRES	3.713	0.919	24.8%	3.500	94.3%	Ⓞ	Ⓡ	#3	61.735	47.334
ENVIRONMENTAL INITIATIVES	5.323	0.062	1.2%	4.202	78.9%	Ⓞ	Ⓨ	#4	17.079	8.701
OUTDOOR RECREATION CENTRE	3.157	0.389	12.3%	2.248	71.2%	Ⓞ	Ⓡ	#5	11.181	7.090
PARK DEVELOPMENT	5.200	0.104	2.0%	5.200	100.0%	Ⓞ	Ⓞ		14.064	8.354
PARKING LOTS & TENNIS COURTS	2.468	0.026	1.0%	2.108	85.4%	Ⓞ	Ⓡ	#7	14.134	5.253
PLAYGROUNDS/WATERPLAY POOL	3.140	0.115	3.7%	2.355	75.0%	Ⓞ	Ⓡ	#8	11.123	5.006
4.039	1.370	33.9%	3.555	88.0%	Ⓞ	Ⓡ	#13	30.581	12.374	
SPECIAL FACILITIES	27.844	0.904	3.2%	19.613	70.4%	Ⓨ	Ⓡ	#9	93.114	33.303
FACILITY COMPONENTS	6.931	0.248	3.6%	6.806	98.2%	Ⓞ	Ⓞ		23.744	16.587
TRAILS & PATHWAYS	5.532	0.169	3.0%	4.542	82.1%	Ⓞ	Ⓡ	#11	27.614	17.577
Sub-Total	79.045	5.440	6.9%	63.343	80.1%	-	-		389.711	202.921
Service Improvements										
ARENA	0.708	0.000	0.0%	0.244	34.5%	Ⓡ	Ⓡ	#2	15.525	8.767
COMMUNITY CENTRES	1.422	0.043	3.0%	0.821	57.8%	Ⓨ	Ⓨ	#3	76.011	6.759
ENVIRONMENTAL INITIATIVES	6.101	0.156	2.6%	2.996	49.1%	Ⓡ	Ⓡ	#4	18.235	11.497
INFORMATION TECHNOLOGY	9.906	1.014	10.2%	7.612	76.8%	Ⓞ	Ⓡ	#12	60.636	31.290
OUTDOOR RECREATION CENTRE	11.059	0.454	4.1%	4.035	36.5%	Ⓡ	Ⓡ	#5	30.883	13.991
PARK DEVELOPMENT	35.114	1.766	5.0%	23.859	67.9%	Ⓨ	Ⓡ	#6	209.903	84.996
PLAYGROUNDS/WATERPLAY POOL	9.284	0.327	3.5%	4.972	53.6%	Ⓨ	Ⓡ	#8	43.864	26.949
0.192	0.067	35.0%	0.192	100.0%	Ⓞ	Ⓡ	#13	22.167	19.875	
SPECIAL FACILITIES	12.287	0.898	7.3%	1.384	11.3%	Ⓡ	Ⓡ	#9	36.933	10.278
FACILITY COMPONENTS	2.883	0.450	15.6%	2.606	90.4%	Ⓞ	Ⓡ	#10	13.604	5.493
TRAILS & PATHWAYS	1.716	0.000	0.0%	0.504	29.3%	Ⓡ	Ⓡ	#11	16.697	7.482
Sub-Total	90.671	5.175	5.7%	49.224	54.3%	-	-		544.458	227.378
Growth Related										
ARENA	0.100	0.000	0.0%	0.010	10.0%	Ⓡ	Ⓨ	#2	1.785	0.000
COMMUNITY CENTRES	51.593	7.974	15.5%	34.746	67.3%	Ⓨ	Ⓨ	#3	503.639	172.294
LAND ACQUISITION	16.596	0.050	0.3%	3.626	21.9%	Ⓡ	Ⓡ	#1	228.045	14.643
OUTDOOR RECREATION CENTRE	0.158	0.000	0.0%	0.081	50.9%	Ⓨ	Ⓨ	#5	2.055	0.077
PARK DEVELOPMENT	7.958	0.212	2.7%	4.913	61.7%	Ⓨ	Ⓞ	#6	35.150	3.459
PARKING LOTS & TENNIS COURTS	0.020	0.000	0.0%	0.005	25.0%	Ⓡ	Ⓨ	#7	0.300	0.000
PLAYGROUNDS/WATERPLAY POOL	0.040	0.000	0.0%	0.040	100.0%	Ⓞ	Ⓞ		0.700	0.000
1.000	0.054	5.4%	0.500	50.0%	Ⓨ	Ⓨ	#13	2.100	0.054	
Sub-Total	77.465	8.290	10.7%	43.921	56.7%	-	-		773.774	190.527
Total	247.730	18.947	7.6%	156.937	63.3%				1,714.620	625.967

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

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 1:

LAND ACQUISITION: under-spending of \$13.069 M is anticipated, mainly driven by protracted processes for various Parkland Acquisitions.

Note # 2:

ARENA: under-spending of \$3.039 M, including \$2.485 M for the CAMP SOGR Arenas project due to coordination with other projects; and \$0.350 M for the Don Mills Civitan Facility Design as a result of awaiting the lands from Celestica.

Note # 3:

COMMUNITY CENTRES: under-spending of \$17.661 M is anticipated, \$0.213 M for the CAMP State of Good Repair Community Centres project due to coordination with other projects; \$5.455 M for the Bessarion Facility due to contractor and site condition issues; \$5.062 M for the North East Scarborough Community Centre due to delays in the design process to incorporate the implementation of Net Zero; \$0.747 M for the 40 Wabash Parkdale New CC Design and \$0.532 M for the Western North York New CC Design, both due to delays in Community Consultation/Engagement due to COVID-19; and \$0.306 M for York Community Centre that is delayed due to ongoing contractor issues.

Note # 4:

ENVIRONMENTAL INITIATIVES: under-spending of \$4.227 M is expected, \$0.680 M for the City Wide Environmental Initiatives project due to coordination with other projects; \$0.124 M for Phase 2 of Wilket Creek Park; and \$1.782 M for the Mud Creek Phase 2 project which has experienced delays caused by COVID-19 as well as requirements to get easements for private properties.

Note # 5:

OUTDOOR RECREATION CENTRE: under-spending of \$8.010 M is expected, \$01.691 M for the Humber Bay Park East New Pavilion as a result of delays in the community consultation process, soil conditions, as well as coordination with other projects; \$4.466 M for the Dufferin Grove AIR Building due to the impact of COVID-19 on construction; \$0.750 M for the Sports Field Program; \$0.259 M for the Capital Asset Management Program (CAMP) State of Good Repair (SOGR) Outdoor Recreation Centre Facilities project as a result of due to coordination with other projects; and \$0.175 M for the York Stadium Turf Improvements as the City is awaiting funds and an agreement with the Toronto Catholic District School Board (TCDSB).

Note # 6:

PARK DEVELOPMENT: under-spending of \$14.299 M is projected, including \$0.671 M as a result of Community Consultation (Ward 3 Park Improvements, St. Jamestown Open Space Design, Toronto Island Park Implementation), \$0.673 M as a result of RFP/RFQ delays (St. Andrew Playground Improvements, David Crombie Park Revitalization, Osler Park Improvements, Huron Street Playground Phase 2); \$8.704 M for delays in Community Consultation/Engagement (Wallace Emerson Park 7 Fieldhouse, Huron Washington Park Improvements, Lawrence Heights PH1A Baycrest, Riverdale Park West Access Improvements); \$0.245 M for three (3) projects completed under-budget; and over \$3.370 M for various Park Development projects due to various approval delays, technical challenges, and conveyance of land.

Note # 7:

PARKING LOTS & TENNIS COURTS: under-spending of \$0.374 M for various Parking Lot, Tennis Courts and Sports Pad State of Good Repair projects due to coordination with other projects.

Note # 8:

PLAYGROUNDS/WATERPLAY: under-spending of \$5.097 M is anticipated, including \$2.800 M for the Play Enhancement Program due to a shortage of materials and supplier delivery issues as a result of the COVID-19 Pandemic, \$0.703 M for Tom Riley Park New Playground due to the design and community consultation process taking longer than anticipated, \$0.693 M for Fred Hamilton Playground Wading Pool Conversion as the installation and site restoration is weather-dependent, and \$0.785 M for CAMP State of Good Repair of Water plays (Wading Pools) due to co-ordination of various playground projects.

Note # 9:

SPECIAL FACILITIES: under-spending of \$19.134 M is projected, \$8.789 M for the Ferry Boat Replacement #1 due to further analysis to inform next steps regarding the City's existing Ferry Replacement Plan; \$1.775 M for the CAMP SOGR Harbourfront, Marine, Fountains & Seawalls, \$1.264 M for the CAMP SOGR Special Facilities Buildings and Structures, both due to coordination with other projects, \$4.032 for 2018 Wind Storm Damages due to COVID-19 and the availability of specialized equipment, and \$1.110 M for Algonquin Island North Shore as all island projects are on hold until Class EA is complete.

Note # 10:

FACILITY COMPONENTS: under-spending of \$0.402 M is projected, including \$0.155 M for Accessibility projects, \$0.125 M for Capital Asset Management Planning and \$0.125 M for Investigation & Pre-Engineering due to co-ordination with other projects.

Note # 11:

TRAILS & PATHWAYS: under-spending of \$2.202 M is projected, including \$0.990 M for various Trails & Pathways and Bridge CAMP State of Good Repair projects as a result of coordination with other projects; \$0.575 M for York Beltline Trail Improvements; and \$0.067 M for the Beltline Trail "Stations" project as it is expected to be completed under budget.

Note # 12:

INFORMATION TECHNOLOGY: under-spending of \$2.294 M is anticipated, mainly driven by; \$0.379 M for Registration, Permitting & Licensing (CLASS), \$1.521 M for the Enterprise Work Management System, and \$0.380 M for Modernization Roadmap.

Note # 13:

POOL: under-spending of \$0.984 M is expected, driven by \$0.500 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 as well as \$0.484 M for CAMP SOGR Pools due to coordination with other

Seniors Services and Long-Term Care (HOM)

Chart 1
2021 Approved Budget by Category (\$31.93)

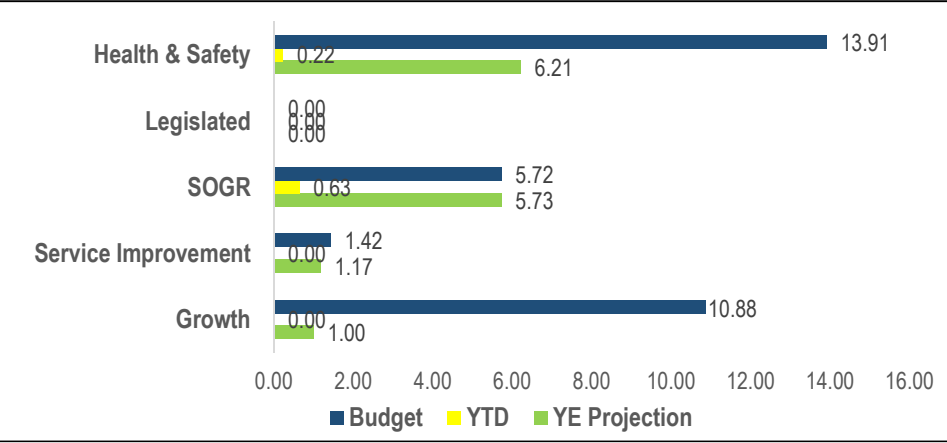


Table 1
2021 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	3
Service Improvement	2
Growth	1
Total # of Projects	11

Chart 2
Project Status - 11

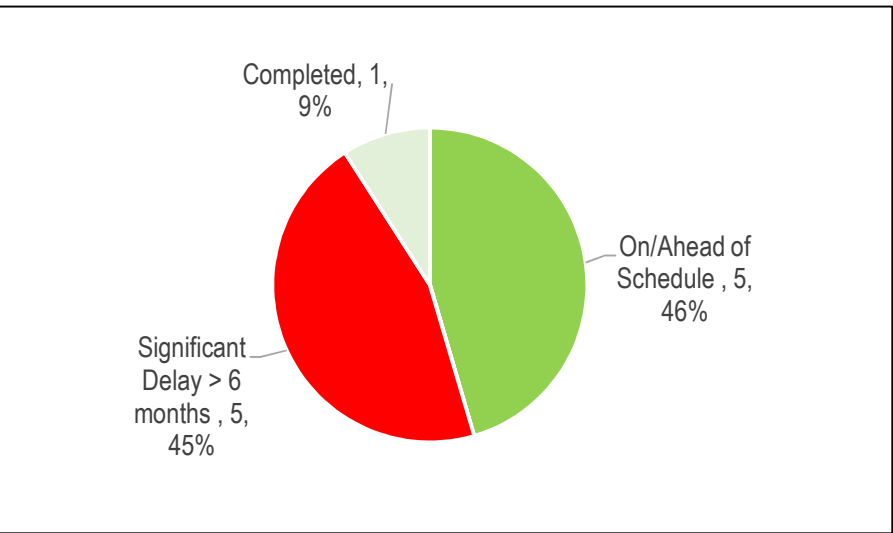


Table 2

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
11.98		19.77	0.18	

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.
- On May 12, 2021 the Provincial government awarded SSLTC \$3.2M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP). On December 16, 2020, City Council authorized city staff to apply for \$10M in funding under this stream (EX19.2). The \$3.2M in funding expires on December 31, 2023 and will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May.
- 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. The *Kronos Feasibility Study*, led corporately by I&T, has been temporarily suspended as a result of COVID-19.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Electrical - Life Safety Systems	0.177	0.177	99.9%	0.177	100.0%	Ⓞ			3.950	3.950
Mechanical - HVAC Repairs/Upgrades	1.671	0.044	2.6%	1.671	100.0%	Ⓞ	Ⓞ		7.561	6.021
Specialty Systems & Elevator Upgrades	0.070	0.000	0.0%	0.070	100.0%	Ⓞ	Ⓞ		2.780	2.716
Building Health & Safety - 2020	1.991	0.000	0.0%	1.992	100.0%	Ⓞ	Ⓡ	#1	3.741	0.270
Building H&S COVID 19 Infrastructure	10.000	0.000	0.0%	2.300	23.0%	Ⓡ	Ⓞ	#2	10.000	0.000
Sub-Total	13.909	0.221	1.6%	6.209	44.6%	-	-		28.032	12.958
Legislated										
Kipling Acres - Redevelopment	0.000	0.000		0.000					4.500	4.330
Kipling Acres - Phase 3	0.000	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	0.131	0.008	6.4%	0.131	100.0%	Ⓞ	Ⓞ		9.900	9.742
Specialty Systems	0.111	0.000	0.0%	0.111	100.0%	Ⓞ	Ⓞ		1.635	1.524
Building SOGR - 2020	5.484	0.625	11.4%	5.484	100.0%	Ⓞ	Ⓡ	#1	13.672	3.281
Sub-Total	5.725	0.633	11.1%	5.725	100.0%	-	-		25.207	14.548
Service Improvements										
Electronic Health Care System	1.174	0.000	0.0%	1.174	100.0%	Ⓞ	Ⓡ	#3	3.152	1.977
Kronos Feasibility Study	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.250	0.000
Sub-Total	1.424	0.000	0.0%	1.174	82.4%	-	-		3.402	1.977
Growth Related										
Carefree Lodge Redevelopment	10.875	0.000	0.0%	1.000	9.2%	Ⓡ	Ⓡ	#3	175.970	0.000
Sub-Total	10.875	0.000	0.0%	1.000	9.2%	-	-		175.970	0.000
Total	31.933	0.854		14.108					284.611	79.123

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:

On May 12, 2021 the Provincial government awarded SSLTC \$3.2M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP). On December 16, 2020, City Council authorized city staff to apply for \$10M in funding under this stream (EX19.2). The \$3.2M in funding expires on December 31, 2023 and will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May.

Note # 3:

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
2021 Approved Budget by Category (\$248.97)

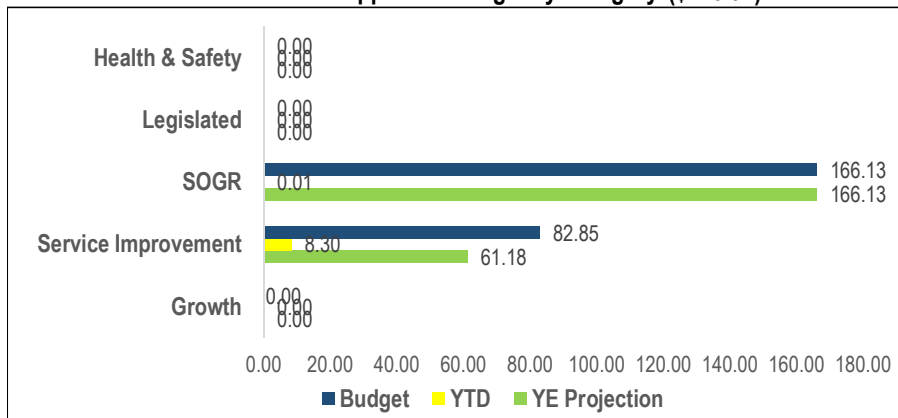


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

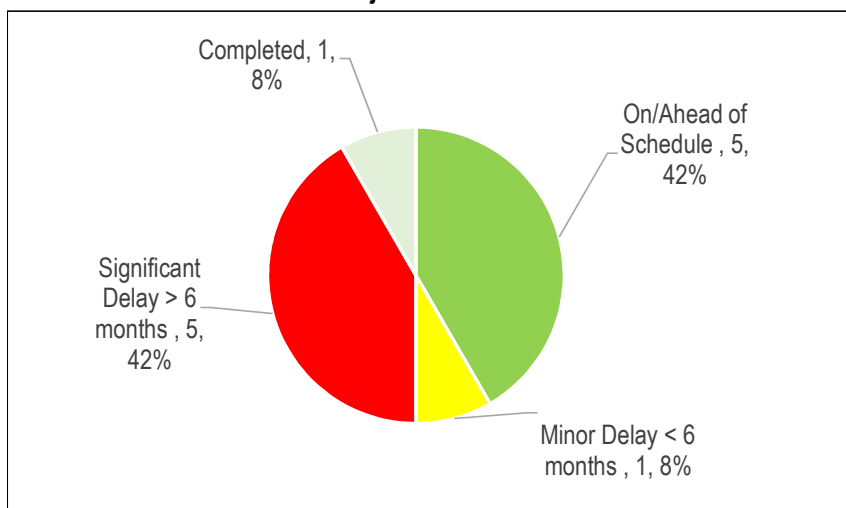


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
175.57	0.47	71.23	1.71	

Key Discussion Points:

- **George Street Revitalization Project:** The GSR Transition plan continues to experience COVID-19 related delays. Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. However, design work for 76 Church Street, a replacement site for 354 George Street, currently being used as COVID-19 response site is underway. As well, renovation of 705 Progress is substantially complete and work on the Project Output Specification which will inform the issuance of the project RFP is progressing. Spending is therefore expected to ramp up in Q2-2021 once design work and contract award for 76 Church Street are completed. Release of the RFP for the construction phase of the project is anticipated in the summer of 2021.
- **1,000 New Shelter Beds Project:** Project is experiencing construction and renovation delays for 2 sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q3-2021 once the TLAB decision is received and construction work commences at 233 Carlton street.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
SSHA - SOGR	6.126	0.007	0.1%	6.126	100.0%	Ⓞ	Ⓞ		6.126	0.007
TCHC-SOGR	160.000	0.000		160.000	100.0%	Ⓞ	Ⓞ	#8	160.000	0.000
SOGR Project Name							Ⓞ			
Sub-Total	166.126	0.007	0.0%	166.126	100.0%	-	-		166.126	0.007
Service Improvements										
Red Door Shelter	0.466	0.146	31.4%	0.200	42.9%	Ⓜ	Ⓜ	#1	7.800	7.699
George Street Revitalization (GSR)	18.347	0.680	3.7%	15.027	81.9%	Ⓞ	Ⓜ	#2	587.112	70.101
Choice Based Housing Access System	2.989	0.373	12.5%	2.989	100.0%	Ⓞ	Ⓜ	#3	6.970	4.353
Addition Of 1000 New Shelter Beds	44.710	5.205	11.6%	30.000	67.1%	Ⓜ	Ⓜ	#4	112.139	61.288
Central Intake Call Centre	1.101	0.062	5.6%	0.323	29.3%	Ⓜ	Ⓜ	#5	1.736	0.696
AODA	1.579	0.111	7.0%	1.579	100.0%	Ⓞ	Ⓞ		7.947	1.141
625 Church St.- Modernization	4.088	0.017	0.4%	1.500	36.7%	Ⓜ	Ⓜ	#6	4.931	0.861
COVID - 19 Resilience Response	7.761	0.000	0.0%	7.760	100.0%	Ⓞ	Ⓞ	#7	7.761	0.000
Tower Renewal	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		13.508	0.000
TCHC - SHAIIP	1.707	1.707	100.0%	1.707	100.0%	Ⓞ	Ⓞ		133.111	117.372
Sub-Total	82.847	8.301	10.0%	61.185	73.9%	-	-		883.015	263.510
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	248.973	8.309	3.3%	227.310	91.3%				1,049.141	263.518

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 substantially complete. However, there are a few minor deficiencies that may need to be rectified in 2021 if not covered by warranty.

Note # 2:

The GSR Transition plan continues to experience COVID-19 related delays . Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. However, design work for 76 Church,Street, a replacement site for 354 George Street which is currently being used as COVID-19 response site is underway. As well, renovation of 705 Progress is substantially complete and work on the Project Output Specification which will inform the issuance of the project RFP is progressing. Spending is therefore expected to ramp up in Q2-2021 once design work and contract award for 76 Church Street are completed. Release of the RFP for the construction phase of the project is anticipated in the summer of 2021.

Note # 3:

Project continues to experience COVID-19 related delays as well as technical difficulties resulting from AODA compliance requirements. Solutions are currently being deployed, housing providers, staff and partners have been onboarded to the RentCafe module of the system. The client application portal is targeted for launch in June of 2021 once AODA compliance requirements are met.

Note # 4:

Project is experiencing construction and renovation delays for 2 sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q3-2021 once the TLAB decision is received and construction work commences at 233 Carlton street.

Note # 5:

Work has resumed following resolution of COVID-19 related delays. The project now in the business readiness phase and is being implemented in partnership with the City's Technology Services and Pension, People Business and Employment Benefit divisions to ensure alignment with City employment policies and IT systems. Due to COVID-19 related delays experienced throughout 2020, project completion is now anticipated in June 2022.

Note # 6:

Project is delayed due to additional design work necessary to account for new physical distancing requirements for office space, as part of the COVID-19 pandemic response.

Note # 7:

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Federal funding for this project has been confirmed but not yet received. Detailed cost estimates are under review to inform contract award to successful bidders. Spending will ramp up in Q2- 2021 as contracts are awarded and work proceeds at the identified sites.

Note # 8:

YTD expenditures in the table above reflect the amount of funding that has been reviewed and paid to TCHC by SSHA and does not reflect the actual spending completed by TCHC. TCHC is projecting to spend 100% of the \$160 million budgeted for TCHC's SOGR backlog as part of the City's 2021 Approved Capital Plan.

Chart 1
2021 Approved Budget by Category (\$334.38)

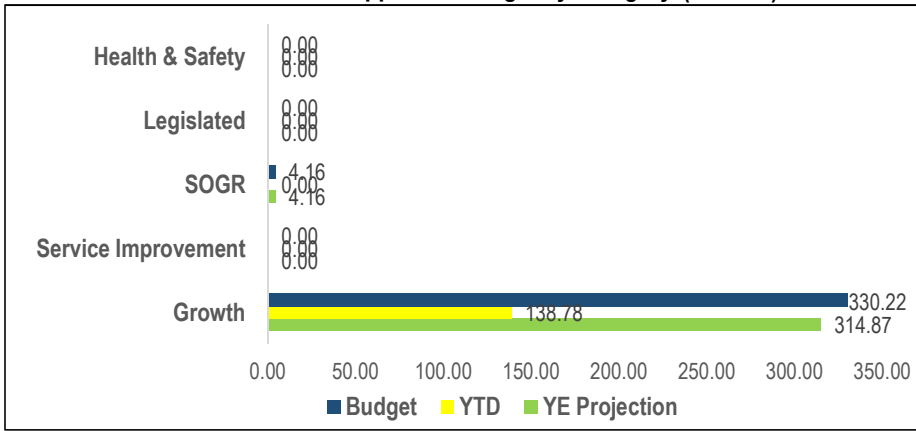


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 6

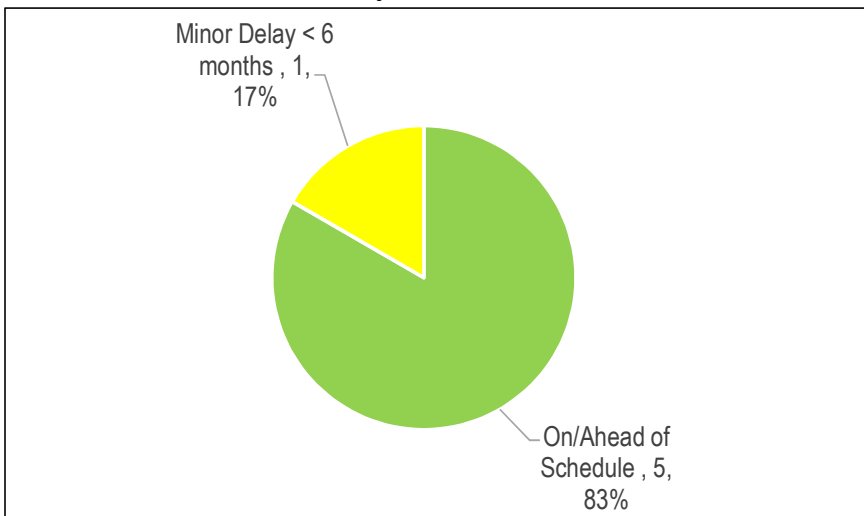


Table 2

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
COVID-19 Related		
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
307.78	26.60			

Housing Secretariat (HSE)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
SOGR-TCHC	4.163	0.000	0.0%	4.163	100.0%	Ⓞ	Ⓞ		4.163	0.000
SOGR Project Name							Ⓞ			
Sub-Total	4.163	0.000	0.0%	4.163	100.0%	-	-		4.163	0.000
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Housing Now	29.518	1.688	5.7%	26.327	89.2%	Ⓞ	Ⓞ	#1	50.669	1.688
Rental Development	17.156	0.000	0.0%	17.156	100.0%	Ⓞ	Ⓞ	#2	17.156	0.000
Modular Housing	26.600	0.000	0.0%	18.735	70.4%	Ⓜ	Ⓜ	#3	26.600	0.000
Rapid Housing Initiative (RHI)	209.591	125.154	59.7%	205.302	98.0%	Ⓞ	Ⓞ		209.591	125.154
Emergency Housing Action (EHI)	47.355	11.933	25.2%	47.355	100.0%	Ⓞ	Ⓞ		47.355	11.933
Growth Project Name							Ⓞ			
Sub-Total	330.220	138.775	42.0%	314.875	95.4%	-	-		351.371	138.775
Total	334.383	138.775	41.5%	319.038	95.4%				355.534	138.775

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:

Housing Now projects are experiencing minor spending delays resulting from additional design changes and requirements arising from ongoing community engagement processes. Spending is expected to ramp up in Q3-2021 as project designs are finalized and pre-construction due diligence on selected sites conclude. Identified projects remain on track for completion.

Note # 2:

Rental development projects are currently on track for completion in Q4-2021. Spending is expected to ramp up in Q3-2021 as pre-development and/or construction work accelerates.

Note # 3:

Project is experiencing minor delays resulting from unknown site conditions and additional requirements arising out of the community engagement and planning approval processes. However, pre-construction planning and design are well underway at 3 sites which are estimated to deliver up to 181 new modular housing units by early 2022. Spending will accelerate in Q3-2021 as construction at the selected sites commence.

Chart 1
2021 Approved Budget by Category (\$10.86)

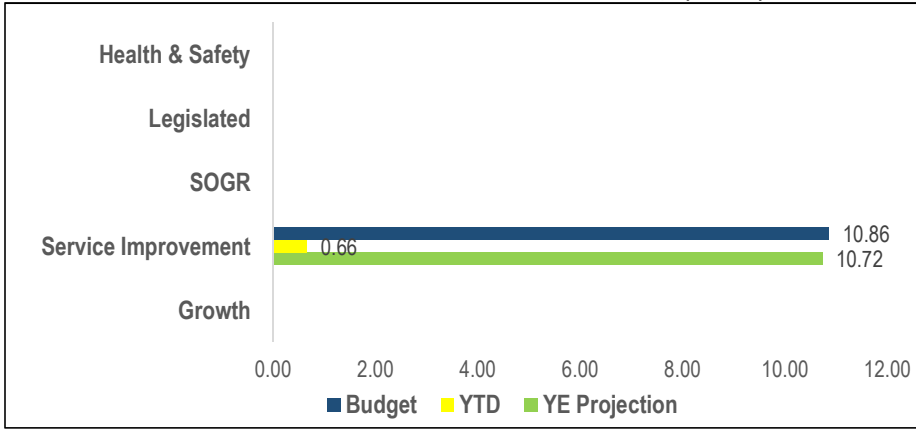


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 4

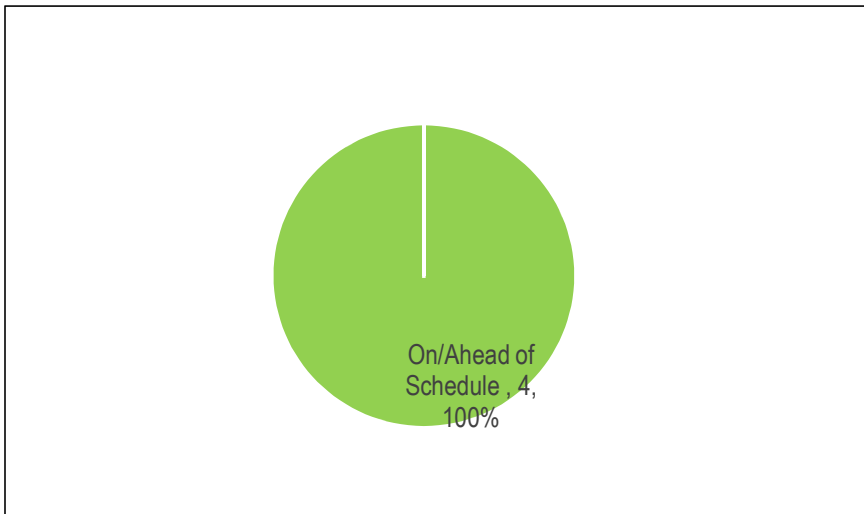


Table 2

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
10.86				

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	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										
HSI Project - Phase 2	3.453	0.663	19.2%	3.320	96.2%	Ⓞ	Ⓞ		9.823	7.034
Bridlewood Leasehold Improvement	3.504	0.000	0.0%	3.504	100.0%	Ⓞ	Ⓞ		4.380	0.000
Dufferin Mall Leasehold Improvement	2.820	0.000	0.0%	2.820	100.0%	Ⓞ	Ⓞ		3.500	0.000
Yonge St. Leasehold Improvement	1.081	0.000	0.0%	1.081	100.0%	Ⓞ	Ⓞ		2.161	0.000
Sub-Total	10.857	0.663	6.1%	10.724	98.8%	-	-		19.864	7.034
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	10.857	0.663	6.1%	10.724	98.8%				19.864	15.373

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	Ⓞ		

Chart 1
2021 Approved Budget by Category (\$7.69)

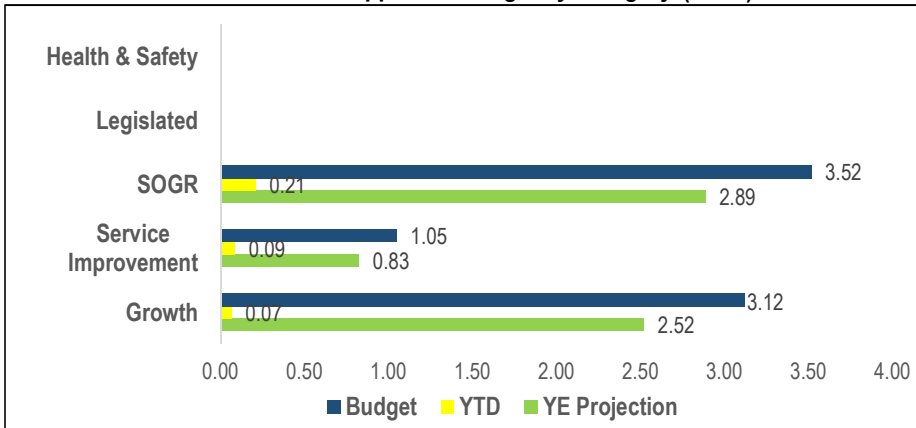


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	2
Growth	5
Total # of Projects	11

Chart 2
Project Status - 11

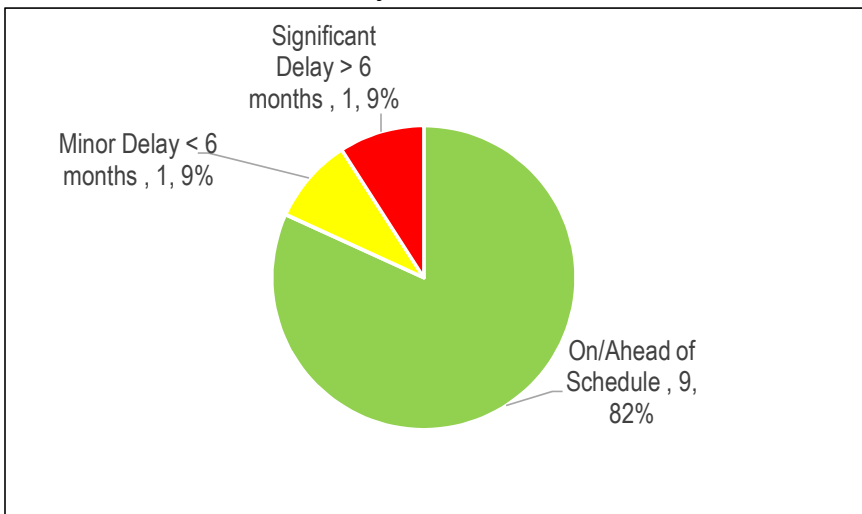


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.83	1.49	0.38		

Key Discussion Points:

- The Medical Equipment Replacement project is delayed due to vendor issues with the supply of specialized safety equipment . The purchase is expected to be complete by the end of Q4 2021.
- 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 by the end of Q2 2021.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	8.339
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
MOBILE DATA COMMUNICATIONS - 2020	0.037	0.000	0.0%	0.037	100.0%	Ⓞ	Ⓞ		0.300	0.263
MOBILE DATA COMMUNICATIONS - 2021	0.300	0.000	0.0%	0.250	83.3%	Ⓞ	Ⓞ		0.300	0.000
MEDICAL EQUIPMENT REPLACEMENT	1.487	0.000	0.0%	1.100	74.0%	Ⓞ	Ⓜ	#1	5.643	4.002
DISPATCH CONSOL REPLACEMENT	1.693	0.209	12.3%	1.500	88.6%	Ⓞ	Ⓞ		2.610	0.548
Sub-Total	3.517	0.209	5.9%	2.887	82.1%				8.853	4.813
Service Improvements										
ADDITIONAL ERV (2020)	0.600	0.000	0.0%	0.500	83.3%	Ⓞ	Ⓞ		0.600	0.000
CAPITAL ASSET MANAGEMENT PLANNING	0.450	0.086	19.1%	0.325	72.2%	Ⓞ	Ⓞ		0.450	0.000
Sub-Total	1.050	0.086	8.2%	0.825	78.6%				1.050	0.000
Growth Related										
ADDITIONAL AMBULANCES (2020)	0.707	0.000	0.0%	0.650	91.9%	Ⓞ	Ⓞ		1.750	1.043
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.039	0.067	6.5%	0.997	95.9%	Ⓞ	Ⓞ		40.245	0.641
AMBULANCE POST - REXDALE	0.375	0.000	0.0%	0.050	13.3%	Ⓜ	Ⓜ	#2	2.000	0.225
AMBULANCE POST - 330 BERING AVE	0.500	0.000	0.0%	0.450	90.0%	Ⓞ	Ⓞ		0.500	0.000
PPE RE-PROCESSING FACILITIES	0.500	0.000	0.0%	0.375	75.0%	Ⓞ	Ⓞ		0.500	0.000
Sub-Total	3.121	0.067	2.2%	2.522	80.8%				44.995	1.909
Total	7.689	0.362	4.7%	6.234	81.1%				54.898	6.722

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:

Underspending as a result of unanticipated delays in the purchase of specialized equipment due to vendor supply issues. Purchase is expected by the end of Q4 2021.

Note # 2:

Underspending due to Toronto Fire Services Woodbine project being deferred resulting in the collaboration being cancelled. Work with CreateTO and Real Estate for future uses of the property are now underway, with alternatives to be determined by the end of Q2 2021.

**2021 Capital Spending by Program
Infrastructure and Development Services**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	4M	7.57	0.76	5.07	66.9%		Ⓢ
Fire Services	4M	19.12	2.57	15.41	80.6%		Ⓢ
Transit Expansion	4M	47.39	0.49	19.99	42.2%		Ⓢ
Transportation	4M	458.29	59.22	382.52	83.5%		Ⓢ
Waterfront Revitalization	4M	129.24	3.47	102.01	78.9%		Ⓢ
TOTAL	4M	661.61	66.50	525.01	79.4%		Ⓢ
		Ⓢ >70%	Ⓢ between 50% and 70%	Ⓢ < 50% or > 100%			

For the four months ended April 30, 2021, the capital expenditures for Infrastructure and Development Services totalled \$66.5 million of their collective 2021 Approved Capital Budget of \$661.6 million. Spending is expected to increase to \$525.0 million (79.4%) by year-end. Three Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Transportation Services and Waterfront Revitalization have project year-end spending rate of 83.5% and 78.9% respectively, while City Planning, Fire Services and Transit Expansion have projected year-end spending rate of 66.9%, 80.6%, and 42.2% respectively.

Chart 1
2021 Approved Budget by Category (\$7.57)

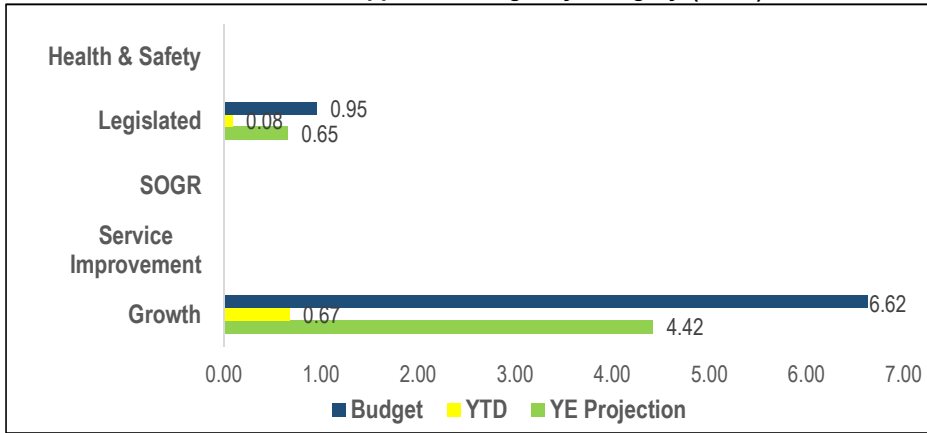


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	
Service Improvement	
Growth	18
Total # of Projects	20

Chart 2
Project Status - 20

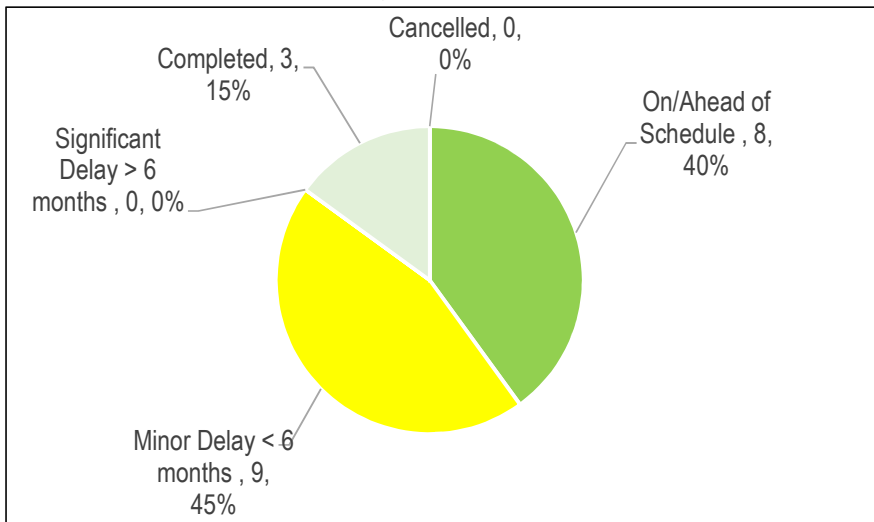


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.817	5.756			

Reasons for "Other*" Projects Delay:

City Planning (PLN)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Official Plan Conformity Review	0.220	0.025	11.5%	0.154	70.0%	Ⓢ	Ⓢ	1	0.200	0.000
5 Year Review of the Official Plan	0.730	0.059	8.0%	0.500	68.5%	Ⓢ	Ⓢ	2	2.050	1.009
Sub-Total	0.950	0.084	8.8%	0.654	68.8%	-	-		2.250	1.009
Growth Related										
Growth Studies	1.543	0.067	4.3%	1.155	74.9%	Ⓢ	Ⓢ	3	5.473	2.158
Transportation & Transit Studies	0.515	0.000	0.0%	0.361	70.1%	Ⓢ	Ⓢ	3	1.350	0.123
St. Lawrence Market North- Archaeological	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.300	0.099
Avenue/Area Studies	0.425	0.030	7.0%	0.300	70.6%	Ⓢ	Ⓢ	3	0.754	0.301
Heritage Conservation District Studies	0.500	0.117	23.5%	0.353	70.6%	Ⓢ	Ⓢ	3	2.436	0.711
Secondary Plan Implementation	0.622	0.064	10.3%	0.373	60.0%	Ⓢ	Ⓢ	4	1.667	0.973
Places - Civic Improvements	2.919	0.394	13.5%	1.773	60.7%	Ⓢ	Ⓢ	5	15.873	10.761
Sub-Total	6.623	0.672	10.2%	4.415	66.7%	-	-		27.853	15.127
Total	7.574	0.756	10.0%	5.069	66.9%				30.103	16.136

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 - Project procurement issuance delayed/deferred

Note # 2:

Co-ordination with other divisions - Legal Services.

Note # 3:

Delays with issuing the RFQ/RFP for the 2021 work plan and project procurement issuance delayed.

Note # 4:

Co-ordination with other divisions. The Civic Improvements program is generally completed within 2 year construction cycles, in coordination with Transportation Services, other City Divisions and outside Agencies (Metrolinx) Projects are contingent on partner divisions work plans and ability to issue procurement documents.

Note # 5:

Funding for Secondary Plan Implementation (recoveries for 5 staff)

Chart 1
2021 Approved Budget by Category (\$19.12)

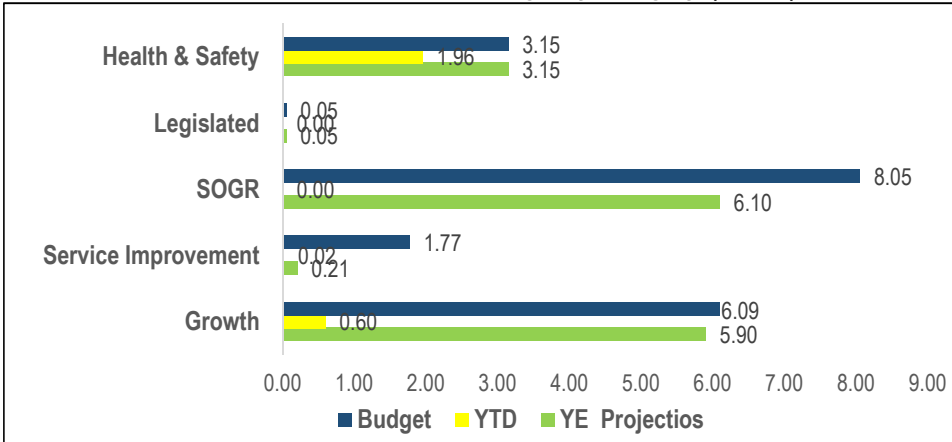


Table 1
2021 Active Projects by Category

Health & Safety	5
Legislated	1
SOGR	4
Service Improvement	2
Growth	3
Total # of Projects	15

Chart 2
Project Status - 15

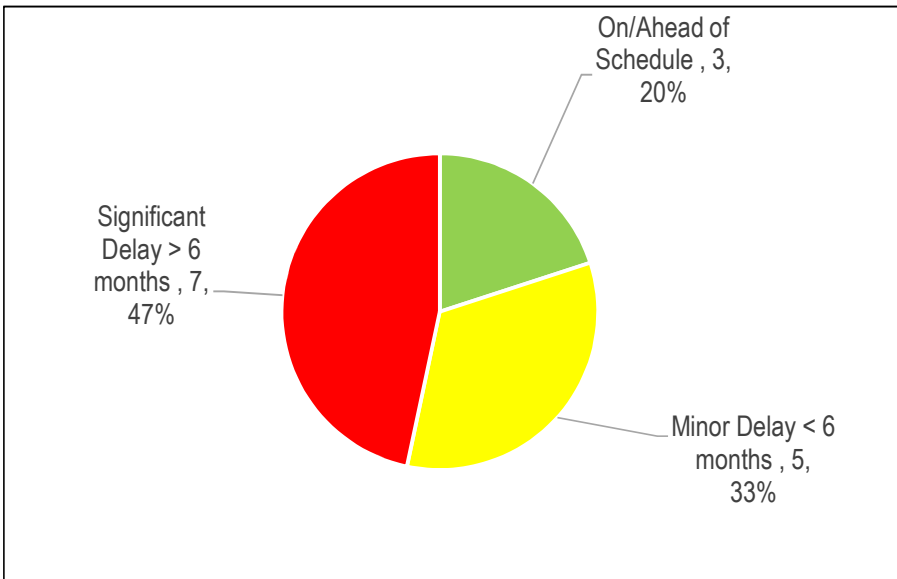


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	2
RFQ/RFP Delayed	4	3
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related		
Other*		
Total # of Projects	7	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.94	0.64	13.55		

Key Discussion Points:

- Station B (Downsview): Construction for this project is progressing well, and is scheduled for completion by year end.
- The two new fire trucks are scheduled for delivery by year end, with the fire apparatus truck on order, and the procurement process for the aerial truck well underway .
- Seven of the 12 projects with major or minor delays result from delays associated with issuing RFQs.

Fire Services (FIR)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year End Projections				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Next Generation 911 Project	0.350			0.350	100.0%	Ⓞ	Ⓨ	1	0.350	0.000
Personal Protection Equipment	2.380	1.906	80.1%	2.380	100.0%	Ⓞ	Ⓞ		4.500	4.026
Firefighting Particulate Hoods	0.261	0.050	19.2%	0.261	100.0%	Ⓞ	Ⓞ		0.650	0.438
Breathing Air Compressor Replacement 2020	0.078			0.078	100.0%	Ⓞ	Ⓨ	2	0.078	
Breathing Air Compressor Replacement 2021	0.080			0.080	100.0%	Ⓞ	Ⓨ	2	0.080	
Sub-Total	3.149	1.956	62.1%	3.149	100.0%	-	-		5.658	4.464
Legislated										
Replacement of HUSAR Equip - 2021	0.050			0.050	100.0%	Ⓞ	Ⓨ	2	0.050	
Sub-Total	0.050	0.000	0.0%	0.050	100.0%	-	-		0.050	0.000
State of Good Repair										
Fire Prevention Office Space Accommodation (3 Dohme)	4.545			4.545	100.0%	Ⓞ	Ⓜ	3	4.545	0.000
Training Simulators Rehabilitation	0.100			0.100	100.0%	Ⓞ	Ⓜ	2	0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	2.479			0.992	40.0%	Ⓜ	Ⓜ	4	8.489	0.368
CAD Upgrade	0.930			0.465	50.0%	Ⓨ	Ⓜ	5	1.960	
Sub-Total	8.054	0.000	0.0%	6.102	75.8%	-	-		15.094	0.368
Service Improvements										
Fire Prevention Integration Project	1.692			0.128	7.6%	Ⓜ	Ⓜ	6	2.010	0.318
Operational BI Data Architecture Modernization	0.080	0.020	25.0%	0.080	100.0%	Ⓞ	Ⓨ	7	0.770	0.711
Sub-Total	1.772	0.020	1.1%	0.208	11.7%	-	-		2.780	1.029

Fire Services (FIR)

Growth Related										
Station B (Stn 144) Keele/ Sheppard	2.294	0.595	25.9%	2.294	100.0%	Ⓞ	Ⓞ	8	11.685	9.821
Fire Apparatus for Station B	0.800			0.691	86.4%	Ⓞ	Ⓡ	9	0.800	0.000
High Density Urban Aerial Truck	3.000			2.918	97.3%	Ⓞ	Ⓡ	10	3.000	0.000
Sub-Total	6.094	0.595	9.8%	5.903	96.9%	-	-		15.485	9.821
Total	19.119	2.571		15.412					39.067	15.682

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 Bid Award Panel was received in April, with the legal agreement and PO targeted to be delivered in June; the project implementation is projected to be completed by the end of the year.

Note # 2:

Product delivery is scheduled for later in the year, with projects projected to be fully spent by year-end.

Note # 3:

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

Note # 4:

Authority to amend the purchase order was received at the end of April. Current efforts involve finalizing change orders with the vendor and prioritizing work with the project team. Year end expenditures are expected to be 40% of plan.

Note # 5:

The work plan and required PO amendments for anticipated financing costs are being finalized, and will be completed in Q3; the project is projected to be 50% spent by year end. While the cost of the project delivery is not anticipated to exceed the approved project cost, if additional funding is required, the scope of the project will be reviewed.

Note # 6:

Fire Services (FIR)

Gap analysis has been completed and a work plan has been developed that prioritizes current needs within the project parameters. A further assessment will be performed to determine next steps in the upgrade. Project delivery is projected to be as budgeted.

Note # 7:

This project is on track for completion by year end, with a stock sustainment strategy being developed.

Note # 8:

The construction is progressing well, with completion projected by year end.

Note # 9:

The vehicle has been ordered, with delivery by year end, as planned.

Note # 10:

The procurement process to acquire the ariel truck is underway, with delivery anticipated by year end, as planned.

Transportation Services (TRN)

Chart 1
2021 Approved Budget by Category (\$458.29)

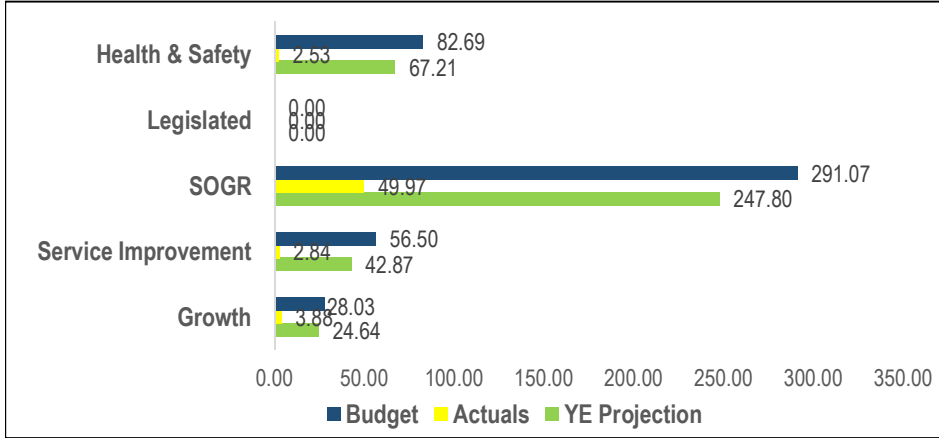


Table 1
2021 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	14
Service Improvement	12
Growth	14
Total # of Projects	44

Chart 2
Project Status - 85

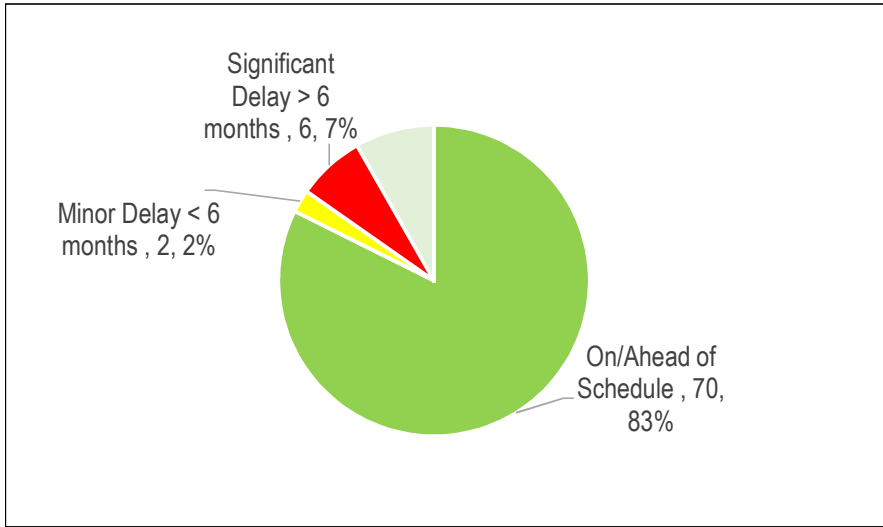


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	2	
COVID-19 Related	1	2
Other*	3	
Total # of Projects	6	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
434.19	3.65	20.45		

Reasons for "Other*" Projects Delay:

- Transportation Services has 3 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)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	46.419	0.000	0.0%	39.456	85.0%	Ⓞ	Ⓞ		180.049	97.727
Glen Road Pedestrian Bridge	8.570	0.027	0.3%	4.885	57.0%	Ⓢ	Ⓢ		18.436	5.652
Guide Rail Program	0.800	0.025	3.1%	0.680	85.0%	Ⓞ	Ⓞ		8.080	4.862
Road Safety Plan	26.905	2.481	9.2%	22.193	82.5%	Ⓞ	Ⓞ			
Sub-Total	82.694	2.533	3.1%	67.214	81.3%					
State of Good Repair										
City Bridge Rehabilitation	28.514	7.364	25.8%	24.281	85.2%	Ⓞ	Ⓞ			
Critical Interim Road Rehabilitation	8.120	0.118	1.5%	6.902	85.0%	Ⓞ	Ⓞ			
Ditch Rehabilitation & Culvert Reconstruction	1.580	0.034	2.1%	1.343	85.0%	Ⓞ	Ⓞ			
Don Valley Parkway Rehabilitation	2.558	0.030	1.2%	2.174	85.0%	Ⓞ	Ⓞ			
F.G. Gardiner	85.376	32.548	38.1%	72.574	85.0%	Ⓞ	Ⓞ		2,307.210	339.479
Facility Improvements	1.800	0.176	9.8%	0.936	52.0%	Ⓢ	Ⓢ			
Laneways	1.854	0.121	6.5%	0.816	44.0%	Ⓢ	Ⓢ	#1		
Local Road Rehabilitation	70.000	4.468	6.4%	63.000	90.0%	Ⓞ	Ⓞ			
Major Road Rehabilitation	58.600	3.293	5.6%	49.810	85.0%	Ⓞ	Ⓞ			
Major SOGR Pooled Contingency	3.800	0.000	0.0%	2.850	75.0%	Ⓞ	Ⓞ			
Retaining Walls Rehabilitation	1.359	0.039	2.9%	1.155	85.0%	Ⓞ	Ⓞ			
Sidewalks	15.850	0.265	1.7%	12.954	81.7%	Ⓞ	Ⓞ			
Signs & Markings Asset Management	4.734	0.331	7.0%	4.024	85.0%	Ⓞ	Ⓞ			
Traffic Plant Requirements / Signal Asset Management	6.925	1.185	17.1%	4.986	72.0%	Ⓞ	Ⓞ			
Sub-Total	291.070	49.972	17.2%	247.805	85.1%					
Service Improvements										
Cycling Infrastructure	17.959	0.579	3.2%	16.163	90.0%	Ⓞ	Ⓞ			
Engineering Studies	4.499	0.696	15.5%	3.349	74.4%	Ⓞ	Ⓞ			
LED Signal Module Conversion	1.574	0.003	0.2%	1.181	75.0%	Ⓞ	Ⓞ			
Mapping & GIS Repository	0.723	0.111	15.4%	0.615	85.0%	Ⓞ	Ⓞ		1.950	0.811
MoveTO	4.452	0.000	0.0%	3.784	85.0%	Ⓞ	Ⓞ		38.815	3.784
Neighbourhood Improvements	3.933	0.283	7.2%	2.850	72.5%	Ⓞ	Ⓞ			
PTIF Projects	4.460	0.092	2.1%	4.251	95.3%	Ⓞ	Ⓞ		73.387	61.723
Quick Clear Squad Vehicles	0.365	0.182	50.0%	0.357	98.0%	Ⓞ	Ⓞ		0.365	0.357
Surface Network Transit Plan	9.752	0.049	0.5%	2.887	29.6%	Ⓢ	Ⓢ	#2	61.505	2.887
System Enhancements for Road Repair & Permits	3.000	0.333	11.1%	2.550	85.0%	Ⓞ	Ⓞ		7.898	5.711
TO360 Wayfinding	0.702	0.046	6.5%	0.562	80.0%	Ⓞ	Ⓞ		4.250	1.239
Traffic Congestion Management	5.080	0.464	9.1%	4.318	85.0%	Ⓞ	Ⓞ		42.917	32.101
Sub-Total	56.500	2.838	5.0%	42.867	75.9%					
Growth Related										
Emery Village Improvements	0.091	0.012	12.9%	0.077	85.0%	Ⓞ	Ⓞ	#3	1.641	0.077
John Street Revitalization Project	0.000	0.028		0.028			Ⓞ		52.656	0.605
King Liberty Cycling Pedestrian Bridge	0.200	0.389	194.5%	0.200	100.0%	Ⓞ	Ⓞ		15.038	13.160
Lawrence-Allen Revitalization Project	1.999	0.240	12.0%	1.399	70.0%	Ⓢ	Ⓞ		11.246	3.711
Metrolinx Additional Infrastructure	2.000	0.000	0.0%	1.900	95.0%	Ⓞ	Ⓞ		13.000	4.276
North York Service Road	0.080	2.200	2740.6%	2.260	2815.6%	Ⓢ	Ⓞ	#4	35.687	31.987
Port Union Road	0.325	0.081	24.9%	0.309	95.0%	Ⓞ	Ⓞ		12.063	0.701
Regent Park Revitalization	1.608	0.000	0.0%	1.125	70.0%	Ⓢ	Ⓞ		6.421	5.802
Scarlett / St. Clair / Dundas	5.462	0.289	5.3%	4.097	75.0%	Ⓞ	Ⓞ		44.181	6.407
Six Points Interchange Redevelopment	2.950	0.509	17.3%	2.213	75.0%	Ⓞ	Ⓞ		74.033	64.812
Steeles Widening (Tapscott Rd - Beare Rd)	0.338	0.000	0.0%	0.254	75.0%	Ⓞ	Ⓞ		45.099	1.206
Third Party Signals	0.300	0.000	0.0%	0.255	85.0%	Ⓞ	Ⓞ			
Work for TTC & Others	11.000	0.127	1.2%	9.350	85.0%	Ⓞ	Ⓞ			
York Street Tunnel	1.676	0.000	0.0%	1.173	70.0%	Ⓢ	Ⓞ			
Sub-Total	28.029	3.875	13.8%	24.640	87.9%	-	-			
Total	458.293	59.218	12.9%	382.525	83.5%					

On Time On Budget

Transportation Services (TRN)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End			Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	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 experiencing underspending due design complexity and prioritization of work as a result of delivery agent capacity.

Note # 2:

Project delayed as City Council directed Transportation Services to conduct additional consultation as per EX18.1

Note # 3:

Design and construction coordination underway. In-year budget reallocation and/or advancement required. Adjustment to be completed in subsequent variance reporting.

Note # 4:

Project settlement reached earlier than anticipated. Budget advancement to address overage will be completed in Q2/Q3. Adjustment to be completed in subsequent variance reporting.

Waterfront Revitalization Initiative (WFT)

Chart 1
2021 Approved Budget by Category (\$129.24)

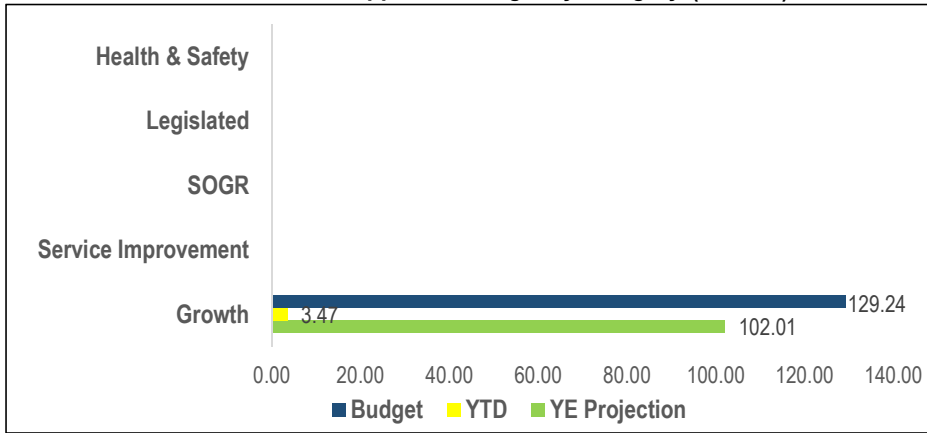


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 13

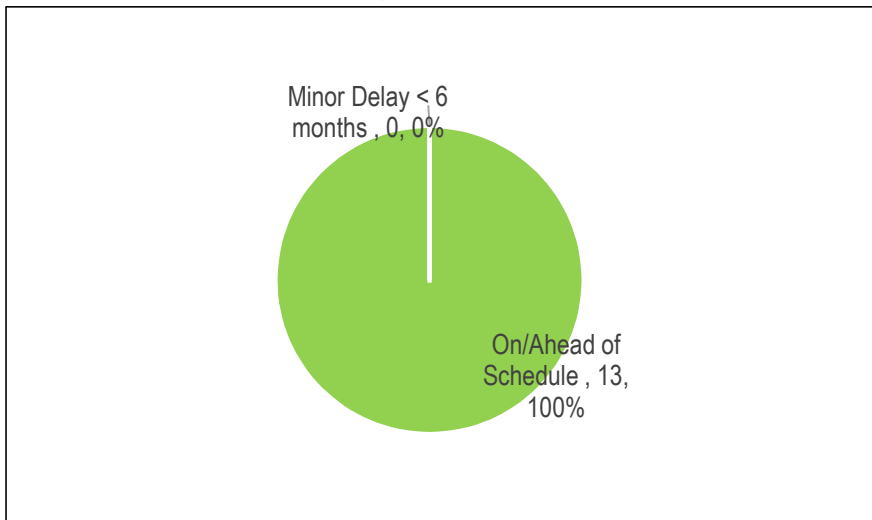


Table 2

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
129.24				

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
Precinct Implementation Projects	23.124	2.977	12.9%	17.100	73.9%	Ⓞ	Ⓞ		247.398	229.237
Transportation Initiatives	0.765	0.000	0.0%	0.500	65.4%	Ⓢ	Ⓞ		31.775	30.683
Technical Studies	0.115	0.000	0.0%	0.090	78.3%	Ⓞ	Ⓞ		6.300	5.861
Waterfront Secretariat	0.617	0.133	21.5%	0.550	89.1%	Ⓞ	Ⓞ		10.106	8.360
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.190	100.0%	Ⓞ	Ⓞ		3.800	0.000
Urban Planning Resources	0.556	0.130	23.4%	0.450	80.9%	Ⓞ	Ⓞ		4.466	3.385
Eastern Broadview Flood Protection	0.691	0.131	18.9%	0.500	72.4%	Ⓞ	Ⓞ		2.000	1.440
Bathurst Quay Public Realm	1.669	0.000	0.0%	1.200	71.9%	Ⓞ	Ⓞ		2.339	0.672
Bentway Pedestrian Bridge	0.577	0.000	0.0%	0.430	74.5%	Ⓞ	Ⓞ		7.911	2.173
Quayside	0.370	-0.002	-0.5%	0.280	75.7%	Ⓞ	Ⓞ		0.800	0.428
Bentway and Fort York Improvements	0.385	0.000	0.0%	0.280	72.8%	Ⓞ	Ⓞ		1.313	0.928
Lower Don Coordination	0.639	0.096	15.0%	0.440	68.9%	Ⓢ	Ⓞ		1.000	0.157
Port Lands Flood Protection	99.541	0.000	0.0%	80.000	80.4%	Ⓞ	Ⓞ		394.817	200.602
Sub-Total	129.239	3.465	2.7%	102.010	78.9%	-	-		714.025	483.928
Total	129.239	3.465	2.7%	102.010	78.9%				714.025	483.928

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:

**2021 Capital Spending by Program
Corporate Services**

Program	2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End		
311 Toronto	4M	0.79	0.01	0.65	81.9%	Ⓞ
CREM	4M	283.98	20.51	197.62	69.6%	Ⓢ
Environment & Energy	4M	70.38	1.22	66.01	93.8%	Ⓞ
Fleet Services	4M	70.52	10.01	56.89	80.7%	Ⓞ
Chief Information Security Office	4M	4.02	0.00	3.72	92.5%	Ⓞ
Technology Services	4M	71.97	6.99	64.45	89.5%	Ⓞ
TOTAL	4M	501.66	38.75	389.34	77.6%	Ⓞ
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

For the four months ended April 30, 2021, the capital expenditures for Corporate Services totalled \$38.8 million of their collective 2021 Approved Capital Budget of \$501.7 million. Spending is expected to increase to \$389.3 million (77.6%) by year-end. 5 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

311 Toronto, Environment & Energy, Fleet Services, Chief Information Security Office and Technology Services have a projected year-end spending rate over 70%, while Corporate Real Estate Management has a projected year-end spending rate of less than 70%.

Chart 1
2021 Approved Budget by Category (\$0.79)

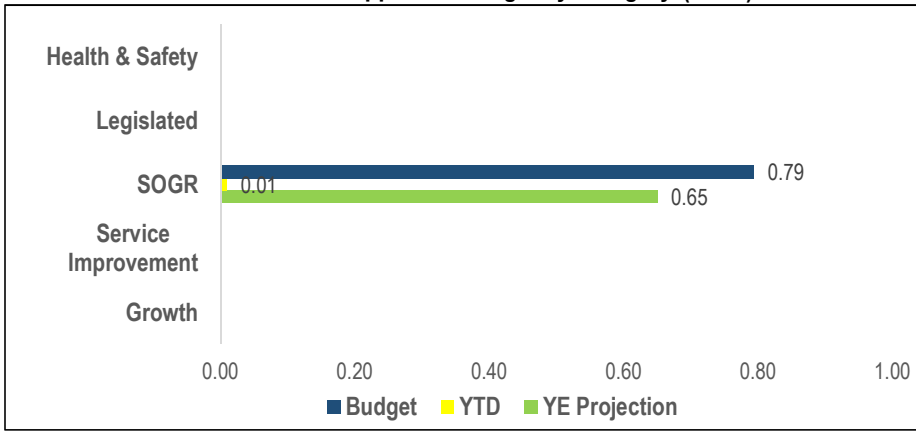


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 3

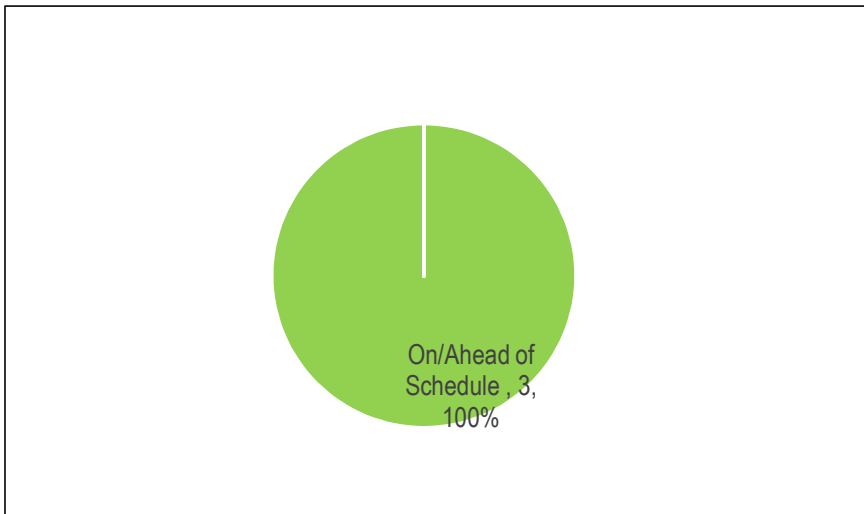


Table 2

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
0.79				

311 Toronto (THR)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Implementing Artificial ...	0.250		0.0%	0.200	80.0%	Ⓞ	Ⓞ		0.750	
Enterprise Workorder Management System (EWMS)	0.266		0.0%	0.200	75.2%	Ⓞ	Ⓞ		0.508	0.139
SOG - Various	0.278	0.009	3.4%	0.250	89.9%	Ⓞ	Ⓞ		0.650	0.240
Sub-Total	0.794	0.009	1.2%	0.650	81.9%	-	-		1.908	0.380
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	0.794	0.009	1.2%	0.650	81.9%				1.908	0.380

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
2021 Approved Budget by Category (\$283.98)

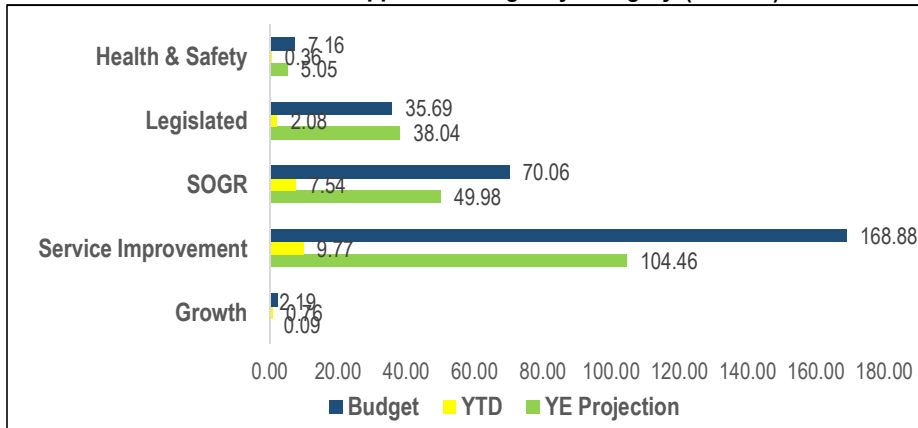


Table 1
2021 Active Projects by Category

Health & Safety	7
Legislated	4
SOGR	75
Service Improvement	113
Growth	4
Total # of Projects	203

Chart 2
Project Status - 203

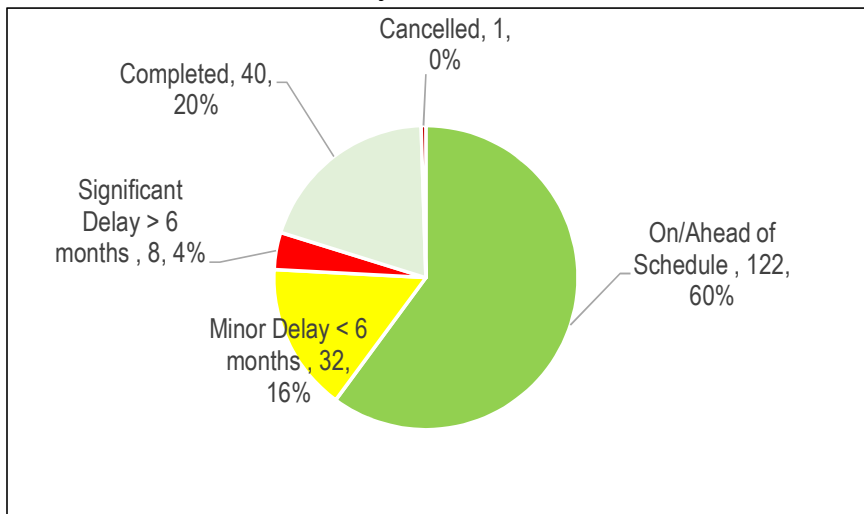


Table 2

Reason for Delay	40	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		3
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		19
COVID-19 Related		
Community Consultation		1
Other*	8	8
Total # of Projects	8	32

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
181.12	97.76	3.87	0.98	0.25

Reasons for "Other*" Projects Delay:

- The "other" delayed projects are primarily related to the Union Station Revitalization Project (USRP). USRP is complex in nature and has been delayed due to various issues. The overall project delay is currently tracking at 6 months including COVID-19 impacts and the contractor is currently reviewing work phasing and sequencing options to make up lost time.

Key Discussion Points:

- The overall CREM program's forecasted year-end spending is \$197.623 million, or 69.6% of its 2021 capital plan. This includes major capital projects such as the Union Station Revitalization (2021 Plan - \$23.1M) and Redevelopment of St. Lawrence Market North Building (2021 Plan - \$47.0M) and major acquisitions (2021 Plan - \$27.8M), each with their own unique complexities.
- On the core SOGR program, 40 projects carried over from 2020 have either been completed or are in the close out stage, and 115 other projects are scheduled for completion, helping to address numerous backlog issues across the portfolio of facilities. 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 2021, however the program is making progress on delivering its current capital plan. Current capital commitments of \$33.7 million is in place on projects that will be delivered in 2021. The program will continue to manage its capital program and utilize the funding available to deliver on City priorities and meet client needs.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Emergency Repairs	0.152	0.000	0.0%	0.152	100.0%	Ⓞ	Ⓞ		0.661	0.509
Environmental Remediation	0.941	0.000	0.0%	0.020	2.1%	Ⓡ	Ⓨ	#1	2.125	0.072
Global Corporate Security Program	1.662	0.247	14.8%	1.471	88.6%	Ⓞ	Ⓞ		8.107	5.846
Other	4.409	0.116	2.6%	3.409	77.3%	Ⓞ	Ⓞ		5.000	0.311
Sub-Total	7.164	0.363	5.1%	5.052	70.5%	-	-		15.893	6.738
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	35.655	2.078	5.8%	38.035	106.7%	Ⓡ	Ⓞ	#2	199.104	19.304
Barrier Free / Equity	0.035	-0.002	-6.9%	0.000	0.0%	Ⓡ	Ⓞ	#2	1.835	1.798
Sub-Total	35.690	2.076	5.8%	38.035	106.6%	-	-		200.939	21.101
State of Good Repair										
150 Borough	0.250	0.138	55.0%	0.233	93.1%	Ⓞ	Ⓞ		0.678	0.661
Albert Campbell Square Park Rehabilitation	0.030	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	3.194	3.165
Emergency Repairs	2.050	0.070	3.4%	0.680	33.2%	Ⓡ	Ⓞ	#2	3.038	1.057
Environmental Remediation	2.200	0.584	26.6%	1.989	90.4%	Ⓞ	Ⓞ		8.892	7.331
Fire Hall Emergency Generators	1.800	0.061	3.4%	0.299	16.6%	Ⓡ	Ⓞ	#2	18.279	16.540
Indian Residential School Survivors Legacy	2.720	0.098	3.6%	2.300	84.6%	Ⓞ	Ⓞ		17.130	0.938
Mechanical & Electrical	16.298	2.443	15.0%	12.005	73.7%	Ⓞ	Ⓞ		76.513	53.052
Others - SOGR	13.151	0.737	5.6%	9.338	71.0%	Ⓞ	Ⓞ		53.651	26.561
Relocation of Fire Station 332	7.442	0.000	0.0%	3.721	50.0%	Ⓨ	Ⓨ	#1	19.250	0.000
Renovations	1.090	-0.099	-9.0%	0.581	53.3%	Ⓨ	Ⓞ	#1	11.132	7.094
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	4.681	4.655
Re-Roofing	0.308	0.000	0.1%	0.000	0.1%	Ⓡ	Ⓞ	#2	1.430	4.508
Resiliency Program	0.150	0.026	17.6%	0.145	96.7%	Ⓞ	Ⓞ		3.858	3.743
Roofing	0.153	0.000	0.0%	0.070	45.8%	Ⓡ	Ⓞ	#2	4.827	0.000
Sitework	0.614	0.000	0.0%	0.480	78.1%	Ⓞ	Ⓞ		8.642	0.989
Structural / Building Envelope	21.801	3.485	16.0%	18.141	83.2%	Ⓞ	Ⓞ		131.642	65.080
Sub-Total	70.059	7.544	10.8%	49.982	71.3%	-	-		366.838	195.375
Service Improvements										
8 Cumberland St	0.951	0.000	0.0%	0.900	94.6%	Ⓞ	Ⓨ	#1	1.800	0.849
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	10.507	10.484
Administrative Penalty System	0.376	-0.005	-1.2%	0.040	10.6%	Ⓡ	Ⓞ	#2	2.975	2.595
CCTV Infrastructure Enhancements	1.044	0.067	6.4%	1.044	100.0%	Ⓞ	Ⓞ		9.842	8.114
Corporate Facilities Refurbishment Program	0.584	0.004	0.7%	0.129	22.1%	Ⓡ	Ⓞ	#2	3.157	2.345
Courts Services Relocation & Fit Out Costs	0.441	0.019	4.2%	0.025	5.7%	Ⓡ	Ⓞ	#2	5.558	5.142
Customer Experience Program	7.760	1.982	25.5%	7.760	100.0%	Ⓞ	Ⓞ		18.253	6.420
Energy Management	5.021	0.040	0.8%	1.228	24.5%	Ⓡ	Ⓨ	#1	25.385	17.852
Etobicoke Civic Centre	17.548	0.631	3.6%	8.774	50.0%	Ⓨ	Ⓨ	#3	29.411	5.546
Global Corporate Security Program	1.829	0.091	4.9%	1.686	92.2%	Ⓞ	Ⓞ		4.442	2.074
Mechanical & Electrical	0.090	0.030	33.2%	0.038	42.4%	Ⓡ	Ⓞ	#2	2.010	1.952
ModernTO	2.849	-0.234	-8.2%	2.600	91.3%	Ⓞ	Ⓞ		4.400	1.363
Northwest Path - Phase 2	0.023	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	0.694	0.671
Office Modernization Program	34.203	0.112	0.3%	12.669	37.0%	Ⓡ	Ⓨ	#4	256.988	29.110
Others - Service Improvements	6.143	-0.085	-1.4%	1.630	26.5%	Ⓡ	Ⓞ	#2	35.191	15.432
Others - SOGR	0.008	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	2.500	0.398
Physical Security Capital Plan	1.870	0.057	3.0%	1.727	92.4%	Ⓞ	Ⓞ		5.999	4.189
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	0.569	100.0%	Ⓞ	Ⓞ		0.000	0.000
Security Bollards - Union Station	3.328	0.000	0.0%	0.755	22.7%	Ⓡ	Ⓨ	#1	5.135	0.307

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
St. Lawrence Market North Redevelopment	46.994	4.260	9.1%	34.042	72.4%	Ⓞ	Ⓞ		117.946	42.686
St. Lawrence Market South Renovations	0.583	0.100	17.2%	0.150	25.7%	Ⓜ	Ⓢ	#5	5.150	0.917
Strategic Property Acquisitions	0.021	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#2	105.957	105.669
Toronto Strong Neighbourhood Strategy	2.026	-1.224	-60.4%	0.751	37.0%	Ⓜ	Ⓞ	#2	4.054	2.876
TransformTO	1.566	-0.111	-7.1%	0.700	44.7%	Ⓜ	Ⓢ	#1	2.000	0.323
Union Station - Signage & Wayfinding	0.250	0.000	0.0%	0.085	34.0%	Ⓜ	Ⓞ	#2	0.250	0.000
Union Station - Traffic Management	0.200	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#2	0.200	0.000
Union Station East Wing	4.510	1.760	39.0%	2.300	51.0%	Ⓢ	Ⓢ	#1	20.000	17.252
Union Station Enhancement Project	2.649	-0.036	-1.4%	0.793	29.9%	Ⓜ	Ⓢ	#1	5.146	1.195
Union Station PTIF Projects	0.219	-0.199	-90.7%	0.025	11.4%	Ⓜ	Ⓢ	#1	1.501	0.984
Union Station Revitalization	23.141	2.274	9.8%	22.385	96.7%	Ⓞ	Ⓞ	#6	693.732	722.640
Various IT-Related Projects	1.927	0.236	12.3%	1.661	86.2%	Ⓞ	Ⓞ		4.640	2.953
Sub-Total	168.882	9.770	5.8%	104.464	61.9%	-	-		1,389.723	1,017.101
Growth Related										
1251 Bridletowne Circle Acquisition	0.055	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#2	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#2	15.000	0.000
Strategic Property Acquisitions	1.540	0.762	49.5%	0.000	0.0%	Ⓜ	Ⓞ	#7	5.062	4.294
Westwood	0.090	0.000	0.0%	0.090	100.0%	Ⓞ	Ⓞ		4.000	1.138
Sub-Total	2.186	0.762	34.9%	0.090	4.1%	-	-		30.004	11.318
Total	283.980	20.514	7.2%	197.623	69.6%				2,003.396	1,251.633

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

Note # 1:

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

Note # 2:

Project is completed/expected to be completed under budget.

Note # 3:

Delay due to site plan applications and insufficient resources due to COVID-19 hiring slowdown.

Note # 4:

Delay due to coordination with Return to Office program as well as staffing and procurement taking longer and expected.

Note # 5:

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

Note # 6:

Project schedule and budget have been re-baselined based on the latest approvals from Council in May 2019. COVID-19 caused reduced productivity levels due to additional safety procedures and the lack of labour force availability. The overall project delay is currently tracking at 6 months including COVID-19 impacts and the contractor is currently reviewing work phasing and sequencing options to make up lost time.

Note # 7:

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

Chart 1
2021 Approved Budget by Category (\$70.38)

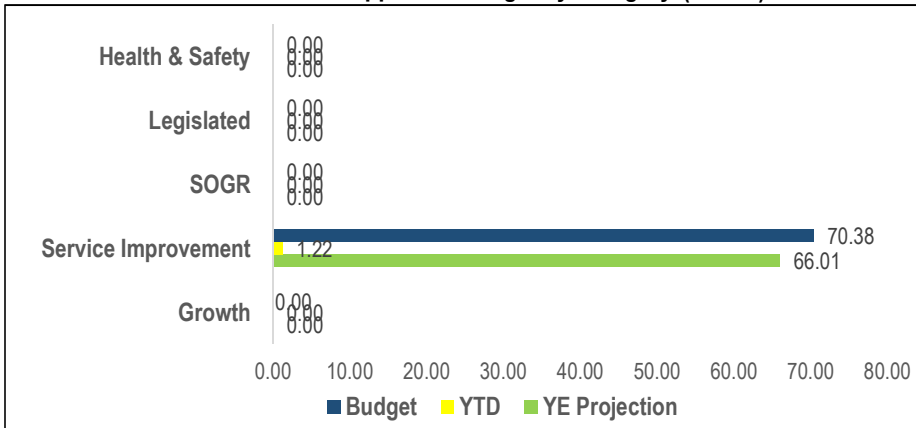


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 18

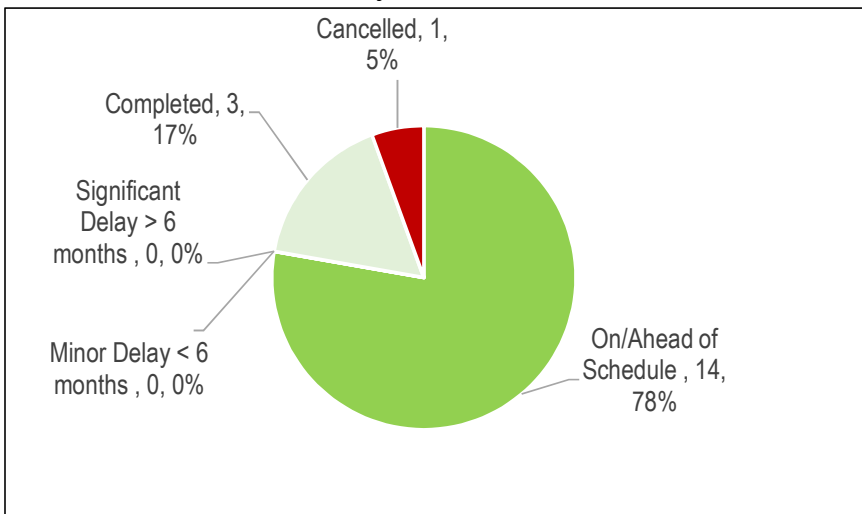


Table 2

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
70.26			0.03	0.09

The overall EED program's forecasted year-end spending is \$66.0 million, or 93.8% of its 2021 capital plan. This includes a \$14 million loan (representing 20% of the capital plan) issued to TCHC for installation of solar PV and energy storage units, as well as \$35M (representing 49.7% of the capital plan) for loans to external parties for lighting retrofits and new development. EED's year-end spending is impacted by TCHC meeting its required project milestones in order for it to be issued planned installment payments.

Environment and Energy (ERP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Combined Heat & Power (CHP)	0.002	0.000	1.0%	0.002	100.0%	Ⓞ	Ⓞ		4.001	2.677
Community Energy Planning	51.498	0.526	1.0%	50.894	98.8%	Ⓞ	Ⓞ		132.780	76.809
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	0.893	0.000
Renewable Energy Program	0.352	0.303	86.0%	0.302	85.7%	Ⓞ	Ⓞ		20.357	17.636
Residential Energy Retrofit Program (HELP)	3.489	0.060	1.7%	2.939	84.2%	Ⓞ	Ⓞ		16.900	5.348
TransformTO	14.945	0.334	2.2%	11.870	79.4%	Ⓞ	Ⓞ		22.714	3.103
Sub-Total	70.378	1.224	1.7%	66.007	93.8%	-	-		197.645	105.573
Total	70.378	1.224	1.7%	66.007	93.8%				197.645	105.573

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 was cancelled.

Chart 1
2021 Approved Budget by Category (\$70.52)

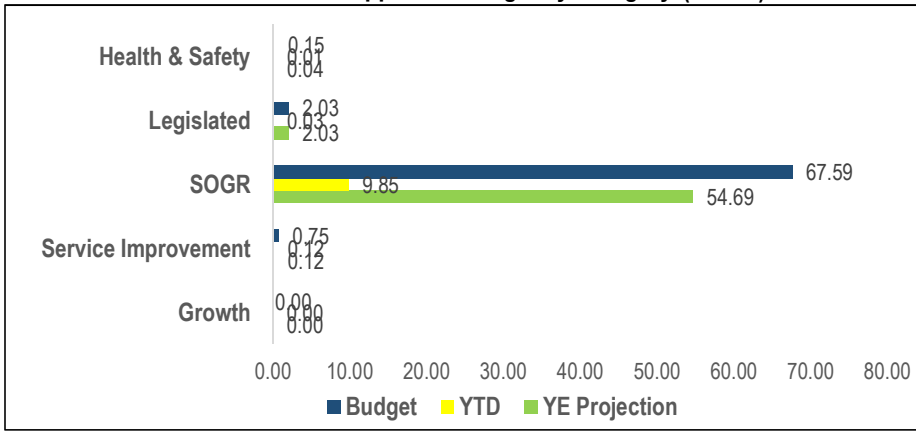


Table 1
2021 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	22
Service Improvement	2
Growth	
Total # of Projects	28

Chart 2
Project Status - 28

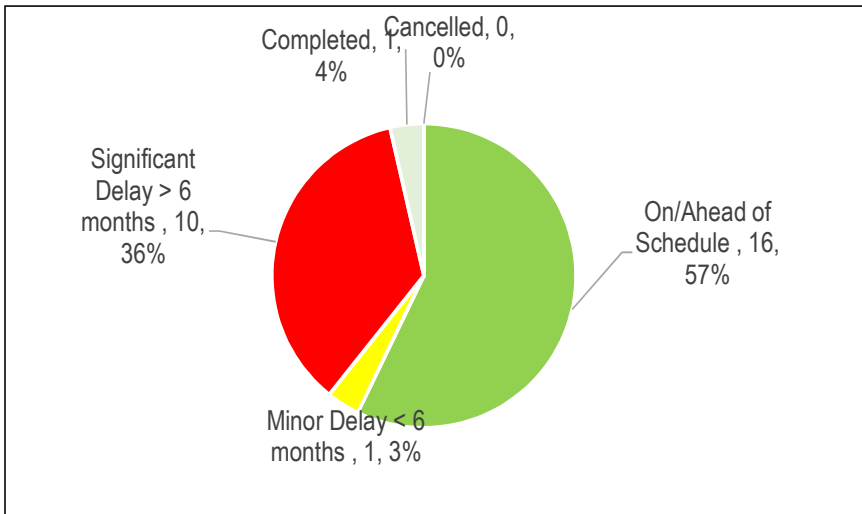


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	7	1
Community Consultation		
Other*	2	
Total # of Projects	10	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
56.67	0.10	13.74		

Reasons for "Other*" Projects Delay:

- Facility & Real Estate Fleet Replacement - Client requested to delay vehicle replacement.
- Toronto Public Library Fleet Replacement - Major purchases of a bookmobile and 5 vans have been deferred by client into 2022.

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fleet Services - Garage Security	0.149	0.011	7.4%	0.042	28.4%	Ⓜ	Ⓜ	#1	0.395	0.258
Sub-Total	0.149	0.011	7.4%	0.042	28.4%	-	-		0.395	0.258
Legislated										
Car Share Technology	0.005	0.002	30.5%	0.002	30.5%	Ⓜ	Ⓞ	#1	0.165	0.002
EV Program	1.813	0.027	1.5%	1.813	100.0%	Ⓞ	Ⓜ	#1	3.015	0.027
Green Fleet Plan	0.212	0.000	0.0%	0.212	100.0%	Ⓞ	Ⓞ		0.424	0.000
Sub-Total	2.030	0.028	1.4%	2.027	99.8%	-	-		3.604	0.028
State of Good Repair										
Arena Boards - Fleet Replacement	0.349	0.225	64.5%	0.342	98.0%	Ⓞ	Ⓞ		0.349	0.225
Economic Development & Culture - Fleet Replacement	0.050	0.000	0.0%	0.046	90.3%	Ⓞ	Ⓜ	#1	0.160	0.045
Engineering & Construction Services - Fleet Replacement	0.580	0.284	49.0%	0.573	98.9%	Ⓞ	Ⓞ		1.040	0.312
Exhibition Place - Fleet Replacement	0.387	0.000	0.0%	0.250	64.6%	Ⓜ	Ⓜ	#1	1.400	0.613
Facility & Real Estate - Fleet Replacement	0.335	-0.213	-63.6%	0.186	55.6%	Ⓜ	Ⓜ	#2, #3	1.737	0.468
Fleet Office Modernization	0.242	0.020	8.4%	0.022	9.0%	Ⓜ	Ⓜ	#1	0.300	0.091
Fleet Replacement - Insurance Company	0.272	0.135	49.8%	0.272	100.0%	Ⓞ	Ⓞ		0.279	0.143
Fleet Services - Fleet Replacement	0.000	0.000	100.0%	0.000	100.0%	Ⓞ	Ⓞ	#4	0.240	0.100
Fleet Services - Tools and Equipment	0.361	0.088	24.4%	0.330	91.2%	Ⓞ	Ⓞ		0.653	0.385
Fuel Site Closures	1.806	0.012	0.7%	1.457	80.7%	Ⓞ	Ⓞ		3.537	0.451
Municipal Licensing & Standard - Fleet Replacement	0.671	0.198	29.5%	0.571	85.1%	Ⓞ	Ⓞ		0.871	0.525
Parks, Forestry & Recreation - Fleet Replacement	6.418	1.336	20.8%	6.254	97.4%	Ⓞ	Ⓞ		17.894	9.067
Policy Planning Finance & Administration - Fleet Replacement	0.031	0.000	0.0%	0.030	95.7%	Ⓞ	Ⓞ		0.031	0.000
Purchasing & Materials Management - Fleet Replacement	0.100	0.000	0.0%	0.081	80.7%	Ⓞ	Ⓜ	#1	0.100	0.049
Solid Waste - Fleet Replacement	14.214	1.855	13.1%	10.714	75.4%	Ⓞ	Ⓞ		44.309	9.513
Toronto Community Housing Corporation - Fleet Replacement	1.037	0.350	33.8%	0.874	84.3%	Ⓞ	Ⓞ		1.666	0.888
Toronto Fire - Fleet Replacement	8.939	-0.044	-0.5%	5.453	61.0%	Ⓜ	Ⓜ	#1, #2	28.812	9.575
Toronto Library - Fleet Replacement	1.082	0.000	0.0%	0.447	41.3%	Ⓜ	Ⓜ	#5	1.082	0.000
Toronto Paramedic - Fleet Replacement	8.182	0.030	0.4%	7.916	96.7%	Ⓞ	Ⓞ		17.807	9.655
Toronto Water - Fleet Replacement	12.241	1.722	14.1%	8.585	70.1%	Ⓞ	Ⓞ		38.604	13.657
Toronto Zoo - Fleet Replacement	0.350	0.061	17.4%	0.350	100.0%	Ⓞ	Ⓞ		0.350	0.061
Transportation Services - Fleet Replacement	9.943	3.788	38.1%	9.943	100.0%	Ⓞ	Ⓞ		49.107	24.163

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	67.591	9.847	14.6%	54.695	80.9%	-	-		210.330	79.984
Service Improvements										
Fleet Management and Fuel Integration Sustainment	0.405	0.077	18.9%	0.077	18.9%	Ⓜ	Ⓜ	#6	0.711	0.478
Vendor Management Portal	0.340	0.048	14.2%	0.048	14.2%	Ⓜ	Ⓜ	#1	0.478	0.198
Sub-Total	0.745	0.125	16.8%	0.125	16.8%	-	-		1.189	0.676
Total	70.516	10.012	14.2%	56.889	80.7%				215.519	80.947

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

Note # 1:

COVID-19 Related

Note # 2:

In-year adjustment will be made to clear negative balances.

Note # 3:

Client requested to delay replacement.

Note # 4:

Program has submitted a request for project closure as part of this variance submission.

Note # 5:

Purchases of a bookmobile and 5 vans (originally scheduled for 2020, 2021, respectively) are being deferred to 2022. A deferral request will likely be submitted as part of Q2 Variance process.

Note # 6:

Program currently recruiting for a specific skill set after recently losing key team member.

Chart 1
2021 Approved Budget by Category (\$4.02)

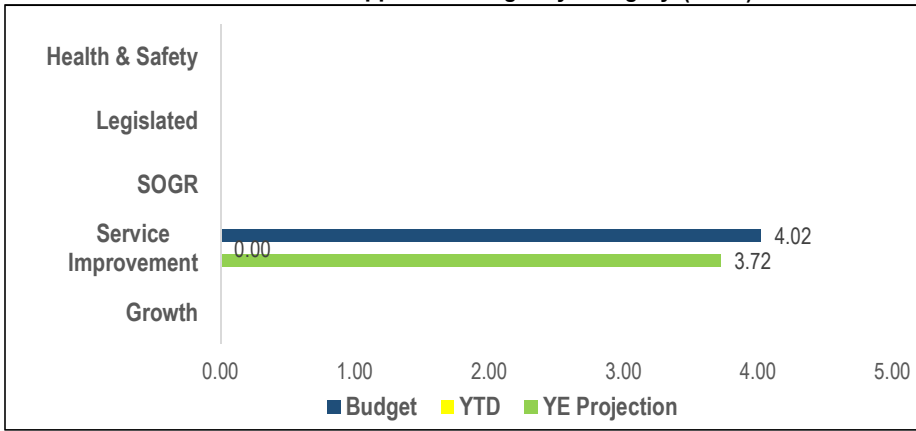


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 4

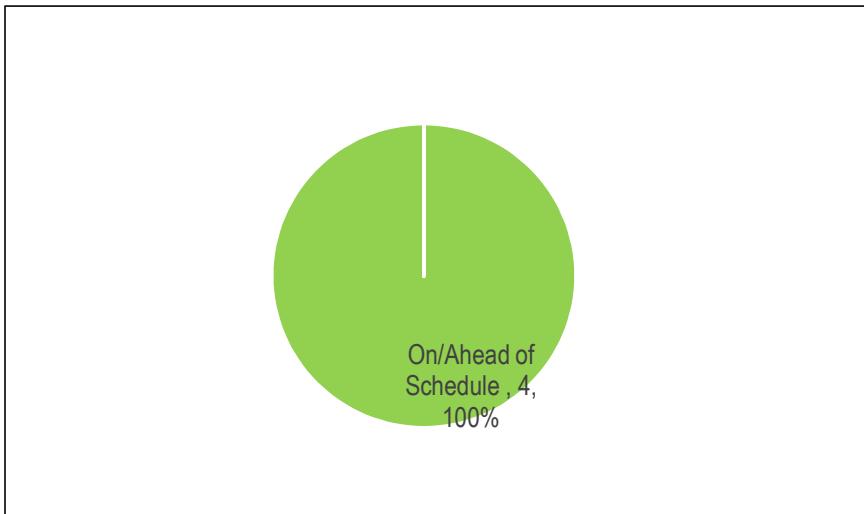


Table 2

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
4.02				

Chief Information Security Office (CYB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
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										
Digitization Support Services	0.585			0.585	100.0%	Ⓞ	Ⓞ	#1	0.585	
Forensics	0.117			0.117	100.0%	Ⓞ	Ⓞ	#1	0.351	
Infrastructure - Vulnerability	0.117			0.117	100.0%	Ⓞ	Ⓞ	#1	0.117	
Managed Security Service Provider (MSSP)	3.202			2.902	90.6%	Ⓞ	Ⓞ	#1	4.021	
Sub-Total	4.021	0.000	0.0%	3.721	92.5%	-	-		5.074	0.000
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	4.021	0.000	0.0%	3.721	92.5%				5.074	0.000

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:

Projects under the Office of the CISO are currently in various stages of procurement. An request to permanently re-allocate \$0.300 million from MSSP is being submitted to start initial planning on the Cyber Command Centre project.

Chart 1
2021 Approved Budget by Category (\$71.97)

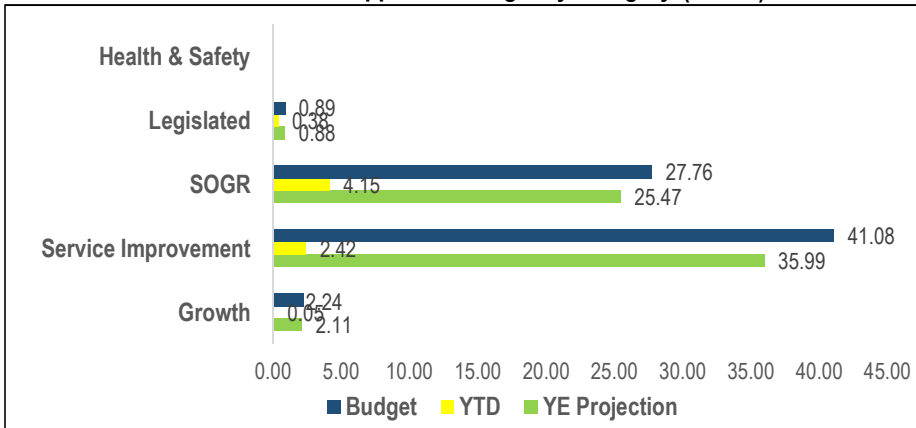


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	23
Service Improvement	44
Growth	2
Total # of Projects	71

Chart 2
Project Status - 71

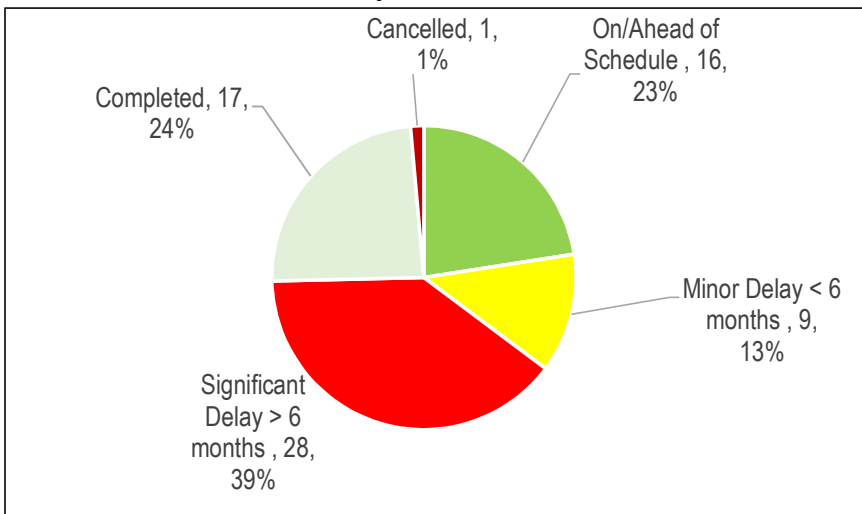


Table 2

Reason for Delay	37	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues	1	1
RFQ/RFP Delayed		1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	5	1
COVID-19 Related	13	4
Community Consultation		
Other*	4	1
Total # of Projects	28	9

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
33.30	18.20	19.50	0.98	

Reasons for "Other*" Projects Delay:

- The Enterprise Business Intelligence Implementation project is on hold while the project's scope is being revised.
- The Domino Decommissioning Strategy & Implementation Project is having its scope reassessed with the TSD Senior Management Team in Q2
- The Enterprise Document & Record Management Solutions project is undergoing an assessment of solutions to manage physical records with a decision expected in Q2 on how to proceed.
- The Museums & Heritage Services IT Infrastructure SOGR is delayed while discussions between the project team and client are being held on how best to proceed with the project.
- The S DFA Online Grant Management System is delayed due to SAP integration issues and discussions regarding outstanding deliverables. A new project director has been assigned to complete tasks planned for 2021.

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
AODA Compliance	0.591	0.284	48.0%	0.591	100.0%	G	Y	#1	4.800	4.262
EDHR - Complaints Management System	0.300	0.101	33.6%	0.287	95.6%	G	R	#1	0.308	0.108
Sub-Total	0.891	0.384	43.1%	0.878	98.5%	-	-		5.108	4.370
State of Good Repair										
Asset Lifecycle Management	21.571	3.595	16.7%	21.335	98.9%	G	G		136.297	117.121
Business Sustainment Systems	1.065	0.216	20.3%	0.446	41.8%	R	R	#2	44.959	26.618
Corporate Initiatives	0.145	0.000	0.0%	0.000	0.0%	R	G	#3	5.388	5.199
Corporate Planning & Management	1.120	0.095	8.5%	0.300	26.8%	R	R	#4	4.836	2.532
IT Service Mgmt	0.147	0.061	41.1%	0.147	100.0%	G	G		7.959	3.743
Museums & Heritage Services IT Infrastructure SOGR	0.396	0.003	0.8%	0.396	100.0%	G	R	#5	1.260	0.867
Network Upgrades	0.784	0.087	11.1%	0.777	99.1%	G	G		4.532	2.459
Technology Infrastructure	2.082	0.089	4.3%	1.619	77.8%	G	R	#1	5.802	2.716
Toronto Property System (TPS) refresh	0.449	0.000	0.0%	0.449	100.0%	G	R	#1	0.756	0.304
Sub-Total	27.760	4.145	14.9%	25.470	91.7%	-	-		211.789	161.560
Service Improvements										
311 - Technology Upgrades	4.582	0.120	2.6%	4.582	100.0%	G	G		9.335	0.120
Access Control Self Serve	0.460	0.000	0.0%	0.460	100.0%	G	Y	#6	0.460	0.000
Application Systems	3.580	0.449	12.5%	2.615	73.0%	G	R	#7	35.146	20.147
Applications Portfolio Tools & Rationalization	0.198	0.023	11.4%	0.193	97.5%	G	G		0.870	0.129
Artificial Intelligence for SSHA and TPH	0.763	0.046	6.0%	0.763	100.0%	G	Y	#1	1.056	0.265
Asset Management Solution - Transportation	0.275	0.000	0.0%	0.000	0.0%	R	G	#8	0.849	0.574
Business Sustainment Systems	3.267	0.290	8.9%	1.306	40.0%	R	R	#9	24.781	18.423
ConnectTO - Network Utility	0.350	0.000	0.0%	0.350	100.0%	G	G		0.350	0.000
Corporate Initiatives	1.168	0.028	2.4%	0.360	30.8%	R	R	#1	49.183	47.429
Corporate Planning & Management	0.195	-0.045	-23.3%	0.180	92.3%	G	Y	#10	7.371	2.884
ECS Cloud Deployment- Construction Project and DMS	2.040	0.142	7.0%	1.356	66.4%	Y	R	#1	2.758	0.861
Enterprise Work Management Solution	9.053	0.646	7.1%	9.053	100.0%	G	G		19.478	0.626
Etime Scheduling Enterprise Rollout	0.780	0.121	15.5%	0.501	64.3%	Y	Y	#1	7.355	3.915
HR Labour Relations Information System (LRIS)	0.557	0.121	21.7%	0.524	94.0%	G	R	#1	0.736	0.293
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.520	100.0%	G	R	#1	0.520	0.000
Office 365	5.034	0.039	0.8%	4.970	98.7%	G	G		8.784	0.039
Open Data Visualization	0.307	0.110	35.8%	0.307	100.0%	G	R	#11	3.114	2.168
Publicly Accessible Wi-Fi For City Facilities	0.244	0.117	48.2%	0.244	100.0%	G	R	#1	0.975	0.806
ServiceNow	1.505	0.028	1.9%	1.505	100.0%	G	Y	#12	6.831	0.028
Technology Infrastructure	6.203	0.184	3.0%	6.203	100.0%	G	G		15.408	2.152

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	41.081	2.420	5.9%	35.991	87.6%	-	-		195.360	100.858
Growth Related										
Consolidated Data Centre	1.764	0.022	1.3%	1.764	100.0%	Ⓞ	Ⓢ	#13	2.838	1.096
Corporate Initiatives	0.476	0.023	4.9%	0.348	73.0%	Ⓞ	Ⓢ	#1	1.418	0.559
Sub-Total	2.241	0.046	2.0%	2.112	94.3%	-	-		4.256	1.655
Total	71.973	6.995	9.7%	64.451	89.5%				416.513	268.443

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 and Transformation project is on hold while the overall direction and plan of action are being prepared for TSD's Senior Management Team.

Note # 3:

The Enterprise E-Learning and SAP Solution Manager Version Upgrade projects are complete. Project will be subsequently closed and remaining funds

Note # 4:

The Information Management Infrastructure - Enterprise Classification project is delayed while a project manager is hired for the project.

Note # 5:

The Museums & Heritage Services IT Infrastructure SOGR is delayed while discussions between the project team and client are being held on how best to proceed with the project.

Note # 6:

The Access Control Self Serve project is delayed while staff resources are secured. To date, the project has completed the requirements document and project charter.

Note # 7:

The ECS Business Systems Implementation and CLASS Replacement Planning projects are delayed while management work to fill positions to support the project work. The Enterprise Business Intelligence Implementation project is on hold while the project's scope is being revised. The Enterprise Document & Record Management Solutions project is undergoing an assessment of solutions to manage physical records with a decision expected in Q2 on how to proceed

Note # 8:

The Asset Management Solution for Transportation project is complete. Project will be subsequently closed and remaining funds released.

Note # 9:

The MLS Centralized Datamart and Electronic Service Delivery Portal for Building Permits projects are complete. Project will be subsequently closed and remaining funds released. The MLS System Modernization project is delayed while discussions with other stakeholders are taking place to ensure the project aligns with expectations.

Note # 10:

The S DFA Online Grant Management System is delayed due to SAP integration issues and discussions regarding outstanding deliverables. A new project director has been assigned to complete tasks planned for 2021. Negative actuals represent reversals of accruals and will be eliminated by Q2.

Note # 11:

The Open Data Master Plan project has been revised based on staff reductions from 2020. A Change Request will be submitted in Q2 2021 for project completion date extension and funding adjustment to complete the remaining deliverables in order meet the Council mandated project.

Note # 12:

The Service Now project has been delayed while the RFQ is being finalized.

Note # 13:

The Data Centre Zones Implementation project is dependant on the migration of email to Office 365.

**2021 Capital Spending by Program
Finance and Treasury Services**

Program	2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End		
Office of the CFO and Treasurer	4M	2.49	0.00	1.67	66.9%	Ⓢ
Office of the Controller	4M	76.74	1.07	23.25	30.3%	Ⓡ
TOTAL	4M	79.23	1.07	24.92	31.4%	Ⓡ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

For the four months ended April 30, 2021, the capital expenditures for Office of the CFO and Treasurer totalled \$0.0 million of their 2021 Approved Capital Budget of \$2.5 million; while Office of the Controller has spent \$ 1.07 million of their 2021 Approved Capital Budget of \$76.74 million. Spending is expected to increase to \$24.92 million (31.4%) by year-end.

Chart 1
2021 Approved Budget by Category (\$76.74)

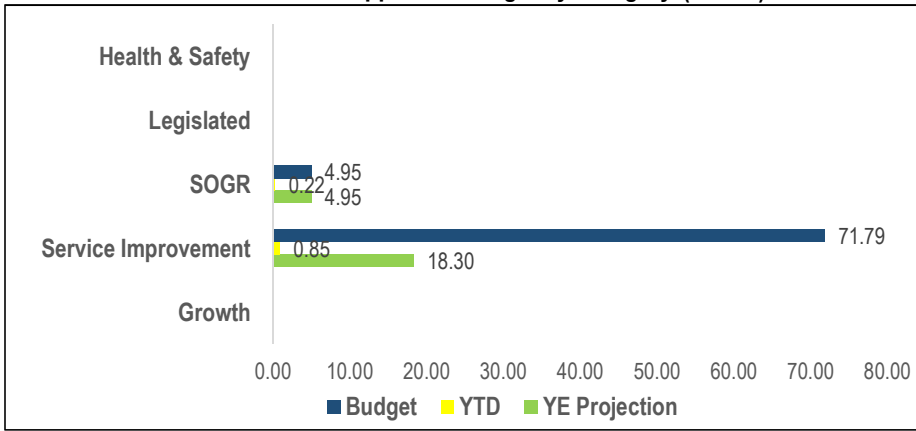


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

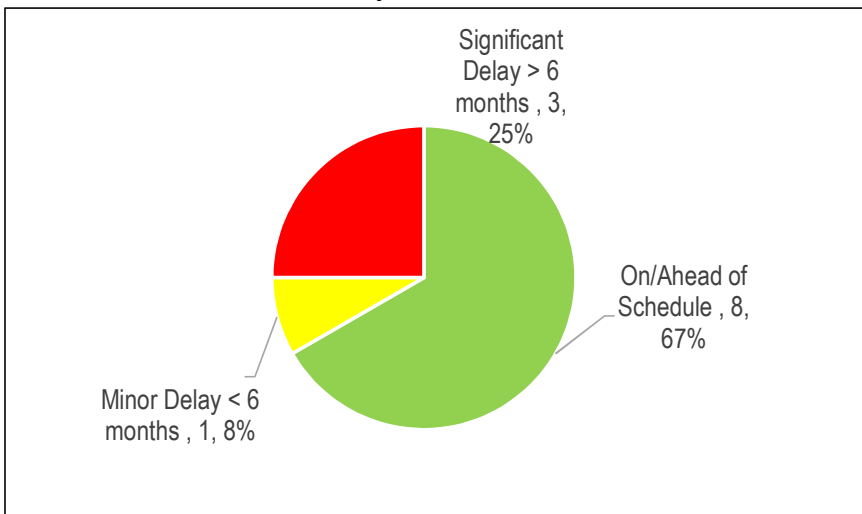


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.09	4.33	66.32		

Key Discussion Points: (Please provide reason for delay)

- 2 project are significantly delayed due to COVID-19

1. This table should be based on the Table 3 "Summary of Major Capital Initiatives" in your Budget Notes.

2. Every Project with Red and Yellow coding has to have status explained in Comment.

3. All entries have to be in Millions with 3 decimal points

DO NOT insert additional formulas in any of the cells or insert additional columns, change format, print area, font or otherwise compromise integrity of this spreadsheet.

DO NOT CHANGE " YTD Exp. %" or "YE Projection %" or "On Budget" or "On Time" Column



Office of the Controller (FNS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total				0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Tax Billing System	2.739	0.094	3.4%	2.739	100.0%	G	G		8.872	2.745
Utility Billing System	2.208	0.121	5.5%	2.208	100.0%	G	G		5.971	1.095
Sub-Total	4.947	0.215	4.3%	4.947	100.0%	-	-		14.843	3.840
Service Improvements										
Parking Tag Management	0.096	0.000	0.0%	0.096	99.6%	G	G		2.458	0.662
Software Upgrade										
Electronic Self Service Tax and Utility	0.317	0.009	2.8%	0.317	100.1%	G	G		0.551	0.243
EBILLING INITIATIVE	0.076	0.000	0.0%	0.076	99.9%	G	G		0.469	0.393
REVENUE SYSTEM - PHASE 11 - 2000	0.162	0.000	0.0%	0.162	100.2%	G	G		3.500	3.338
Supply Chain Management Transformation (SCMT)	4.330	0.356	8.2%	4.250	98.2%	G	Y	# 1	26.039	17.461
PPEB Transformation Program	3.822	0.128	3.3%	2.922	76.5%	G	R	# 2	7.470	1.053
EMPLOYEE SERVICE CENTRE (ESC)	0.189	0.000	0.0%	0.000	0.0%	R	R	# 3	1.181	0.991
Financial Systems Transformation Project	62.311	0.359	0.6%	10.000	16.0%	R	R	# 4	137.195	0.359
FINANCE ACCOUNTING SYSTEMS TRANSFORMATIO	0.260	0.000	0.0%	0.250	96.0%	G	G		2.000	1.739
FAST - BUSINESS TRANSFORMATION	0.231	0.000	0.0%	0.230	99.6%	G	G		1.964	1.733
Sub-Total	71.794	0.852	1.2%	18.303	25.5%	-	-		182.827	27.972
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	76.741	1.067	1.4%	23.250	30.3%				197.670	31.812

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:

Late reassignment of resources from Covid and delay of resources due to hiring slowdown, further delay by PE response times for hiring, impact on planning capacity and sustainment accountability. Positioned for successful engagement kickoff with SAP for SLP technical configuration. Awaiting EY deliverables and impact of CM/SRM work on Contracts and SLP work. Requesting additional resources to crash and recover timelines.

Note # 2:

This capital budget line item is for PPEB Transformation program of work - includes multiple projects and initiatives as part of PPEB Transformation strategic agenda. There were 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). In 2021, hiring of needed staff is resumed, and re/starting projects are in the process, with the aim of completing the program of work by the end of 2023.

Note # 3:

Office of the Controller (FNS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Delays in technology enablement of permanent CRM platform solution, due to COVID-19 situation. Currently developing a business case jointly with P&E for technology solution evaluation. Possible start implementation in 2022 and to be completed fully in 2023, as it looks now. This project will be moved under PPEB Transformation Program (CFS049-01) in 2021 (waiting for Council approval).

Note # 4:

RFP completed. Delays in project resources and Vendor on-boarding issues.

Chart 1
2021 Approved Budget by Category (\$2.49)

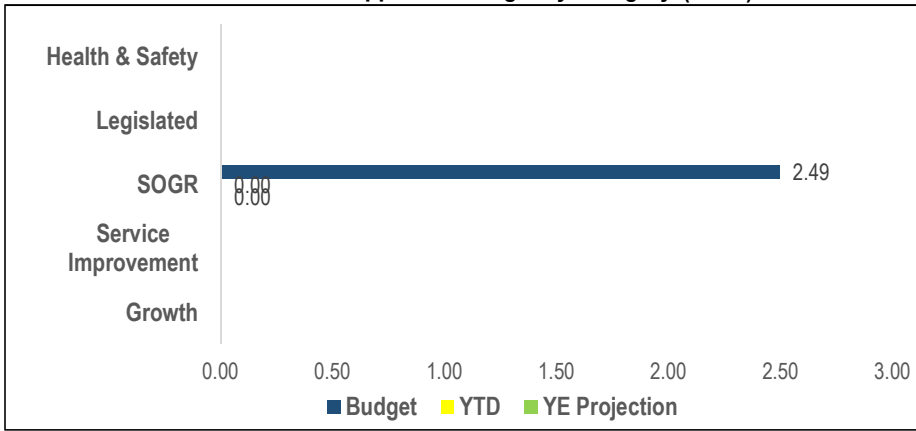


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 2

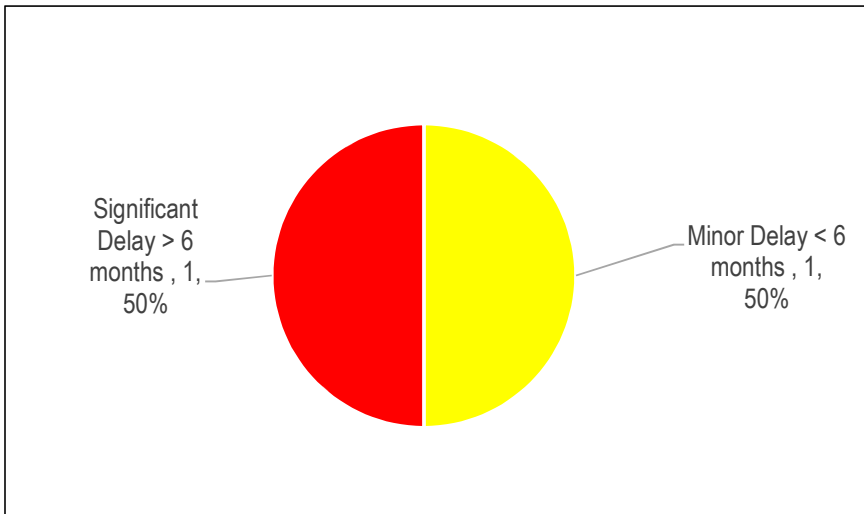


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.787	1.707		

Reasons for "Other*" Projects Delay:

- INTEGRATED ASSET PLANNING MANAGEMENT (IAPM) project was on hold in 2020 due to COVID-19. July 1, 2024 is the due date for municipalities to have approved asset management plan.

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total										
Legislated										
Sub-Total										
State of Good Repair										
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.707	0.000	0.0%	1.280	75.0%	Ⓞ	Ⓡ	#1	3.096	0.930
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.787	0.000	0.0%	0.389	49.4%	Ⓡ	Ⓨ	#2	1.892	1.106
Sub-Total	2.494	0.000	0.0%	1.669	66.9%	-	-		4.988	2.036
Service Improvements										
Sub-Total										
Growth Related										
Sub-Total										
Total	2.494	0.000	0.0%	1.669	66.9%				4.988	2.036

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:

July 1, 2024 is the date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

Note # 2:

RFP couldn't be issued in fall 2020 as originally anticipated due to delay in assigning TS staff resources to complete the RFP and technical requirements. RFP was released on April 7, 2021 and will be closed on May 7, 2021. Anticipated delay may occur in evaluating technical requirements due to TS staff resources.

**2021 Capital Spending by Program
Other City Programs**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Clerk's	4M	15.01	0.84	14.93	99.5%		Ⓢ
Corporate Initiatives	4M	3.36	0.03	1.51	44.8%		Ⓡ
TOTAL	4M	18.37	0.87	16.44	89.5%		Ⓢ
Ⓢ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%							

For the four months ended April 30, 2021, the capital expenditures for Other City Programs totalled \$0.87 million of their collective 2021 Approved Capital Budget of \$18.37 million. Spending is expected to increase to \$ 16.44 million (89.5%) by year-end. City Clerk has a projected year-end spending rate over 70%, while Corporate Initiatives has a projected spending rate below 70%.

Chart 1
2021 Approved Budget by Category (\$15.01)

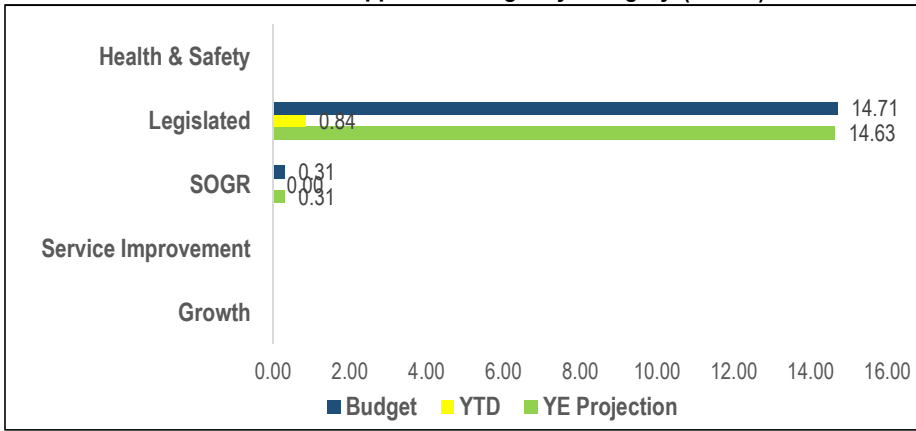


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	8
SOGR	3
Service Improvement	
Growth	
Total # of Projects	11

Chart 2
Project Status - 11

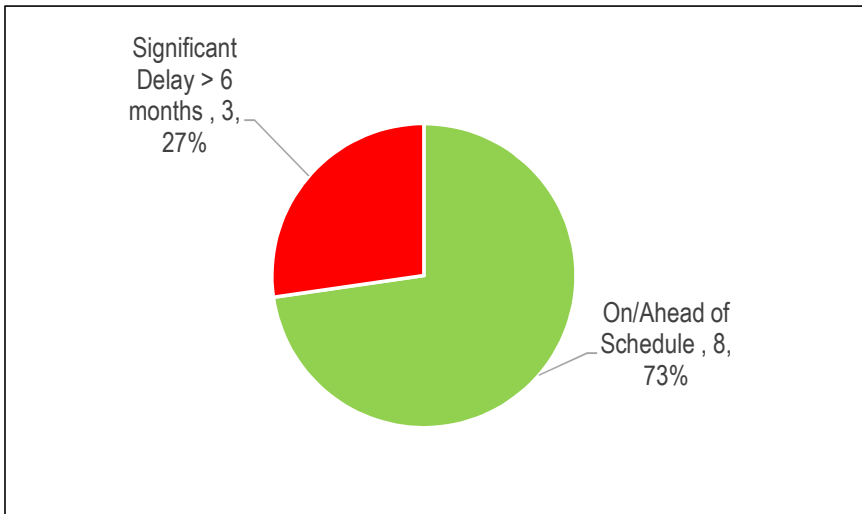


Table 2

Reason for Delay	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
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
14.06		0.95		

Key Discussion Points: (Please provide reason for delay)

- The COVID-19 pandemic has resulted in delay of 3 of the projects (27%) included in the 2021 Approved Capital Budget.

City Clerk's Office (CLK)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	8.339
Legislated										
Election Technology Program For 2022 Election	2.129	0.617	29.0%	2.129	100.0%	G	G		6.530	3.272
TMMIS SOGR 2019-2022	0.270	0.058	21.6%	0.270	100.0%	G	R	#1	0.960	0.218
Replacement of Voting	9.000	0.000	0.0%	9.000	100.0%	G	G		18.000	0.000
City Clerk's Business System - Legislative Compliance	0.225	0.008	3.5%	0.225	100.0%	G	R	#1	0.449	0.232
City Clerk's Business System - 2020-2021	0.427	0.079	18.5%	0.416	97.3%	G	G		0.565	0.217
Council Business system - 2020- 2021	0.456	0.076	16.8%	0.388	85.1%	G	R	#1	0.680	0.266
Council Transition Requirements 2017	0.050	0.001	2.6%	0.050	100.0%	G	G		1.267	1.192
Election Supply Logistics Transformation	2.150	0.000	0.0%	2.150	100.0%	G	G		2.150	0.000
Sub-Total	14.707	0.840	5.7%	14.627	99.5%	-	-		30.601	5.397
State of Good Repair										
Archives Equipment Upgrade 2017-2023	0.057	0.000	0.0%	0.057	100.0%	G	G		0.265	0.208
Records Centre Services SOGR	0.050	0.000	0.0%	0.050	100.0%	G	G		0.250	0.000
Mail Security & Mail Room Updates	0.200	0.000	0.0%	0.200	100.0%	G	G		0.200	0.000
Sub-Total	0.307	0.000	0.0%	0.307	100.0%	-	-		0.715	0.208
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	15.013	0.840	5.6%	14.934	99.5%				31.316	13.945

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 projects are delayed due to COVID-19 related impacts

**2021 Capital Spending by Program
City Agencies**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	4M	12.31	1.50	12.31	100.0%		Ⓒ
Go Transit	4M	60.00	0.00	0.00	0.0%		Ⓓ
To Live	4M	30.55	1.25	27.39	89.6%		Ⓒ
TRCA	4M	18.20	6.07	18.20	100.0%		Ⓒ
Toronto Police	4M	72.85	6.76	58.58	80.4%		Ⓒ
Toronto Public Health	4M	5.03	0.12	3.22	64.0%		Ⓐ
Toronto Public Library	4M	44.99	8.18	44.79	99.5%		Ⓒ
Toronto Zoo	4M	20.26	2.17	19.24	95.0%		Ⓒ
Toronto Transit Commission	4M	1,376.04	190.71	1,226.43	89.1%		Ⓒ
TOTAL	4M	1,640.23	216.75	1,410.16	86.0%		Ⓒ
Ⓒ >70% Ⓐ between 50% and 70% Ⓓ < 50% or > 100%							

For the four months ended April 30, 2021, the capital expenditures for City Agencies totalled \$216.75 million of their collective 2021 Approved Capital Budget of \$1,640 billion. Spending is expected to increase to \$1,410 billion (86.0%) by year-end. 7 Agencies have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

All Programs except Toronto Public Health is projected to have the spending rate over 70% by the end of the year.

Chart 1
2021 Approved Budget by Category (\$12.31)

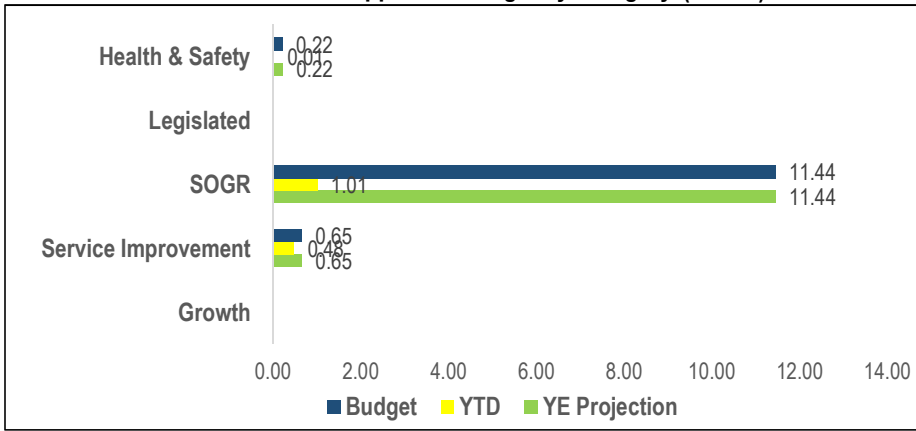


Table 1
2021 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	47
Service Improvement	2
Growth	
Total # of Projects	51

Chart 2
Project Status - 51

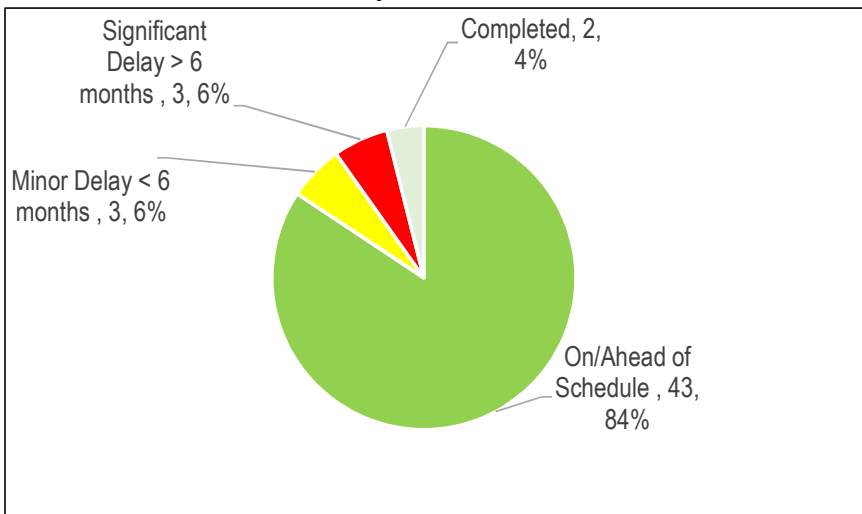


Table 2

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		1
COVID-19 Related	3	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
7.61	0.61	4.03	0.06	

Key Discussion Points:

- Exhibition Place is currently projecting a 2021 Year-end spend of \$12.312 million, or 100% of its 2021 Council Approved Capital Budget. Due to COVID-19, Exhibition Place does not have the challenge of scheduling capital projects around the usual event schedule. This allows more time and flexibility to complete projects.
- The 6 projects experiencing delays are Carry-Forward projects from 2020 and are expected to be completed by the end of the 3rd quarter.

Exhibition Place (EXH)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Other Building	0.219	0.013	0.0%	0.219	100.0%	Ⓔ	Ⓕ	#2	0.275	0.069
Sub-Total	0.219	0.013	6.1%	0.219	100.0%	-	-		0.275	0.069
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Pre-Engineering Program	0.173	0.003	2.0%	0.173	100.0%	Ⓔ	Ⓔ		0.175	0.005
Queen Elizabeth Building	0.197	0.002	1.0%	0.197	100.0%	Ⓔ	Ⓔ		0.200	0.005
Other Building	0.423	0.005	1.1%	0.423	100.0%	Ⓔ	Ⓖ	#1	0.865	0.446
Equipment	0.793	0.010	1.3%	0.793	100.0%	Ⓔ	Ⓔ		0.800	0.017
Enercare Centre	4.722	0.827	17.5%	4.722	100.0%	Ⓔ	Ⓖ	#4	5.270	1.374
Coliseum Complex	0.255	0.011	4.2%	0.255	100.0%	Ⓔ	Ⓔ		0.350	0.098
Parks, Parking Lots and Roads	0.961	0.032	3.4%	0.961	100.0%	Ⓔ	Ⓕ		0.995	0.066
Food Building	0.100	0.002	1.5%	0.100	100.0%	Ⓔ	Ⓔ		0.100	0.002
Better Living Centre	0.173	0.002	1.0%	0.173	100.0%	Ⓔ	Ⓔ		0.175	0.004
Beanfield Centre	0.943	0.013	1.3%	0.943	100.0%	Ⓔ	Ⓔ		0.950	0.020
Electrical Underground High Voltage Utilities	2.700	0.100	3.7%	2.700	100.0%	Ⓔ	Ⓖ	#4	2.730	0.130
Sub-Total	11.441	1.006	8.8%	11.441	100.0%	-	-		12.610	2.168
Service Improvements										
Enercare Centre	0.150	0.002	1.5%	0.150	100.0%	Ⓔ	Ⓔ	#3	0.150	0.002
Beanfield Centre	0.502	0.474	94.3%	0.502	100.0%	Ⓔ	Ⓕ	#1	3.180	3.152
Sub-Total	0.652	0.476	73.0%	0.652	100.0%	-	-		3.330	3.154
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	12.312	1.495	12.1%	12.312	100.0%				16.215	5.391

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 *Other Buildings* (\$0.085 million) and the *Beanfield Centre* (\$0.502 million) projects are delayed due to COVID-19 related issues. Both projects are expected to be completed by the end of August 2021.

Note # 2:

The *Other Buildings* (\$0.044 million) project is delayed due to co-ordination of other projects but the project is expected to be completed by the end of June

Note # 3:

The *Parks, Parking Lots and Roads* (\$0.065 million) project is delayed due to conditions of the site but is expected to be completed by the end of June 2021.

Note # 4:

The *Enercare Centre* (\$1.970 million) and the *Electrical Underground High Voltage Utilities* (\$1.970 million) projects are delayed due to COVID-19 related issues. Bother projects are in progress and expected to be completed by December 2021.

Chart 1
2021 Approved Budget by Category (\$30.55)

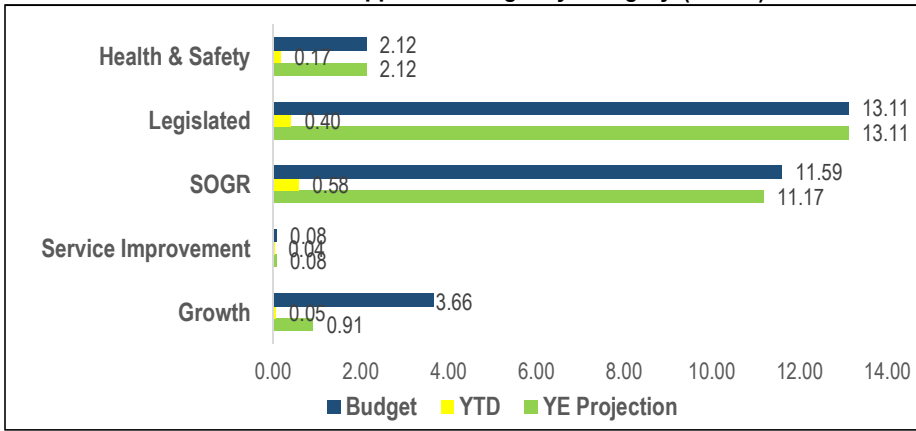


Table 1
2021 Active Projects by Category

Health & Safety	3
Legislated	2
SOGR	12
Service Improvement	1
Growth	1
Total # of Projects	19

Chart 2
Project Status - 19

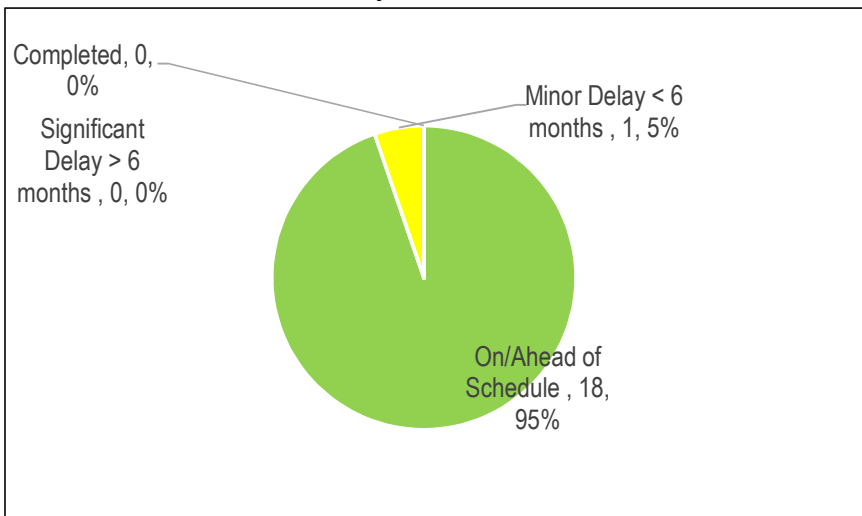


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
26.89	3.66	0.00	0.00	0.00

Key Discussion Points: (Please provide reason for delay)

- TO Live spent \$1.250 million or 4.1% YTD and is projecting to spend \$27.386 million or 89.6% of its 2021 Council Approved Capital Budget by end of 2021.
- The St. Lawrence Centre for the Arts - Redevelopment Planning project has experienced delays due to COVID-19. The project is in the public consultation stage which will include an extensive series of town hall meetings and specific engagement sessions with local arts and community groups.

TO Live (HUM)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Meridian Hall - Door Replacement Phase 2	1.228	0.019	1.5%	1.228	100.0%	Ⓞ	Ⓞ		2.095	0.086
Meridian Hall - Health & Safety Upgrades - COVID-19	0.666	0.113	16.9%	0.666	100.0%	Ⓞ	Ⓞ		0.666	0.113
Meridian Arts Centre - Health & Safety Upgrades - COVID-	0.224	0.043	19.1%	0.224	100.0%	Ⓞ	Ⓞ		0.224	0.043
Sub-Total	2.118	0.174	8.2%	2.118	100.0%	-	-		2.985	0.241
Legislated										
Meridian Hall - AODA Projects	6.622	0.221	3.3%	6.622	100.0%	Ⓞ	Ⓞ		10.783	1.840
Meridian Arts Centre - AODA Projects	6.486	0.181	2.8%	6.486	100.0%	Ⓞ	Ⓞ		10.563	0.760
Sub-Total	13.108	0.402	3.1%	13.108	100.0%	-	-		21.345	2.600
State of Good Repair										
Meridian Hall - IGU Replacement Phase 2	0.069	0.001	0.7%	0.069	100.0%	Ⓞ	Ⓞ		0.876	0.808
Meridian Hall - Building Condition Assessment	0.081	0.045	56.0%	0.081	100.0%	Ⓞ	Ⓞ		0.081	0.045
Meridian Hall - Motor Control Centres Phase 2	0.324	0.172	53.2%	0.324	100.0%	Ⓞ	Ⓞ		0.638	0.486
Meridian Hall - Replace Air Handling Units and Coils Phase 2	0.031	0.009	29.5%	0.031	100.0%	Ⓞ	Ⓞ		1.091	1.069
Meridian Arts Centre - SOGR Projects	5.853	0.234	4.0%	5.439	92.9%	Ⓞ	Ⓞ		8.814	0.338
Meridian Arts Centre - Roof Replacement (Flat)	2.576	0.031	1.2%	2.576	100.0%	Ⓞ	Ⓞ		2.576	0.031
St. Lawrence Centre for the Arts - SOGR Projects	0.951	0.029	3.0%	0.951	100.0%	Ⓞ	Ⓞ		0.951	0.029
Meridian Hall - Theatre Systems	0.356	0.002	0.5%	0.356	100.0%	Ⓞ	Ⓞ		0.356	0.002
Meridian Hall - Lobby Presentation Systems	0.283	0.007	2.5%	0.283	100.0%	Ⓞ	Ⓞ		0.283	0.007
Meridian Hall - Video Systems Infrastructure	0.497	0.003	0.6%	0.497	100.0%	Ⓞ	Ⓞ		0.497	0.003
Meridian Hall - Video Presentation and Monitoring System	0.350	0.000	0.1%	0.350	100.0%	Ⓞ	Ⓞ		0.350	0.000
Meridian Hall - Microphones and Processing	0.214	0.051	23.6%	0.214	100.0%	Ⓞ	Ⓞ		0.214	0.051
Sub-Total	11.586	0.585	5.0%	11.172	96.4%	-	-		16.727	2.870
Service Improvements										
Meridian Arts Centre - Sound Isolation	0.077	0.036	46.7%	0.077	100.0%	Ⓞ	Ⓞ		0.215	0.174
Sub-Total	0.077	0.036	46.7%	0.077	100.0%	-	-		0.215	0.174
Growth Related										
St. Lawrence Centre for the Arts - Redevelopment Planning	3.661	0.054	1.5%	0.911	24.9%	Ⓜ	Ⓜ	#1	3.750	0.143
Sub-Total	3.661	0.054	1.5%	0.911	24.9%	-	-		3.750	0.143
Total	30.550	1.251	4.1%	27.386	89.6%				45.022	6.027

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 St. Lawrence Centre for the Arts - Redevelopment Planning project was previously delayed as the public engagement was put on pause due to COVID-19. TO Live and CreateTO have launched public consultation process in March 2021 for the reimagining of the St. Lawrence Centre for the Arts. It is anticipated that \$0.911 million of the cash flow will be spent by year-end.

Chart 1
2021 Approved Budget by Category (\$18.20)

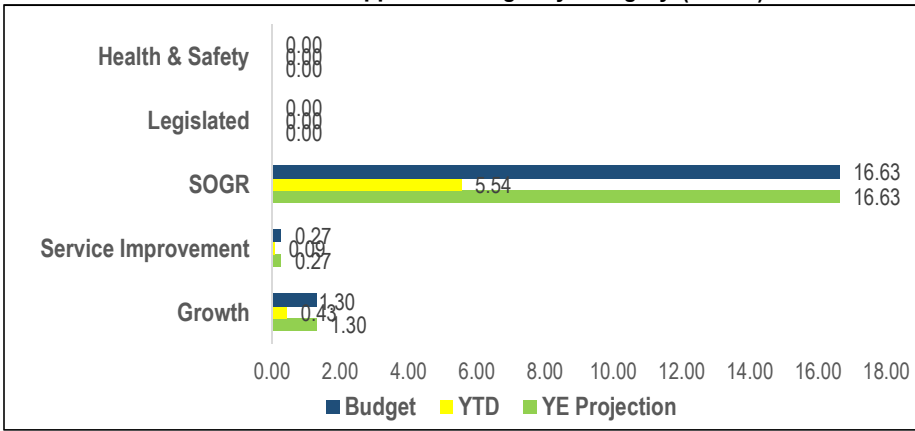


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	20
Service Improvement	1
Growth	2
Total # of Projects	23

Chart 2
Project Status - 23

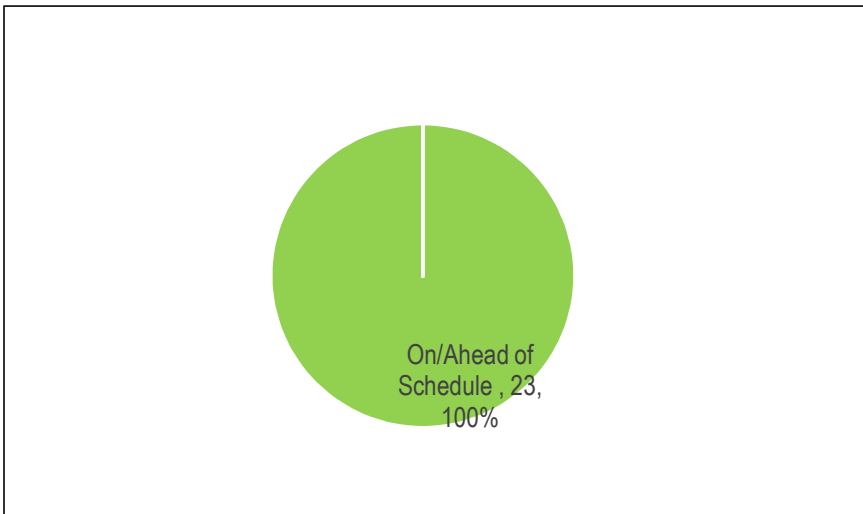


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
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
18.20				

Key Discussion Points: (Please provide reason for delay)

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

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Greenspace Land Acquisition (Toronto Share)	0.064	0.021	33.3%	0.064	100.0%	Ⓔ	Ⓔ		0.812	0.769
Shoreline Monitoring & Maintenance	0.400	0.133	33.3%	0.400	100.0%	Ⓔ	Ⓔ		3.950	3.683
Erosion Infrastructure - Major Maintenance	1.200	0.400	33.3%	1.200	100.0%	Ⓔ	Ⓔ		11.030	10.230
Black Creek Pioneer Village Retrofit	0.371	0.124	33.3%	0.371	100.0%	Ⓔ	Ⓔ		3.205	2.958
Living City Action Plan - Sustainable Communities	0.902	0.301	33.3%	0.902	100.0%	Ⓔ	Ⓔ		8.124	7.523
Living City Action Plan - Watershed Monitoring	0.540	0.180	33.3%	0.540	100.0%	Ⓔ	Ⓔ		4.892	4.532
Living City Action Plan - Regional Watershed Management	1.407	0.469	33.3%	1.407	100.0%	Ⓔ	Ⓔ		10.717	9.779
Living City Action Plan - Regeneration Sites	0.511	0.170	33.3%	0.511	100.0%	Ⓔ	Ⓔ		4.773	4.432
Waterfront Development - Environmental Monitoring	0.245	0.082	33.3%	0.245	100.0%	Ⓔ	Ⓔ		2.445	2.282
Waterfront Development - Keating Channel Dredging	0.320	0.107	33.3%	0.320	100.0%	Ⓔ	Ⓔ		3.200	2.987
Waterfront Development - Ashbridges Bay	0.250	0.083	33.3%	0.250	100.0%	Ⓔ	Ⓔ		2.700	2.533
Tommy Thompson Cell Capping	0.050	0.017	33.3%	0.050	100.0%	Ⓔ	Ⓔ		0.879	0.846
Waterfront Development - Ongoing Major Maintenance	0.188	0.063	33.3%	0.188	100.0%	Ⓔ	Ⓔ		2.206	2.081
Toronto Planning Initiatives	0.100	0.033	33.3%	0.100	100.0%	Ⓔ	Ⓔ		0.480	0.413
Information Technology Replacement	0.257	0.086	33.3%	0.257	100.0%	Ⓔ	Ⓔ		2.605	2.434
Gibraltar Point Erosion	3.000	1.000	33.3%	3.000	100.0%	Ⓔ	Ⓔ		15.230	13.230
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.107	33.3%	0.322	100.0%	Ⓔ	Ⓔ		2.530	2.315
Layer 2 - Extra Waterfront Major Maintenance	2.300	0.767	33.3%	2.300	100.0%	Ⓔ	Ⓔ		6.950	5.417
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.067	33.3%	0.200	100.0%	Ⓔ	Ⓔ		2.200	2.067
Layer 2 - Extra Erosion Major Maintenance	4.000	1.333	33.3%	4.000	100.0%	Ⓔ	Ⓔ		19.556	16.889
Sub-Total	16.627	5.542	33.3%	16.627	100.0%	-	-		108.484	97.399
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.090	33.3%	0.270	100.0%	Ⓔ	Ⓔ		2.520	2.340
Sub-Total	0.270	0.090	33.3%	0.270	100.0%	-	-		2.520	2.340
Growth Related										
Long Term Accommodation Plan - 5 Shoreham	1.283	0.428	33.3%	1.283	100.0%	Ⓔ	Ⓔ		31.860	4.290
Toronto Wildlife Centre Site Restoration	0.017	0.006	33.3%	0.017	100.0%	Ⓔ	Ⓔ		4.517	4.506
Sub-Total	1.300	0.433	33.3%	1.300	100.0%	-	-		36.377	8.795
Total	18.197	6.066	33.3%	18.197	100.0%	-	-		147.381	108.535

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
2021 Approved Budget by Category (\$72.85)

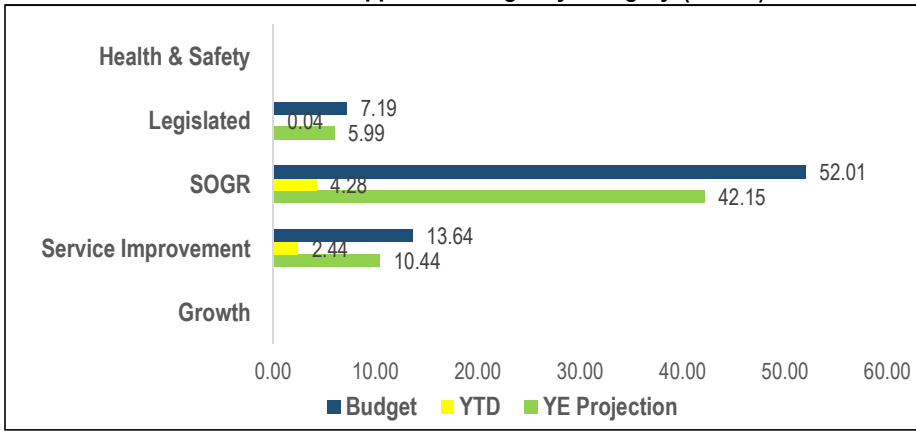


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	28
Service Improvement	8
Growth	
Total # of Projects	38

Chart 2
Project Status - 38

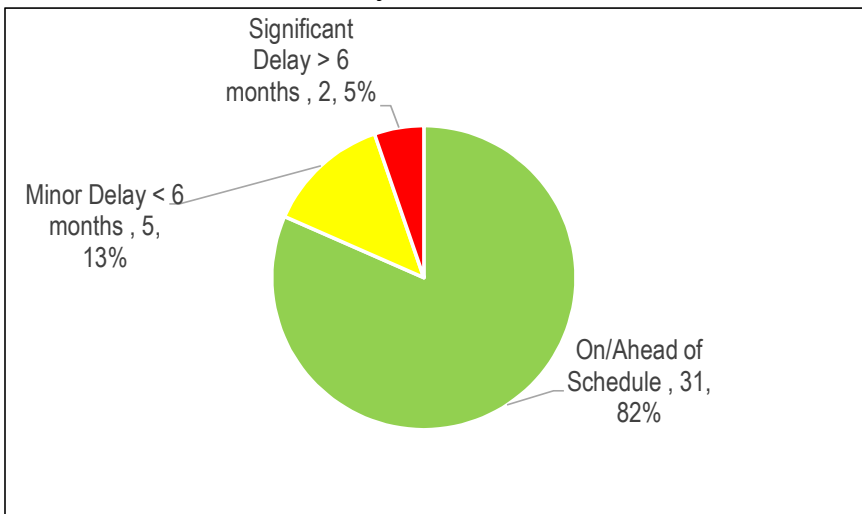


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	1	4
Community Consultation		
Other*	1	1
Total # of Projects	2	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.90	9.49	0.46		

Reasons for "Other*" Projects Delay:

- Long Term Facility Plan - Consultant: its an extensive project that requires stakeholder engagement, consultations, building assessment. Given the current environment and impacts of COVID19 on the future of the operation, it is anticipated that project would take 16-24 months to complete.
- Property & Evidence Scanners: due to the requirement of custom software and compatability with the existing network infrastructure, installation timelines and the hardware devices are being further reviewed to ensure it meets the TPS requirements.

Toronto Police Service (POL)

Key Discussion Points:

- Toronto Police Service is projecting 2021 year-end spend of \$58.583 million, or 80% of its 2021 Approved Capital Budget of \$72.846 million.
- Due to COVID-19, there have been delays in planned construction schedules, including labour and critical supply chain disruptions, delays in obtaining required permits. The duration and full impact of COVID19 is still unknown, which can results in further impacts to the capital program.
- From the forecasted 2021 gross under-expenditure \$2.1M will be returned to the Vehicle and Equipment reserve due to savings realized in the Workstation, Laptop, Printer lifecycle project due to lower pricing (\$1.3M), utilization of Provincial grant funds for the replacement of servers in the Closed Circuit Television project (\$0.2M), Lifecycle replacement for Connected Officer phones (\$0.2M) that are not required and the Wireless Parking System project being delivered below budget (\$0.3M).

1. This table should be based on the Table 3 "Summary of Major Capital Initiatives" in your Budget Notes.

2. Every Project with Red and Yellow coding has to have status explained in Comment.

3. All entries have to be in Millions with 3 decimal points

Do NOT insert additional formulas in any of the cells or insert additional columns, change format, print area, font or otherwise compromise integrity of this spreadsheet.

DO NOT CHANGE " YTD Exp. %" or "YE Projection %" or "On Budget" or "On Time" Column



Toronto Police Service (POL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Next Generation (N.G.) 9-1-1 Communication Center	6.695	0.041	0.6%	5.695	85.1%	G	G	#1	8.985	0.696
	0.500	0.000	0.0%	0.300	60.0%	Y	Y		0.500	0.000
Sub-Total	7.195	0.041	0.6%	5.995	83.3%	-	-		9.485	0.696
State of Good Repair										
State-of-Good-Repair	6.059	0.313	5.2%	3.947	65.1%	Y	G		on-going	on-going
Radio Replacement	6.130	0.086	1.4%	6.130	100.0%	G	G		38.051	29.652
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.581	0.000	0.0%	1.344	85.0%	G	G		4.285	2.704
Mobile Command Centre	1.735	0.000	0.0%	1.335	76.9%	G	G		1.735	0.000
Vehicle Replacement	8.373	1.494	17.8%	8.221	98.2%	G	G		162.892	79.582
Furniture Lifecycle Replacement	1.117	0.086	7.7%	0.717	64.2%	Y	G		14.440	11.934
Workstation, Laptop, Printer- Lifecycle plan	4.324	0.015	0.3%	2.525	58.4%	Y	G		81.082	41.841
Servers - Lifecycle Plan	6.865	0.442	6.4%	5.865	85.4%	G	G		95.239	44.233
IT Business Resumption	2.569	0.050	1.9%	2.069	80.5%	G	G		42.088	20.735
Mobile Workstation	4.081	0.949	23.3%	3.881	95.1%	G	G		48.429	22.565
Locker Replacement	0.658	0.000	0.0%	0.458	69.6%	Y	G		8.661	3.143
Network Equipment	1.750	0.000	0.0%	1.600	91.4%	G	G		58.556	21.955
In-car Camera	0.000	0.000	0.0%	0.000	0.0%	G	G		10.491	4.216
Voice Logging	0.000	0.000	0.0%	0.000	0.0%	G	G		2.460	1.460
DVAM I, II (LR)	1.318	0.218	16.5%	1.008	76.5%	G	Y		12.941	4.184
Automatic Vehicle Locator (A.V.L.)	0.789	0.000	0.0%	0.589	74.7%	G	G		7.172	2.383
Property & Evidence Scanners	0.043	0.000	0.0%	0.043	100.0%	G	R	#2	0.066	0.023
Small Equipment Replacement	1.222	0.007	0.5%	0.922	75.5%	G	G		9.271	3.993
Security System Replacement	0.095	0.094	99.5%	0.094	99.5%	G	G		1.600	1.600
Digital Photography	0.323	0.005	1.6%	0.323	100.0%	G	G		2.332	1.070
Radar Unit Replacement	0.016	0.000	0.0%	0.016	100.0%	G	G		1.869	0.945
Divisional Parking lot Network	0.000	0.000	0.0%	0.000	0.0%	G	G		3.799	1.999
Conducted Energy Weapon	1.942	0.509	26.2%	0.760	39.1%	R	G	#3	9.083	1.811
Closed Circuit Television (C.C.T.V.)	0.326	0.000	0.0%	0.140	43.0%	R	G	#4	3.163	0.837
Connected Officer LR	0.250	0.000	0.0%	0.000	0.0%	R	G	#5	10.179	0.000
Livescan	0.000	0.000	0.0%	0.000	0.0%	G	G		1.205	0.665
Electronic Surveillance	0.033	0.000	0.0%	0.033	100.0%	G	G		1.625	2.023
Wireless Parking System	0.414	0.014	3.4%	0.127	30.7%	R	R	#6	13.784	3.338
Sub-Total	52.012	4.281	8.2%	42.147	81.0%	-	-		646.498	308.890
Service Improvements										
Transforming Corporate Support	1.376	0.000	0.0%	1.176	85.5%	G	G		9.242	6.558
54/55 Divisions Amalgamation	0.908	0.015	1.6%	0.550	60.5%	Y	Y	#7	50.500	0.290
ANCOE (Enterprise Business Intelligence and Global Search)	1.019	0.736	72.2%	0.869	85.3%	G	G		12.528	11.840
Body Worn Camera - Phase II	2.800	1.336	47.7%	2.600	92.9%	G	G		5.855	4.391
41 Division	6.016	0.158	2.6%	4.176	69.4%	Y	Y	#8	50.500	1.214

Toronto Police Service (POL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Long Term Facility Plan - Facility and Process	0.700	0.130	18.6%	0.700	100.0%	Ⓔ	Ⓔ		4.492	2.153
Long Term Facility Plan - Consultant	0.750	0.000	0.0%	0.300	40.0%	Ⓓ	Ⓕ	#9	0.750	0.000
Automated External Defibrillator (A.E.D.s.)	0.070	0.065	93.1%	0.070	100.0%	Ⓔ	Ⓔ		0.386	0.150
Sub-Total	13.640	2.440	17.9%	10.441	76.5%	-	-		134.253	26.597
Total	72.846	6.762	9.3%	58.583	80.4%				790.236	336.183

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: Communication Center Consulting

Project delayed due to COVID19

Note # 2: Property & Evidence Scanners

The general contractor timelines for the build of the new location for VES at 330 Progress Avenue, the costing for the custom software development to tie into the network infrastructure, the infrastructure/network installation timelines and specific hardware devices are being reviewed and an implementation plan factoring these four components are being considered. Discussions are currently on-going.

Note # 3: Conducted Energy Weapon

Ministry has approved the new Taser 7 device, Police is proceeding with the replacement of CEWs. The year-end projection is based on CEW costing. New devices will be funded by CSP grant.

Note # 4: Closed Circuit Television (C.C.T.V.)

Underspending as a result of servers being replaced using provincial grant money.

Note # 5: Connected Officer

This portion of the capital budget was put in place as a placeholder for unanticipated requirements. Funding is no longer required.

Note # 6: Wireless Parking System

Project delayed due to COVID19

Note # 7: 54/55 Divisions Amalgamation

Construction will commence by the second quarter of 2022. The current plan is to return the 54 and 55 divisional properties back to the City, once the building is constructed and operational. Timeline and construction cost is adjusted for 2021. However, due to new COVID-19 restrictions, it is anticipated that there will be some delays in the project.

Note # 8: 41 Division

This new divisional build is being constructed on the existing 41 Division site, and operations will continue while the construction is occurring. Renovation work to be completed in May/June 2021 with relocation of staff scheduled shortly thereafter. Phase 1 of demolition is expected to start in August 2021. Community engagement has been initiated with a Town Hall meeting being scheduled for the second quarter of 2021. Timeline and construction cost is adjusted for 2021. However, due to COVID-19 restrictions, it is anticipated that there will be some delays in the project.

Note # 9: Long Term Facility Plan

This work is extensive and involves various stakeholder engagements and building assessments. Given the challenges of COVID19, along with units determining what the future of their office/operations will look like after the pandemic, it is anticipated that the work will take approximately 16-24 months.

Chart 1
2021 Approved Budget by Category (\$5.03)

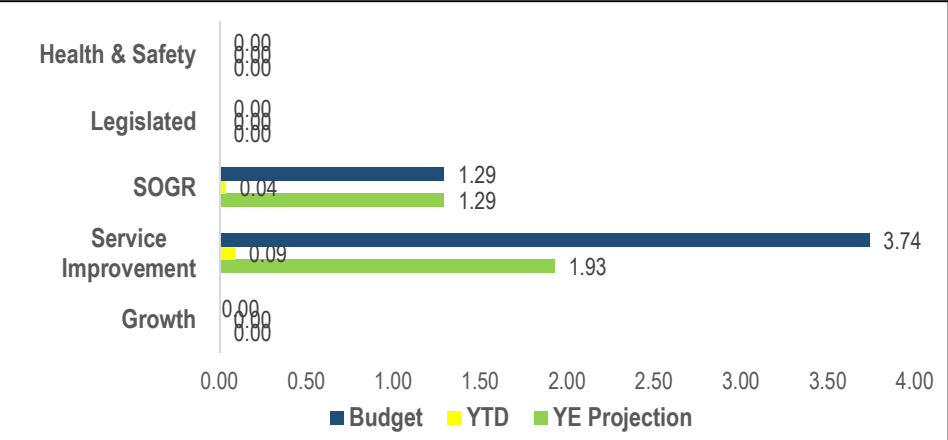


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 5

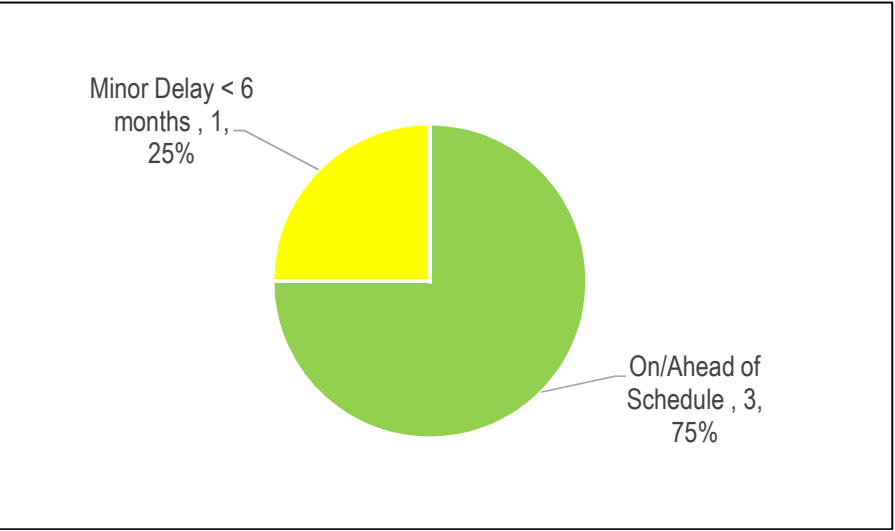


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.82	3.21			

Key Discussion Points:

- YTD spending mainly reflects underspending attributed to COVID-19 impacts.

Toronto Public Health (TPH)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	\$	%	On Budget	On Time				%
State of Good Repair											
Community Health Information System	0.000	0.000		0.000			Ⓞ	#1	3.522	3.111	88.3%
Inspection Management - Implementation	1.293	0.036	2.8%	1.293	100.0%	Ⓞ	Ⓞ		5.287	0.018	0.3%
Sub-Total	1.293	0.036	2.8%	1.293	100.0%	-	-		8.809	3.129	
Service Improvements											
Datamart Data Warehouse - Phase 3	0.467	0.000	0.0%	0.467	100.0%	Ⓞ	Ⓞ	#1	2.814	1.933	
Electronic Medical Record - Phase 3	0.060	0.020	33.4%	0.060	100.0%	Ⓞ	Ⓞ	#1	2.728	1.625	
Ontario Seniors Dental Care Program	3.212	0.069	2.1%	1.401	43.6%	Ⓡ	Ⓢ	#2	3.340	0.196	
Sub-Total	3.739	0.089	2.4%	1.928	51.6%	-	-		8.882	3.754	
Total	5.032	0.124		3.221					17.691	6.883	

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, capital projects were delayed/paused as part of the City's capital slowdown to enable potential offsets to COVID-19. As a result project activities for the *Datamart Data Warehouse - Phase 3* project will resume on July 1, 2021 and the *Community Health Information System* and *Electronic Medical Records - Phase 3* projects will resume on January 1, 2022.

Note # 2:

Project continues to experience ongoing delays as a result of COVID-19 including the execution of lease/service contracts with site locations and RFQ issuance delays related to the dental vehicle build portion of the project.

Chart 1
2021 Approved Budget by Category (\$44.99)

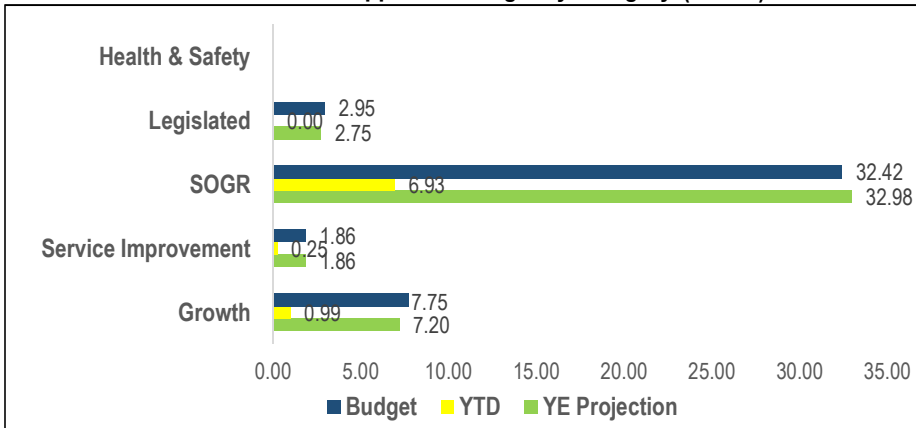


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	14
Service Improvement	2
Growth	6
Total # of Projects	23

Chart 2
Project Status - 23

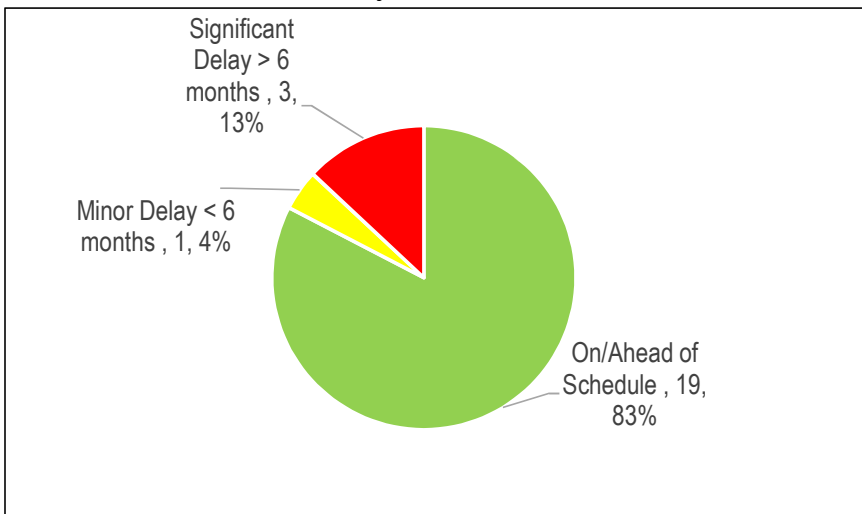


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
42.69	1.57	0.73		

Reasons for "Other*" Projects Delay:

- Northern District Renovation: Scope and timing of the project is still being reviewed.
- Weston Renovation: A Request for Quotation for Architectural Services will be issued in the late May/early June.
- Maryvale Relocation: Construction tender is expected in summer of 2021 with construction to commence in early fall.

Toronto Public Library (LIB)

Key Discussion Points:

- Toronto Public Library is projecting 2021 year-end spend of \$44.789 million, or 99.5% of its 2021 Approved Capital Budget of \$44.994 million.
- 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.
- The York Woods renovation capital project is progressing ahead of schedule and will require an in-year budget adjustment., included as part of this report. An in-year budget adjustment is requesting to increase the overall budget by \$2.066 million, funded by \$0.301 million of development charges and \$1.764 million debt to be transferred from the Multi-Branch Minor Renovation Program.

Toronto Public Library (LIB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Multi-Branch Minor Reno Prog (Accessibility)	2.954	0.004	0.1%	2.750	93.1%	Ⓞ	Ⓞ		7.996	0.595
Sub-Total	2.954	0.004	0.1%	2.750	93.1%	-	-		7.996	0.595
State of Good Repair										
Albert Campbell Renovation - Construction	4.908	3.346	68.2%	5.863	119.5%	Ⓡ	Ⓞ	#1	20.216	11.633
Answerline and Community Space Rental Modernization	0.744	0.000	0.0%	0.744	100.0%	Ⓞ	Ⓞ		1.400	0.656
Digital Experiences (Formerly Virtual Branch Services)	1.323	0.120	9.1%	1.323	100.0%	Ⓞ	Ⓞ		7.500	1.848
Multi-Branch Minor Reno Prog - 2016 - 2021	1.069	0.136	12.8%	1.069	100.0%	Ⓞ	Ⓞ		10.165	9.232
Multi-Branch Minor Reno Prog	4.527	0.578	12.8%	2.763	61.0%	Ⓢ	Ⓞ		28.739	8.649
North York Central Library Phase 2	1.313	0.145	11.1%	1.313	100.0%	Ⓞ	Ⓞ		12.718	11.550
Northern District Renovation - Design	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.251	0.000
Northern District Streetscaping	0.473	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		0.990	0.022
Richview Building Elements (SOGR)	0.175	0.000	0.0%	0.175	100.0%	Ⓞ	Ⓞ		3.546	0.061
Technology Asset Management Prog:20-24	6.772	0.318	4.7%	6.772	100.0%	Ⓞ	Ⓞ		25.452	4.621
Toronto Reference Library Renovation	3.694	0.290	7.9%	3.694	100.0%	Ⓞ	Ⓞ		10.710	0.346
Weston Renovation	0.159	0.000	0.0%	0.030	18.9%	Ⓡ	Ⓡ	#3	0.641	0.000
Wychwood Library Renovation	3.280	0.971	29.6%	3.280	100.0%	Ⓞ	Ⓞ		15.796	11.018
York Woods Renovation	3.888	1.027	26.4%	5.954	153.1%	Ⓡ	Ⓞ	#4	11.758	8.898
Sub-Total	32.424	6.933	21.4%	32.980	101.7%	-	-		149.882	68.535
Service Improvements										
Integrated Payment Solutions	0.144	0.007	5.0%	0.144	100.0%	Ⓞ	Ⓞ		2.250	2.113
Service Modernization and Transformation	1.720	0.244	14.2%	1.720	100.0%	Ⓞ	Ⓞ		6.771	0.549
Sub-Total	1.864	0.251	13.5%	1.864	100.0%	-	-		9.021	2.662
Growth Related										
Bayview-Bessarion Library Relocation	5.171	0.821	15.9%	5.171	100.0%	Ⓞ	Ⓞ		15.322	8.073
Bridlewood Branch Relocation	0.092	0.016	17.5%	0.092	100.0%	Ⓞ	Ⓞ		7.299	0.024
Dawes Road Reconstruction & Expansion	0.466	0.150	32.2%	0.466	100.0%	Ⓞ	Ⓞ		24.593	5.425
Etobicoke New Construction	0.351	0.000	0.0%	0.351	100.0%	Ⓞ	Ⓞ		1.416	0.000
Maryvale Relocation	1.571	0.005	0.3%	1.015	64.6%	Ⓢ	Ⓢ	#5	2.749	0.082
Pleasant View Library Renovation & Expansion	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.636	0.000
Sub-Total	7.751	0.993	12.8%	7.196	92.8%	-	-		52.015	13.604
Total	44.994	8.180	18.2%	44.789	99.5%				218.914	85.396

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: Albert Campbell Renovation - Construction

Construction is progressing very well and it is expected that the project will be ahead of schedule in 2021.

Note # 2: Northern District

Scope and timing of the project is still being reviewed.

Note # 3: Weston Renovation

A Request for Quotation for Architectural Services will be issued in the late May/early June.

Note # 4: York Woods Renovation

At its meeting on April 26, 2021, the Board endorsed an increase to the total project cost of the York Woods Renovation project. An in-year budget adjustment of \$2.066 million will be requested as part of the City's month four variance report.

Note # 5: Maryvale Relocation

Construction tender is expected in summer 2021 with construction to commence in early fall.

Chart 1
2021 Approved Budget by Category (\$1,376.04)

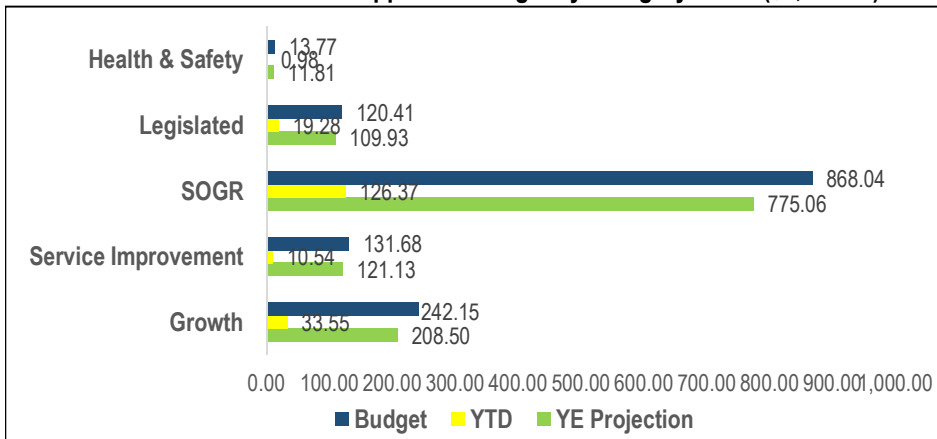


Table 1
2021 Active Projects by Category

Health & Safety	9
Legislated	8
SOGR	37
Service Improvement	16
Growth	13
Total # of Projects	83

Chart 2
Project Status - 83

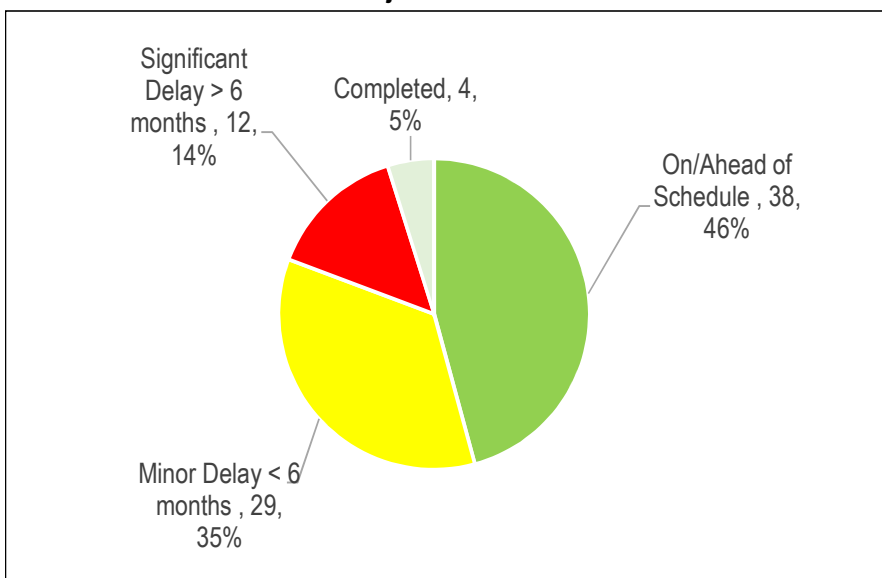


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed		
Contractor Issues	1	7
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	9	21
Total # of Projects	12	29

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
851.50	384.57	139.97		

Key Discussion Points: (Please provide reason for delay)

- As at April 30, 2021, the overall Toronto Transit Commission capital program had expenditures totalling \$190.7 million or spent 14% of its adjusted 2021 Capital Budget of \$1.4 billion. The 2021 Capital Budget was adjusted for additional carry forwards and other adjustments to better align cash flow to spending capacity. TTC is projecting a 89% spending rate or \$1.2 billion at year end, leaving approximately \$149.6 million unspent. Comprising of the Base Program and Transit Expansion projects, the Base Program spent approximately \$184.1 million during the first four months of 2021, or approximately 14% of its adjusted 2021 Capital Budget of \$1.3 billion. The Base Program is projecting to spend approximately 89% or \$1.1 billion by year-end. The Transit Expansion projects spent approximately \$6.6 million or 7% of its adjusted 2021 Capital Budget of \$92.4 million and is projecting to spend approximately \$89.2 million or 97% by year end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Power Dist. H&S	0.248	0.080	32.1%	0.248	99.9%	Ⓞ	Ⓞ		0.571	0.226
Communications-H&S	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.000	0.000
Finishes-H&S	2.247	0.309	13.8%	0.752	33.5%	Ⓡ	Ⓞ		4.653	1.459
Streetcar Overhaul - H&S	0.854	0.015	1.8%	0.700	82.0%	Ⓞ	Ⓢ		9.708	0.015
Subway Car Overhaul - H&S	0.732	0.000	0.0%	1.000	136.6%	Ⓡ	Ⓢ	Note.1	1.000	0.000
Computer Equipment And Software - H&S	4.295	0.103	2.4%	4.295	100.0%	Ⓞ	Ⓡ		6.720	1.064
Other Buildings - H&S	1.582	0.060	3.8%	0.702	44.4%	Ⓡ	Ⓡ		53.651	0.555
Bus Overhaul - H&S	2.805	0.627	22.3%	2.805	100.0%	Ⓞ	Ⓢ		2.805	0.627
Safety and Reliability	1.004	-0.217	-21.6%	1.304	129.8%	Ⓡ	Ⓢ		11.126	0.605
Sub-Total	13.768	0.976	7.1%	11.806	85.7%				90.234	4.552
Legislated										
Communications-Legislated	1.056	0.180	17.0%	0.714	67.6%	Ⓢ	Ⓞ		18.988	14.407
Equipment-Legislated	0.950	0.111	11.7%	0.873	91.9%	Ⓞ	Ⓞ		60.788	20.564
Streetcar Network-Legislated	2.024	0.079	3.9%	1.940	95.9%	Ⓞ	Ⓢ		54.933	50.668
Easier Access-Phase III	80.148	14.619	18.2%	80.496	100.4%	Ⓞ	Ⓞ		1,080.726	397.262
Subway Car Overhaul - Legislated (AODA)	2.536	0.014	0.5%	0.000	0.0%	Ⓡ	Ⓢ		30.860	16.340
Subway Asbestos Removal	17.679	2.035	11.5%	10.918	61.8%	Ⓢ	Ⓞ		108.237	69.775
Other Service Planning - Legislated	7.525	0.437	5.8%	5.576	74.1%	Ⓞ	Ⓢ		24.510	8.742
Other Buildings - Legislated	8.495	1.805	21.2%	9.413	110.8%	Ⓡ	Ⓞ	Note.2	101.534	42.805
Sub-Total	120.413	19.279	16.0%	109.931	91.3%				1,480.576	620.563
State of Good Repair										
Subway Track - SOGR	41.137	4.864	11.8%	38.637	93.9%	Ⓞ	Ⓞ		269.276	204.372
Surface Track - SOGR	42.912	3.911	9.1%	40.301	93.9%	Ⓞ	Ⓞ		296.429	181.808
Traction Power-Variou	26.805	6.076	22.7%	24.367	90.9%	Ⓞ	Ⓞ		363.206	311.460
Power Dist. SOGR	7.699	1.347	17.5%	7.726	100.3%	Ⓞ	Ⓞ		229.052	129.432
Communications-SOGR	16.996	3.074	18.1%	14.214	83.6%	Ⓞ	Ⓞ		166.282	121.897
Signal Systems	16.309	4.543	27.9%	14.167	86.9%	Ⓞ	Ⓞ		240.365	170.181
Finishes-SOGR	35.660	6.817	19.1%	33.122	92.9%	Ⓞ	Ⓞ		281.064	176.712
Equipment-SOGR	50.261	4.828	9.6%	47.071	93.7%	Ⓞ	Ⓞ		474.455	295.447
On-Grade Paving Rehabilitation	8.970	1.404	15.7%	13.679	152.5%	Ⓡ	Ⓞ		139.073	108.853
Bridges And Tunnels-Variou	34.423	6.540	19.0%	31.725	92.2%	Ⓞ	Ⓞ		412.193	416.241
Fire Ventilation Upgrades & Second Exits	23.719	4.030	17.0%	35.459	149.5%	Ⓡ	Ⓞ		521.139	299.426
Purchase of Wheel Trans	27.976	1.469	5.3%	12.355	44.2%	Ⓡ	Ⓢ		73.264	26.714
Purchase Of Subway Cars - SOGR	11.223	1.065	9.5%	10.832	96.5%	Ⓞ	Ⓞ		1,618.127	1,148.954
Streetcar Overhaul - SOGR	3.786	0.774	20.4%	3.786	100.0%	Ⓞ	Ⓞ		63.823	33.881
Subway Car Overhaul - SOGR	28.033	9.239	33.0%	27.764	99.0%	Ⓞ	Ⓞ		440.557	234.367
Automotive Non-Revenue Vehicle Replace - SOGR	5.660	0.401	7.1%	4.114	72.7%	Ⓞ	Ⓢ		28.149	0.000
Rail Non Revenue Vehicle Overhaul	3.445	0.602	17.5%	3.418	99.2%	Ⓞ	Ⓢ		30.569	13.654
Rail Non-Revenue Vehicle Purchase - SOGR	2.079	0.309	14.8%	1.927	92.7%	Ⓞ	Ⓞ		50.587	25.303
Tools And Shop Equipment	12.121	0.618	5.1%	11.607	95.8%	Ⓞ	Ⓡ		33.826	0.000
Revenue & Fare Handling Equipment - SOGR	12.860	2.119	16.5%	7.062	54.9%	Ⓢ	Ⓞ		77.046	46.882
Computer Equipment And Software - SOGR	91.687	7.733	8.4%	71.339	77.8%	Ⓞ	Ⓡ		636.140	245.391
Other Furniture And Office Equipment	0.299	0.041	13.7%	0.087	29.1%	Ⓡ	Ⓞ		4.269	0.000
Other Service Planning - SOGR	7.008	0.665	9.5%	5.357	76.4%	Ⓞ	Ⓢ		24.511	9.909
Transit Shelters & Loops -SOGR	0.591	0.000	0.0%	0.591	100.0%	Ⓞ	Ⓢ		3.585	2.448
Other Buildings - SOGR	47.652	8.937	18.8%	45.551	95.6%	Ⓞ	Ⓞ		874.998	426.570

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Purchase of Buses -SOG	10.562	0.776	7.3%	83.039	786.2%	R	Y		1,348.305	671.488
Bus Overhaul - SOGR	59.423	19.223	32.3%	59.424	100.0%	G	G		494.501	398.389
Other Maintenance Equipment	3.047	0.038	1.2%	3.047	100.0%	G	R		10.761	0.000
Queensway Garage Expansion	0.000	0.000	0.0%	0.000	0.0%	R	R		24.067	24.085
Purchase of Streetcars - SOGR	118.493	3.210	2.7%	34.583	29.2%	R	Y		1,194.398	1,068.019
POP Legacy Fare Collection	0.577	0.027	4.7%	0.577	100.0%	G	R		3.528	2.978
ATC Resignalling - YUS Line	57.760	13.098	22.7%	50.000	86.6%	G	G		737.000	577.324
ATC Resignalling - Bloor/Danforth Line	3.901	0.291	7.5%	1.650	42.3%	R	R		735.599	1.347
Leslie Barns	8.105	0.512	6.3%	2.224	27.4%	R	Y		530.489	511.188
TR Yard And Tail Track Accommodation	34.983	7.409	21.2%	32.160	91.9%	G	G		495.385	333.856
Warehouse Consolidation - SOGR	2.240	0.376	16.8%	2.101	93.8%	G	G		5.507	2.053
Corporate Initiatives - CLA	9.637	0.000	0.0%	0.000	0.0%	R	R		98.189	0.000
Sub-Total	868.038	126.366	14.6%	775.060	89.3%				13,029.715	8,220.629
Service Improvements										
Subway Track - Service Improvement	2.567	0.047	1.8%	2.567	100.0%	G	R		21.451	18.883
Surface Track - Service Improvement	8.657	0.134	1.6%	8.357	96.5%	G	Y		18.788	2.569
Power Dist. Service Improvement	0.220	0.008	3.8%	0.220	100.0%	G	Y		1.550	1.112
Communications-Service Improvement	0.044	0.000	0.0%	0.000	0.0%	R	Y		0.297	0.252
Finishes-Service Improvement	1.782	0.025	1.4%	0.400	22.4%	R	Y		46.605	42.358
Automotive Non-Revenue Vehicle Replace - Service Imp.	0.708	0.001	0.1%	2.208	311.7%	R	Y		37.154	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.084	0.018	21.0%	0.084	100.0%	G	G		13.500	0.154
Computer Equipment And Software - Service Improvement	6.544	0.197	3.0%	4.133	63.2%	Y	R		19.019	1.072
Other Service Planning - Service Improvement	29.914	2.880	9.6%	12.527	41.9%	R	G		92.366	24.189
Transit Shelters & Loops - SI	0.000	0.000	0.0%	0.000	0.0%	R	G		0.000	2.442
Other Buildings - Service Improvement	30.355	5.329	17.6%	30.485	100.4%	G	G		1,826.716	97.850
Purchase of Buses - Service Improvement	4.125	0.042	1.0%	4.125	100.0%	G	Y		124.471	106.510
Kipling Station Improvements	0.875	0.070	8.0%	0.205	23.4%	R	G		14.293	7.990
Bicycle Parking At Stations	0.652	0.000	0.0%	0.552	84.7%	G	Y		1.213	0.562
Warehouse Consolidation - SI	0.000	-0.484	0.0%	0.000	0.0%	R	G		2.268	0.000
Yonge-Bloor Capacity Enhancement	45.148	2.270	5.0%	55.265	122.4%	R	Y		1,403.845	20.758
Sub-Total	131.676	10.537	8.0%	121.129	92.0%				3,623.536	326.700
Growth Related										
Bus Rapid Transit-Growth	2.805	-0.015	-0.5%	2.805	100.0%	G	Y		38.550	30.673
Sheppard Subway	0.000					R	G		968.856	911.415
Purchase Of Subway Cars - Growth	2.653	0.323	12.2%	1.883	71.0%	Y	G		165.589	1.765
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%	0.000	0.0%	R	G		0.000	0.000
Other Service Planning - Growth	0.876	0.006	0.6%	0.300	34.2%	R	Y		2.338	1.523
Other Buildings - Growth	34.394	0.563	1.6%	5.045	14.7%	R	Y		328.618	10.279
Purchase of Buses - Growth	0.000					R	Y		0.000	0.303
Purchase of Streetcars - Growth	103.042	25.176	24.4%	103.042	100.0%	G	G		139.778	25.202
PRESTO Farecard Implementation	4.008	0.169	4.2%	3.859	96.3%	G	R		79.821	60.274
McNicol New Bus Garage Facility	1.951	0.759	38.9%	2.347	120.3%	R	G		169.000	162.048
Spadina Subway Extension	59.706	2.409	4.0%	59.900	100.3%	G	Y		3,184.171	3,060.101

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Scarborough Subway Extension	26.136	2.115	8.1%	20.144	77.1%	Ⓞ	Ⓜ	Note.3	132.000	77.454
Waterfront Transit	6.574	2.043	31.1%	9.175	139.6%	Ⓡ	Ⓞ		54.800	6.693
Sub-Total	242.145	33.548	13.9%	208.499	86.1%				5,263.521	4,347.730
Total	1,376.040	190.706	13.9%	1,226.425	89.1%				23,487.581	13,520.173

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:

Continuing to investigate public health technologies for piloting on subway vehicles.

Note # 2:

One project (IO6911) is rebaselining as part of an Industry Review to confirm original requirements are still valid as requirements were developed in 2016/2017.

Note # 3:

Project scope and schedule are being reviewed in light of recent Board decision to discontinue SRT service in 2023.

Chart 1
2021 Approved Budget by Category (\$20.26)

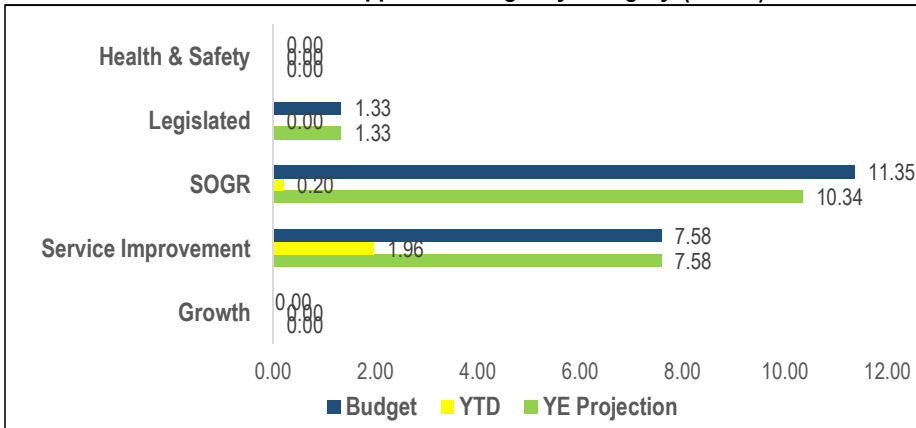


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	6
Service Improvement	1
Growth	
Total # of Projects	8

Chart 2
Project Status - 8

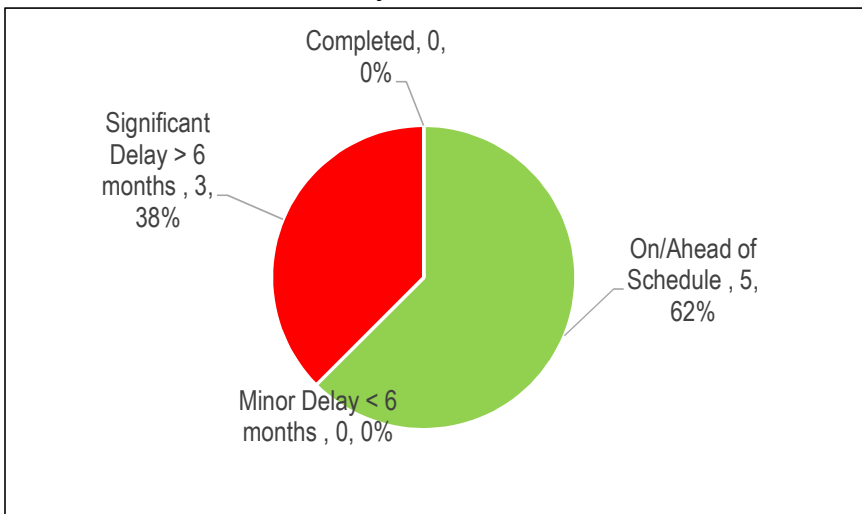


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.22		9.04		

Reasons for "Other*" Projects Delay:

- The construction of the Orangutan Outdoor Exhibit experienced delays due to contractor issues and is anticipated to be completed by the end of 2021

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$2.168 million or 10.7% YTD and is projecting to spend \$19.243 million or 95.0% of its 2021 Council Approved Capital Budget by end of 2021.
- Projects previously delayed as a result of COVID-19 in 2020 are on track for completion as per revised schedule.

Toronto Zoo (ZOO)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Winter Accessibility	1.327	0.000	0.0%	1.327	100.0%	Ⓞ	Ⓞ		1.327	0.000
Sub-Total	1.327	0.000	0.0%	1.327	100.0%	-	-		1.327	0.000
State of Good Repair										
Building and Services	4.078	0.103	2.5%	3.684	90.3%	Ⓞ	Ⓞ		6.608	2.633
Exhibit Refurbishment	2.114	0.014	0.7%	2.114	100.0%	Ⓞ	Ⓞ		2.495	0.398
Grounds & Visitor Improvements	1.616	0.076	4.7%	1.616	100.0%	Ⓞ	Ⓞ		2.690	1.152
Information Systems	2.082	0.001	0.1%	1.950	93.7%	Ⓞ	Ⓞ		2.500	0.420
Front Entrance - Design	0.963	0.000	0.0%	0.963	100.0%	Ⓞ	Ⓡ	#1	1.888	0.925
Welcome Area - Phase A Construction	0.500	0.010	2.0%	0.010	2.0%	Ⓡ	Ⓡ	#1	0.500	0.010
Sub-Total	11.353	0.205	1.8%	10.337	91.1%	-	-		16.681	5.538
Service Improvements										
Orangutan II Outdoor Exhibit	7.579	1.964	25.9%	7.579	100.0%	Ⓞ	Ⓡ	#2	7.820	1.964
Sub-Total	7.579	1.964	25.9%	7.579	100.0%	-	-		7.820	1.964
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	20.259	2.168	10.7%	19.243	95.0%				25.828	7.501

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 Welcome Area project experienced delays in the design phase to accommodate potential partners and budget changes. Construction is anticipated to begin in early 2022.

Note # 2:

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

**2021 Capital Spending by Program
Rate Supported Programs**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWMS	4M	96.20	5.52	52.18	54.2%		⚠
TPA	4M	52.48	0.20	47.12	89.8%		⊙
Toronto Water	4M	1,330.64	185.21	1,179.25	88.6%		⊙
TOTAL	4M	1,479.32	190.93	1,278.54	86.4%		⊙
⊙ >70% ⚠ between 50% and 70% ⊗ < 50% or > 100%							

For the four months ended April 30, 2021, the capital expenditures for Rate Supported Programs totalled \$190.9 million of their collective 2021 Approved Capital Budget of \$1.479 billion. Spending is expected to increase to \$1278.5 million (86.4%) by year-end. Two Programs in this Service Area have a year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 88.6% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 89.8% and 54.2% respectively.

Chart 1
2021 Approved Budget by Category (\$96.20)

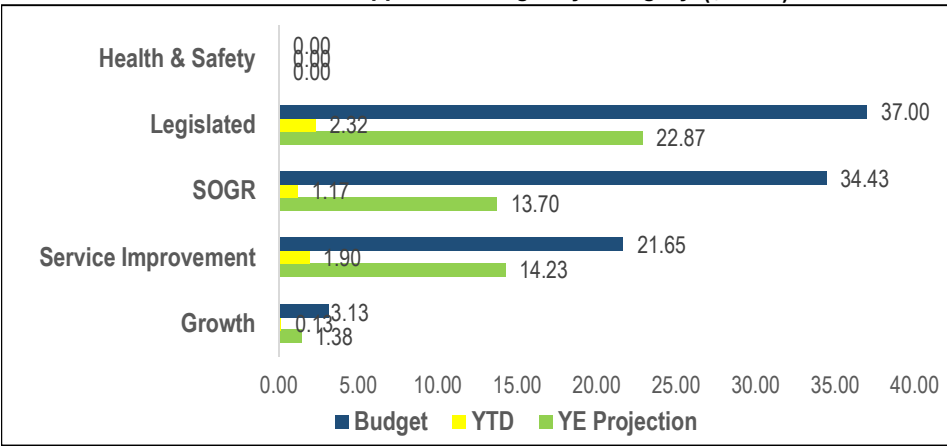


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	7
Service Improvement	10
Growth	3
Total # of Projects	23

Chart 2
Project Status - 23

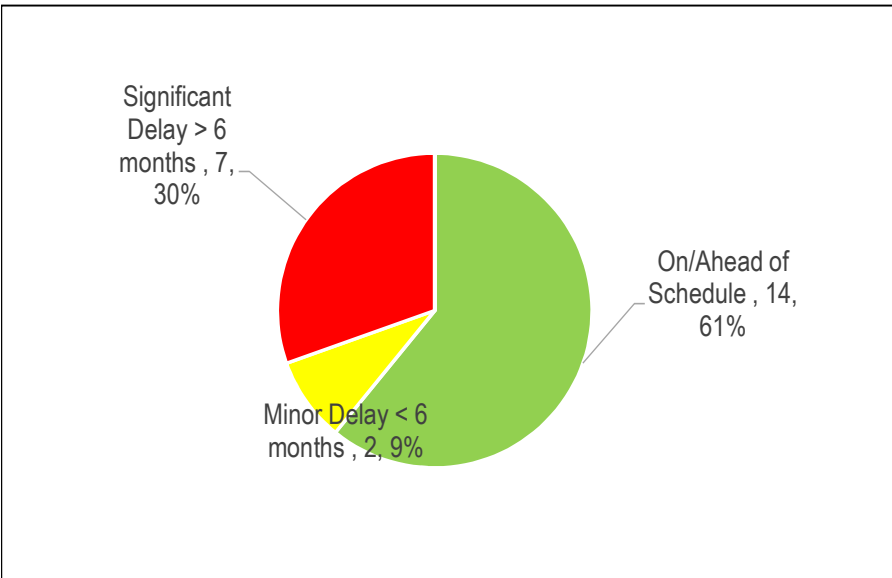


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1.5	1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	0.5	
Other*	4	1
Total # of Projects	7	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
75.51	6.82	13.88		

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

- Minor delay for Dufferin Waste Facility Site Improvement as PMMD reviews pre-qualification. One project in design where contractor has submitted 75% of design with various amendments in process.
- 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 February/March 2021 with warranty period ending February/March 2023..
- Major delay for SWM IT Application Initiatives where 5 subprojects are experiencing delays due to Procurement Issues, Coordination with other Projects, COVID-19 related delays as well as issues with testing data discrepancies and contracts for project management.
- Major delay for Fleet Technology Enhancements due to inconsistency of the current Fleet asset technology and dependency on current Fleet division contracts requiring continued piloting of various systems and a review of the project scope.
- Major delay for Engineering Planning Studies which are Service Improvement projects to be carried out as required. There is 1 project in construction phase and 2 projects in study phase. Delay is due to project scope expansion, pending access to technology software and weather conditions.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 7 projects/subprojects (14% of the budget or \$13.9 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 Asset Management, Fleet Technology Enhancements, SWMS IT projects, Engineering Planning Studies and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Green Lane Landfill	27.290	0.182	0.7%	12.591	46.1%	Ⓡ	Ⓢ		192.080	105.444
Perpetual Care of Landfills	8.705	2.139	24.6%	9.782	112.4%	Ⓡ	Ⓢ		94.326	40.217
Landfill Capacity Development	1.000	0.000	0.0%	0.500	50.0%	Ⓨ	Ⓢ		5.000	0.000
Sub-Total	36.995	2.321	6.3%	22.873	61.8%	-	-		291.406	145.661
State of Good Repair										
Collection Yard Asset Management	1.771	0.158	8.9%	0.653	36.9%	Ⓡ	Ⓢ		19.484	2.598
Transfer Station Asset Management	19.707	1.263	6.4%	10.778	54.7%	Ⓨ	Ⓢ	#1	183.164	46.569
Diversion Facilities Asset Management	2.208	0.000	0.0%	0.293	13.3%	Ⓡ	Ⓡ	#2	8.790	0.678
Organics Processing Facility Asset Management	4.185	(0.250)	-6.0%	1.763	42.1%	Ⓡ	Ⓢ		27.561	0.301
Dufferin Waste Facility Site Improvement	6.559	0.000	0.0%	0.210	3.2%	Ⓡ	Ⓨ	#3	30.000	0.959
Renewable Natural Gas	0.000	0.000		0.000			Ⓢ		0.800	0.000
New Fleet	0.000			0.000			Ⓢ		0.550	0.520
Sub-Total	34.430	1.171	3.4%	13.697	39.8%	-	-		270.349	51.624
Service Improvements										
CNG Refuel Station Installation	0.073		0.0%	0.073	100.0%	Ⓢ	Ⓡ		1.100	0.989
Diversion Systems	3.640	0.539	14.8%	3.640	100.0%	Ⓢ	Ⓢ		124.253	77.455
Landfill Gas Utilization	1.387	0.025	1.8%	0.025	1.8%	Ⓡ	Ⓢ		67.256	0.355
Construction of Biogas Utilization at Disco & Dufferin	0.258	0.008	3.2%	0.159	61.9%	Ⓨ	Ⓨ		12.371	2.857
Long Term Waste Management Strategy	5.675	0.780	13.7%	4.889	86.1%	Ⓢ	Ⓢ		40.729	14.929
SWM IT Application Initiatives	4.209	0.322	7.7%	3.787	90.0%	Ⓢ	Ⓡ		17.321	5.200
IT Corporate Initiatives	1.410	0.166	11.8%	1.343	95.3%	Ⓢ	Ⓢ		11.399	7.123
Two-Way Radio Replacement	0.050	0.000	0.0%	0.050	100.0%	Ⓢ	Ⓢ		2.875	0.597
Fleet Technology Enhancements	3.600	0.001	0.0%	0.100	2.8%	Ⓡ	Ⓡ		3.850	0.062
Engineering Planning Studies	1.350	0.053	4.0%	0.163	12.0%	Ⓡ	Ⓡ		7.658	2.330
Sub-Total	21.651	1.895	8.8%	14.228	65.7%	-	-		288.812	111.896
Growth Related										
Dufferin OP Facility	2.346	0.113	4.8%	1.225	52.2%	Ⓨ	Ⓡ	#4	82.543	74.608
Disco OP Facility	0.092	0.014	15.2%	0.024	26.0%	Ⓡ	Ⓡ		86.692	62.255
Organics Processing Facility	0.690	0.006	0.9%	0.131	19.0%	Ⓡ	Ⓢ		130.000	0.007
Sub-Total	3.128	0.133	4.3%	1.380	44.1%	-	-		299.236	136.870
Total	96.204	5.521	5.7%	52.178	54.2%				1,149.803	446.052

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:

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. 16 projects are in procurement phase; 11 in design phase; 21 in construction phase; 3 Study and 13 in close-out phase. The average turnaround time to issue procurements is 7 to 9 months. SWMS is working with PMMD to bring down this timeline.

Note # 2:

Diversion Facilities Asset Management - State of Good Repair projects for Dufferin Bldg. 500. 1 project in procurement phase. 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 Waste Facility Site Improvement: Pre-qualification currently being reviewed by PMMD. Contractor AECOM has submitted 75% detailed design drawings. City Planning gave go ahead for second submission to Site Plan Approval. One project is in design phase. Various amendments to design required causing delay. Expected completion in 2022.

Note # 4:

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 by mid 2021. 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.

Chart 1
2021 Approved Budget by Category (\$52.48)

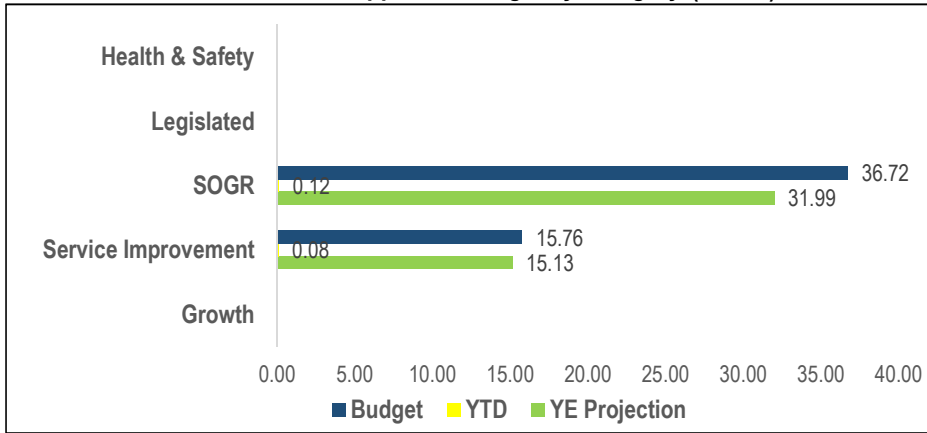


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	46
Service Improvement	47
Growth	
Total # of Projects	93

Chart 2
Project Status - 93

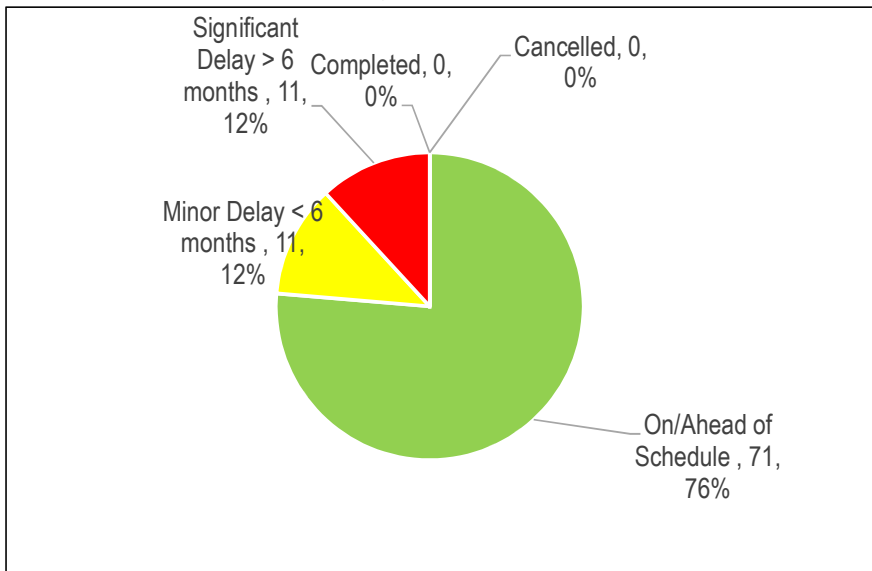


Table 2

Reason for Delay	22	
	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	10	4
Other*	1	7
Total # of Projects	11	11

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
38.57	8.51	5.39		

Reasons for "Other*" Projects Delay:

- Projects completed. Budgets held for residual invoices
- Completed in 2020 - Budget for residual invoices and dispute with consultants.
- Needs to be re-tendered and moved to 2022.
- Closing scheduled in May 6th, 2021

Toronto Parking Authority (TPA)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
CONCRETE REPAIRS CP 43 (CPK208-01)	0.198	0.019	9.6%	0.179	90.4%	Ⓞ	Ⓢ	2	0.200	0.021
ILLUMINATED SIGNAGE UPGRADE CP 52 (CPK223-01)	0.072	0.000	0.0%	0.072	100.0%	Ⓞ	Ⓢ	2	0.150	0.028
2 NEW PAY BOOTHS CP 58 (CPK233-01)	0.115	0.000	0.0%	0.115	100.0%	Ⓞ	Ⓢ	2	0.450	0.005
WATERPROOFING/CONCRETE REPAIRS CP 36 (CPK239-01)	0.250	0.059	23.8%	0.191	76.2%	Ⓞ	Ⓞ		2.250	0.372
SIGNAGE UPGRADE - ILLUMINATED CP 43 (CPK240-01)	0.198	0.000	0.0%	0.198	100.0%	Ⓞ	Ⓞ		0.205	0.007
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.147	0.000	0.0%	0.147	100.0%	Ⓞ	Ⓞ		2.855	2.826
CP 277 Permanent Construction Surface Lot (CPK254-02)	0.020	0.000	0.0%	0.020	100.0%	Ⓞ	Ⓞ		0.129	0.000
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	1.000	0.000	0.0%	1.000	100.0%	Ⓞ	Ⓞ		3.245	2.236
CP 1 - TWO PARKING LEVELS ADDITION (CPK266-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓢ	4	1.000	0.587
ELEVATOR MODERNIZATION CP 34 (CPK267-01)	1.393	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	1.500	0.082
SIGNAGE UPGRADE CP 29 (CPK281-01)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
SIGNAGE UPGRADE CP 26 (CPK311-01)	0.070	0.002	3.2%	0.068	96.9%	Ⓞ	Ⓢ	2	0.100	0.051
21 CONNELL OFFICE REDEVELOPMENT (MAINT S (CPK324-01)	0.471	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	5.000	4.029
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.228	0.000	0.0%	0.228	100.0%	Ⓞ	Ⓞ		0.250	0.022
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-01)	0.007	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	1.000	0.013
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.100	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	2.000	0.000
CP 58 - RETAINING WALL AND FENCE (CPK344-01)	0.007	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	1.000	0.020
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-01)	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓢ	1	0.200	0.000
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-02)	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
CP 404 LOCALIZED ROOF REPAIRS (CPK346-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.250	0.000
CP 29 - NEW ELEVATORS (CPK347-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		1.500	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	3	0.500	0.137
ACQUISITION - 11 WELLESLEY ST W (CPK355-01)	7.292	0.003	0.0%	7.289	100.0%	Ⓞ	Ⓢ	2	7.475	0.187
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.091	0.000	0.0%	0.091	100.0%	Ⓞ	Ⓞ		5.883	0.085
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.233	0.000	0.0%	0.233	100.0%	Ⓞ	Ⓞ		7.241	0.008
Acquisition - Bessarion Community Centre (CPK371-01)	4.000	0.000	0.0%	4.000	100.0%	Ⓞ	Ⓞ		4.000	0.000
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.113	0.000	0.0%	0.113	100.0%	Ⓞ	Ⓞ		0.200	0.067
STRUCTURAL MAINT. & TECH. GREEN PLUS 202 (CPK373-01)	8.355	0.000	0.0%	8.355	100.0%	Ⓞ	Ⓞ		55.100	0.145
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	5.000	0.036	0.7%	4.964	99.3%	Ⓞ	Ⓞ		5.000	0.036
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-01)	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓞ		0.500	0.000
CP 11 Structural Concrete Repairs (CPK381-02)	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓞ		0.500	0.000
CP 36 LOCAL WP AND CONCRETE REPAIRS (CPK383-01)	1.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	1.000	0.000
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.300	0.000	0.0%	0.300	100.0%	Ⓞ	Ⓞ		0.300	0.000
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%	0.300	100.0%	Ⓞ	Ⓞ		0.300	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%	0.444	100.0%	Ⓞ	Ⓞ		22.181	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.000	0.0%	0.640	100.0%	Ⓞ	Ⓞ		0.640	0.000
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-02)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.250	0.000
CP 219 (JV) 87 RICHMOND STREET EAST (CPK407-01)	0.080	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	6.500	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.295	0.000	0.0%	0.295	100.0%	Ⓞ	Ⓞ		1.485	0.035
CP36 Pump upgrades (CPK409-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		0.150	0.000
CP36 Mechanical Pit Repairs (CPK410-01)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
CP29 Ramp heating replacement cables (CPK412-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
CP36 Ramp heating replacement cables (CPK413-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
CP52 Ramp heating replacement cables (CPK415-01)	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
CP96 Ramp heating replacement cables (CPK416-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
Bike Share pedestal refurbishment (CPK420-01)	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓢ	2	0.250	0.000
Sub-Total	36.720	0.120	0.3%	31.991	87.1%	-	-		143.489	10.999
Service Improvements										
DUNDAS/DOVERCOURT - (1113 DUNDAS) (CPK178-02)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		8.941	0.000
OAKWOOD E OF EGLINTON (#2) (CPK256-01)	0.100	0.007	7.2%	0.093	92.8%	Ⓞ	Ⓞ		0.750	0.011
CP 11 SIGNAGE UPGRADE CP 11 (CPK280-01)	0.100	0.004	4.1%	0.096	95.9%	Ⓞ	Ⓞ		0.100	0.004
CP 111 PAINTING AND SIGNAGE UPGRADE (CPK283-01)	0.080	0.001	1.6%	0.079	98.4%	Ⓞ	Ⓞ		0.080	0.001
WAY FINDING SIGNAGE (CPK334-01)	0.300	0.000	0.0%	0.300	100.0%	Ⓞ	Ⓞ		0.750	0.000
WAY FINDING SIGNAGE (CPK334-02)	0.350	0.000	0.0%	0.350	100.0%	Ⓞ	Ⓞ		0.150	0.000
Way Finding Signage (CPK334-03)	0.188	0.000	0.0%	0.188	100.0%	Ⓞ	Ⓞ		0.188	0.000
MONTHLY PAYMENTS SOLUTION (CPK362-01)	0.075	0.000	0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.000
PHONE SUPPORT SYSTEM/ DISPATCH (CPK364-01)	0.080	0.000	0.0%	0.080	100.0%	Ⓞ	Ⓞ		0.080	0.000
WEBSITE MAPPING UPGRADES (CPK366-01)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT (CPK367-01)	0.548	0.000	0.0%	0.548	100.0%	Ⓞ	Ⓞ		3.000	2.452
ERP/Financial System - PICK Replacement (CPK367-02)	1.500	0.000	0.0%	1.500	100.0%	Ⓞ	Ⓞ		1.500	0.000
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	0.000	0.0%	0.085	100.0%	Ⓞ	Ⓞ		0.100	0.015
CP39 - 20 Castelfield Rd (JV Development) (CPK368-02)	0.800	0.000	0.0%	0.800	100.0%	Ⓞ	Ⓞ		0.800	0.000
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓢ	1	18.750	18.651
CP 505 Carpark Expansion (CPK370-01)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.500	0.000
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		0.450	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.142	0.044	30.8%	0.098	69.2%	Ⓢ	Ⓞ		0.333	0.235
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.002	0.7%	0.233	99.3%	Ⓞ	Ⓢ	1	0.250	0.017
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	0.235	0.000	0.0%	0.235	100.0%	Ⓞ	Ⓞ		0.250	0.015
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.500	0.001	0.1%	0.499	99.9%	Ⓞ	Ⓞ		0.500	0.001
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.359	0.000	0.0%	0.359	100.0%	Ⓞ	Ⓞ		0.550	0.116
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.485	0.000	0.0%	0.485	100.0%	Ⓞ	Ⓞ		0.250	0.000
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.000	0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.000
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	0.432	100.0%	Ⓞ	Ⓞ		0.432	0.000
Fleet Vehicles / Maint Equipment for Operations (CPK372-21)	0.852	0.000	0.0%	0.852	100.0%	Ⓞ	Ⓞ		0.852	0.000
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	1	1.000	0.000
HUB LANE REFRESH - UPGRADE REVENUE CONT (CPK379-01)	1.169	0.000	0.0%	1.169	100.0%	Ⓞ	Ⓞ		2.000	1.335
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.014	2.3%	0.586	97.7%	Ⓞ	Ⓞ		0.600	0.014
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.003	1.0%	0.347	99.0%	Ⓞ	Ⓞ		0.350	0.003
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	0.045	100.0%	Ⓞ	Ⓢ	2	0.045	0.000
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.017	0.000	0.0%	0.017	100.0%	Ⓞ	Ⓢ	2	0.020	0.003
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.031	0.000	0.0%	0.031	100.0%	Ⓞ	Ⓞ		0.175	0.144
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.073	0.000	0.0%	0.073	100.0%	Ⓞ	Ⓞ		0.100	0.027
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.000
SERVERS COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.121	0.000	0.0%	0.121	100.0%	Ⓞ	Ⓞ		0.150	0.029
Servers Computers Monitors Peripherals (CPK395-02)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%	0.035	100.0%	Ⓞ	Ⓞ		0.035	0.000
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%	0.040	100.0%	Ⓞ	Ⓞ		0.040	0.000
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.110	0.003	3.0%	0.107	97.0%	Ⓞ	Ⓞ		0.145	0.038
CCTV CAMERAS (CPK401-01)	0.075	0.000	0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.000
CCTV Cameras (CPK401-02)	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		1.250	0.000
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%	0.070	100.0%	Ⓞ	Ⓞ		0.070	0.000
CP 49 Facility Modernization (CPK411-01)	0.050	0.000	0.0%							

Toronto Parking Authority (TPA)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Building Management Monitoring (CPK418-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
Prepaid parking solution (i.e. permits) (CPK419-01)	3.750	0.000	0.0%	3.750	100.0%	Ⓞ	Ⓞ		3.750	0.000
Sub-Total	15.756	0.079	0.5%	15.127	96.0%				50.111	23.110
Growth Related										
Growth Project										
Growth Project										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	52.476	0.199	0.4%	47.118	89.8%				193.600	34.109

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

Note # 1:

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. Slower pace of work shifting timeline out.

Note # 2:

Projects completed and budget held for residual invoices.

Note # 3:

Projected delayed - needs to be retendered and moved to 2022.

Note # 4:

Completed in 2020 - budget held for residual invoices and dispute with consultants.

Chart 1
2021 Approved Budget by Category (\$1,330.64)

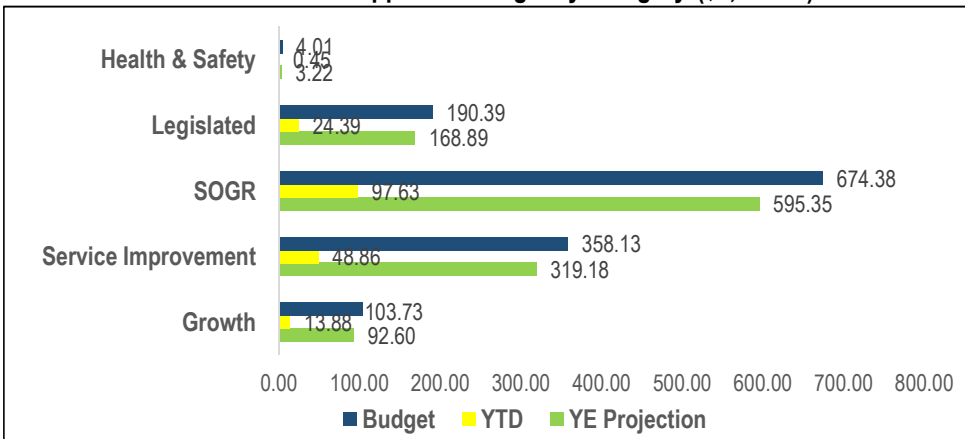


Table 1
2021 Active Projects by Category

Health & Safety	3
Legislated	8
SOGR	22
Service Improvement	19
Growth	12
Total # of Projects	64

Chart 2
Project Status - 64

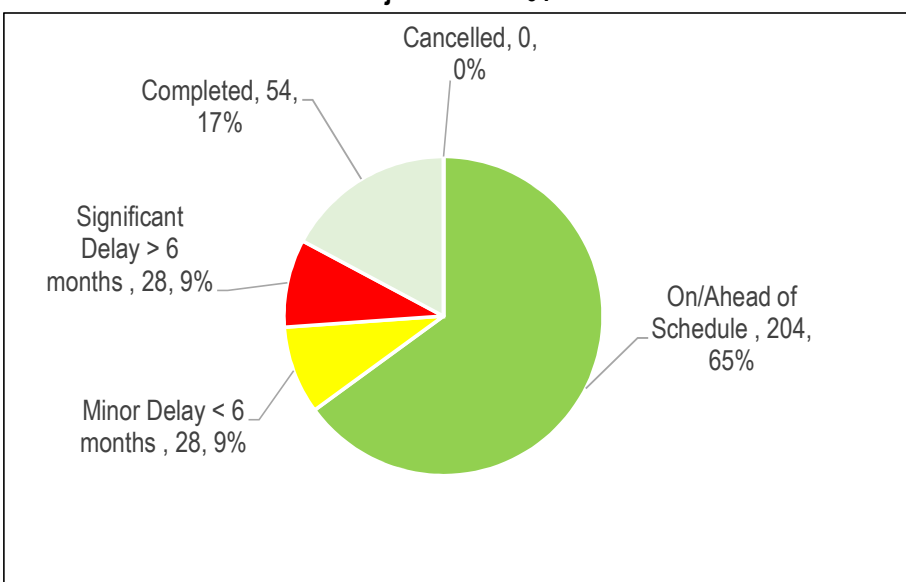


Table 2

Reason for Delay	56	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues	6	8
RFQ/RFP Delayed	5	5
Contractor Issues		
Site Conditions	2	5
Co-ordination with Other Projects	4	3
Community Consultation		
Covid Related	3	
Other*	4	6
Total # of Projects	28	28

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,203.86	48.52	68.18	10.07	

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 10 projects due to the pending expropriation process and /or acquisition of required permits , extended scoping phase to address operational requirements , extended procurement , design, and approval phase, change in delivery teams, need to reprioritize projects and/or combination of several factors listed above.

Key Discussion Points:

- As of April 30, for year-end, Toronto Water is projecting spending of \$1.179 billion or 88.6% of the 2021 Approved Capital Budget of \$1.331 billion. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2021 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 65.3% or \$868.781 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2021.
- \$1.214 billion or 82.2% 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. This level of 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 92.1% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$56.090 million or 11.8% of the 2021 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$33.829 million or 12.5% of the 2021 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$10.636 million or 19.0% of the 2021 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$10.540 million or 19.2% of the 2021 Approved Capital Budget); Wet Weather Flow (\$27.625 million or 19.3% of the 2021 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$6.884 million or 15.2% of the 2021 Approved Capital Budget); Trunk Sewer projects (\$8.736 million or 14.4% of the 2021 Approved Budget); and Basement Flooding Program (\$16.284 million or 11.8% of the 2021 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	3.505	0.389	11.1%	2.805	80.0%	G	G		38.117	25.445
FJ Horgan Treatment Plant	0.090	-	0.0%	0.005	5.6%	R	R	#3	0.504	-
Humber Wastewater Treatment	0.410	0.061	14.9%	0.409	99.7%	G	G		15.230	9.251
Sub-Total	4.005	0.450	11.2%	3.219	80.4%	-	-		53.851	34.696
Legislated										
Ashbridges Bay Treatment Plant	127.127	18.423	14.5%	121.046	95.2%	G	G		576.384	223.863
RL Clark Treatment Plant	0.075	0.030	40.5%	0.035	46.7%	R	G	#1	6.056	5.853
Highland Creek Treatment Plant	17.461	1.860	10.6%	11.381	65.2%	Y	Y	#2	121.484	80.311
Humber Wastewater Treatment	2.947	0.058	2.0%	1.491	50.6%	Y	Y	#2	64.088	53.319
Island Treatment Plant	2.419	0.187	7.7%	1.724	71.3%	G	G		83.439	21.468
Pumping Stations & Forcemains	3.721	0.011	0.3%	2.728	73.3%	G	Y	#2	73.852	19.783
Water Service Replacement	36.542	3.826	10.5%	30.402	83.2%	G	G		371.829	253.656
WT - Storage & Treatment	0.100	0.001	0.8%	0.085	85.0%	G	G		1.771	1.472
Sub-Total	190.392	24.395	12.8%	168.892	88.7%	-	-		1,298.903	659.725
State of Good Repair										
Ashbridges Bay Treatment Plant	121.681	13.590	11.2%	93.196	76.6%	G	G		1,913.237	627.929
Business & Technology Support	0.078	-	0.0%	-	0.0%	R	G	#1	0.732	0.574
RL Clark Treatment Plant	0.537	0.060	11.2%	0.436	81.2%	G	G		98.907	96.993
RC Harris Treatment Plant	9.975	2.604	26.1%	9.312	93.4%	G	G		63.687	48.334
Highland Creek Treatment Plant	26.275	8.298	31.6%	28.703	109.2%	R	G	#1	317.206	143.347
FJ Horgan Treatment Plant	1.923	0.036	1.9%	1.449	75.3%	G	G		21.259	9.712
Humber Wastewater Treatment	39.150	9.412	24.0%	37.648	96.2%	G	G		416.641	237.789
Island Treatment Plant	17.218	8.271	48.0%	15.879	92.2%	G	G		61.990	38.168
Linear Engineering	93.134	15.869	17.0%	80.873	86.8%	G	G		737.034	488.096
Pumping Stations & Forcemains	4.654	2.257	48.5%	5.998	128.9%	R	G	#1	67.244	19.570
Sewer Rehabilitation	75.405	7.642	10.1%	66.519	88.2%	G	G		623.349	404.173
Sewer Replacement	18.635	1.715	9.2%	13.495	72.4%	G	G		60.202	28.697
Trunk Sewers	44.447	6.459	14.5%	43.924	98.8%	G	G		369.122	175.037
Trunk Watermains	1.745	0.189	10.8%	1.331	76.3%	G	G		55.163	36.049
Watermain Rehabilitation	59.111	1.946	3.3%	55.905	94.6%	G	G		744.694	511.739
Watermain Replacement	96.756	11.346	11.7%	93.673	96.8%	G	G		513.908	348.247
Water Service Replacement	8.636	0.075	0.9%	7.341	85.0%	G	G		40.834	25.214
WT - Storage & Treatment	27.940	2.503	9.0%	15.181	54.3%	Y	R	#3	206.012	103.127
WTP - Plantwide	5.329	0.028	0.5%	5.300	99.5%	G	G		47.103	0.881
WWF - Implementation Projects	7.290	3.167	43.4%	7.136	97.9%	G	G		66.385	31.505
WWF - Stream Restoration	13.592	2.150	15.8%	11.977	88.1%	G	G		107.315	53.096
Yards & Facilities	0.874	0.014	1.6%	0.077	8.8%	R	R	#3	4.120	3.261
Sub-Total	674.383	97.629	14.5%	595.351	88.3%	-	-		6,536.144	3,431.538
Service Improvements										
Ashbridges Bay Treatment Plant	15.539	1.280	8.2%	12.374	79.6%	G	G		93.048	15.395
Water Meter Program (AMR)	2.420	0.028	1.1%	2.057	85.0%	G	G		241.741	219.536
Business & Technology Support	14.258	1.707	12.0%	11.785	82.7%	G	G		98.847	49.690
Basement Flooding Program	138.551	16.284	11.8%	130.475	94.2%	G	G		1,809.468	473.400
RC Harris Treatment Plant	1.308	0.367	28.1%	0.945	72.3%	G	G		13.029	4.070
Highland Creek Treatment Plant	9.595	0.479	5.0%	6.384	66.5%	Y	Y	#2	206.872	37.096
FJ Horgan Treatment Plant	3.729	0.004	0.1%	1.888	50.6%	Y	R	#3	9.042	0.724
Humber Wastewater Treatment	12.321	1.008	8.2%	9.652	78.3%	G	G		129.830	48.136
Island Treatment Plant	4.000	0.280	7.0%	3.155	78.9%	G	G		9.163	1.420
Linear Engineering	1.753	0.256	14.6%	1.490	85.0%	G	G		15.437	5.571
Pumping Stations & Forcemains	0.013	0.002	13.5%	0.012	91.0%	G	G		3.441	3.377

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sewer Replacement	2.893	2.894	100.0%	2.893	100.0%	Ⓞ	Ⓞ		31.300	31.300
Trunk Sewers	0.067	-	0.0%	-	0.0%	Ⓡ	Ⓨ	#2	29.092	-
Trunk Watermains	3.690	0.987	26.7%	3.335	90.4%	Ⓞ	Ⓞ		8.859	4.144
WT - Storage & Treatment	2.838	0.054	1.9%	2.575	90.7%	Ⓞ	Ⓞ		44.426	39.104
WTP - Plantwide	16.564	0.212	1.3%	7.192	43.4%	Ⓡ	Ⓡ	#3	93.092	3.522
WWF - Implementation Projects	108.025	17.544	16.2%	103.749	96.0%	Ⓞ	Ⓞ		795.276	396.722
WWF -TRCA	14.319	4.764	33.3%	14.319	100.0%	Ⓞ	Ⓞ		123.692	113.070
Yards & Facilities	6.248	0.709	11.3%	4.898	78.4%	Ⓞ	Ⓞ		86.492	32.357
Sub-Total	358.130	48.858	13.6%	319.180	89.1%	-	-		3,842.147	1,478.634
Growth Related										
Ashbridges Bay Treatment Plant	2.615	0.147	5.6%	1.000	38.2%	Ⓡ	Ⓨ	#2	213.418	0.190
Highland Creek Treatment Plant	2.550	-	0.0%	0.500	19.6%	Ⓡ	Ⓡ	#3	9.711	7.161
Island Treatment Plant	0.700	-	0.0%	0.430	61.4%	Ⓨ	Ⓨ	#2	5.970	-
Linear Engineering	0.600	0.006	1.0%	0.448	74.6%	Ⓞ	Ⓞ		2.962	0.517
New Service Connections	54.580	9.114	16.7%	51.202	93.8%	Ⓞ	Ⓞ		514.391	343.890
New Sewers	6.620	1.231	18.6%	6.110	92.3%	Ⓞ	Ⓞ		47.652	8.332
Pumping Stations & Forcemains	7.199	-	0.0%	6.039	83.9%	Ⓞ	Ⓞ		24.687	10.608
Trunk Sewers	0.544	0.007	1.4%	0.462	85.0%	Ⓞ	Ⓞ		577.870	3.725
Trunk WM	8.901	3.150	35.4%	7.366	82.8%	Ⓞ	Ⓞ		102.859	34.092
Water Efficiency Plan	0.633	0.054	8.5%	0.538	84.9%	Ⓞ	Ⓞ		13.707	11.849
Watermain Replacement	18.764	0.171	0.9%	18.511	98.6%	Ⓞ	Ⓞ		129.131	78.148
WT - Storage & Treatment	0.020	-	0.0%	-	0.0%	Ⓡ	Ⓨ	#2	6.000	-
Sub-Total	103.726	13.881	13.4%	92.605	89.3%	-	-		1,648.358	498.512
Total	1,330.638	185.214	13.9%	1,179.247	88.6%				13,379.403	6,103.105

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 completed with lower than planned costs in 2021. Several projects are proceeding ahead of schedule including Liquid Train Repairs - Phase 1 at Highland Creek Waste Water Treatment Plant, and SOGR projects within Forcemain Replacement Program Area.

Note # 2:

Minor project delays are due to one or combination of the following reasons: pending acquisition of required permits (Highland Creek Waste Water Treatment Plant projects, including Canadian Environmental Protection Act legislated projects and Biosolids Master Plan Implementation - Construction), pending completion of expropriation process (Trunk Sewers Odour and Corrosion Control project), need to extend design phase to address operational requirements (Humber Waste Water Treatment Plant Odour Control Upgrades - Phase 1 Construction), site conditions (Downsview Pumping Station - Construction project), additional scope and complexity (Island Water Treatment Plant Photovoltaic System), and need to extend procurement phase (Pumping Stations SPS Upgrades - Group 6, Ashbridges Bay Waste Water Treatment Plant Aeration Tank 12 & 13) .

Note # 3:

Major project delays are due to various technical issues as well as complexity of projects, including need to address other priorities at the plant (FJ Horgan Water Treatment Plant Chemical Systems and Service Water Modification), hydro requirements (FJ Horgan Water Treatment Plant Electrical Grounding System), need to reissue tender (Reservoir Rehabilitation - Phase 2 Construction project, Plant Wide Standby Power - Phase 2 Construction project), delayed equipment purchases due to COVID-19 (Laboratory Equipment), delayed design phase related to utility works (Highland Creek Waste Water Treatment Plant Transformers and Switchgear project).