

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended September 30, 2021
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**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%		Ⓞ
	Q2	17.92	4.13	15.04	83.9%	↓	Ⓞ
	Q3	17.92	6.77	12.55	70.0%	↓	Ⓞ
EDC	4M	25.54	1.92	21.26	83.2%		Ⓞ
	Q2	25.62	3.83	17.89	69.8%	↓	Ⓢ
	Q3	25.62	7.21	15.51	60.5%	↓	Ⓢ
Long Term Care	4M	31.93	0.85	14.11	44.2%		Ⓡ
	Q2	31.93	2.61	12.65	39.6%	↓	Ⓡ
	Q3	24.23	4.38	6.21	25.6%	↓	Ⓡ
PFR	4M	247.73	18.95	156.94	63.3%		Ⓢ
	Q2	250.48	33.69	151.05	60.3%	↓	Ⓢ
	Q3	251.87	66.47	153.20	60.8%	↑	Ⓢ
SSHA	4M	248.97	8.31	227.31	91.3%		Ⓞ
	Q2	248.97	36.83	219.72	88.3%	↓	Ⓞ
	Q3	248.97	70.87	207.67	83.4%	↓	Ⓞ
HS	4M	334.38	138.78	319.04	95.4%		Ⓞ
	Q2	334.38	153.27	303.97	90.9%	↓	Ⓞ
	Q3	334.38	165.98	238.98	71.5%	↓	Ⓞ
TESS	4M	10.86	0.66	10.72	98.8%		Ⓞ
	Q2	10.86	1.27	9.90	91.1%	↓	Ⓞ
	Q3	10.86	1.64	9.25	85.2%	↓	Ⓞ
Paramedics Services	4M	7.69	0.36	6.23	81.1%		Ⓞ
	Q2	7.69	0.57	5.48	71.3%	↓	Ⓞ
	Q3	7.69	1.21	3.03	39.4%	↓	Ⓡ
TOTAL	4M	924.69	172.64	770.68	83.3%		Ⓞ
	Q2	927.86	236.22	735.70	79.3%	↓	Ⓞ
	Q3	921.54	324.54	646.40	70.1%	↓	Ⓞ

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

For the nine months ended September 30, 2021, the capital expenditures for Community and Social Services totalled \$324.5 million of their collective 2021 Approved Capital Budget of \$921.5 million. Spending is expected to increase to \$646.4 million (70.1%) by year-end. 4 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Children Services, Parks, Shelter, Support & Housing Administration, Housing Secretariat, Toronto Employment & Social Services and Toronto Paramedic Services have projected year-end spending rates over 70%, and the rest have projected year-end spending rate less than 70%.

Chart 1
2020 Approved Budget by Category (\$17.92)

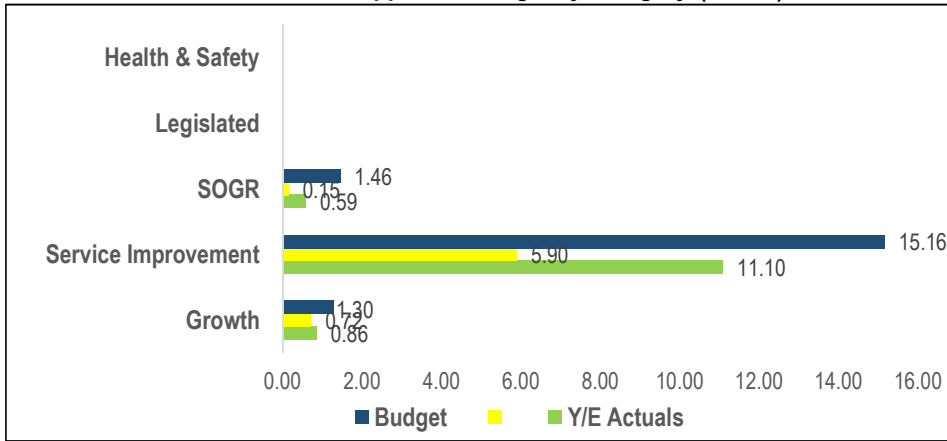


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 20

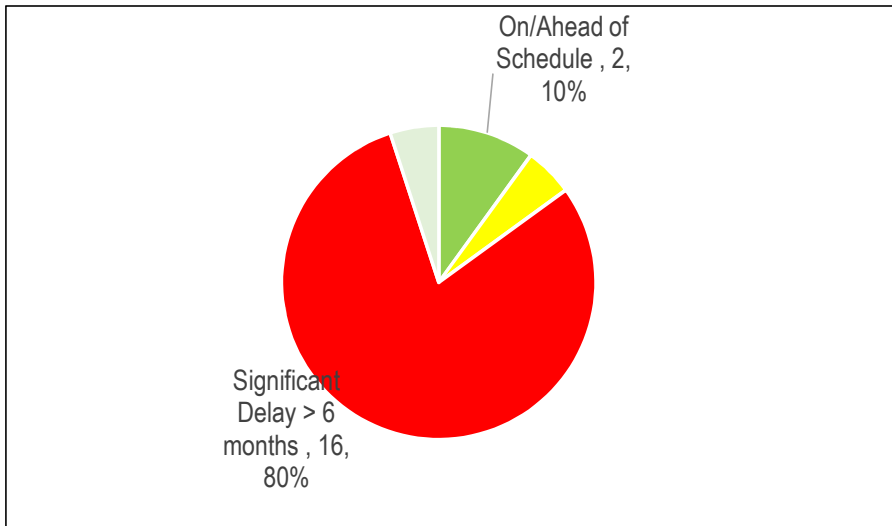


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed	6	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation	5	1
COVID - 19 Related	1	
Other*		
Total # of Projects	16	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.65	1.30	14.51	0.46	

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 17 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 2 have been substantially completed .
- The TELCCS SOGR project underspending is attributed to COVID-19 impacts .

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	0.147	10.8%	0.500	36.6%	Ⓜ	Ⓜ	1	1.367	0.147
Sub-Total	1.459	0.147	10.1%	0.592	40.6%	-	-		2.652	1.340
Service Improvements										
St. John the Evangelist Catholic School	1.967			0.100	5.1%	Ⓜ	Ⓜ	2	3.900	1.933
Block 31 Child Care Centre	0.972	0.309	31.8%	0.359	36.9%	Ⓜ	Ⓜ	3	4.733	4.061
Stanley Public School	1.008	2.053	203.7%	2.053	203.7%	Ⓜ	Ⓞ	4	3.900	3.048
St. Barnabas Catholic School	0.973	0.744	76.5%	1.684	173.1%	Ⓜ	Ⓜ	4	3.500	1.279
St. Roch Catholic School	0.945	0.380	40.2%	0.945	100.0%	Ⓞ	Ⓜ	5	4.000	0.635
St Bartholome Catholic School	0.667				0.0%	Ⓜ	Ⓜ	5	3.800	0.200
North East Scarborough Centre	0.644	0.687	106.7%	0.687	106.7%	Ⓜ	Ⓞ	6	5.000	1.049
Mount Dennis Child Care Centre	4.231	1.542	36.4%	3.870	91.5%	Ⓞ	Ⓜ	7	19.830	8.062
David and Mary Thompson (Centre 7)	0.050			0.050	100.0%	Ⓞ	Ⓜ	8	5.000	0.000
TCH Needle Firway	0.100			0.000	0.0%	Ⓜ	Ⓜ	9	3.900	0.075
Gilder Child Care Centre (Centre 11)	1.100			0.800	72.7%	Ⓞ	Ⓜ	10	3.900	1.979
Anishnabe Child Care Centre	0.950	0.182	19.2%	0.250	26.3%	Ⓜ	Ⓜ	11	7.809	0.627
Bendale Child Care Centre	0.462			0.000	0.0%	Ⓜ	Ⓞ	12	3.425	3.040
Wallace Emerson Child Care Centre	0.498	0.005	1.0%	0.050	10.0%	Ⓜ	Ⓜ	13	5.000	0.267
Western North York Child Care	0.272			0.100	36.8%	Ⓜ	Ⓜ	14	5.000	0.038
Bayside Child Care	0.150			0.150	100.0%	Ⓞ	Ⓜ	15	0.700	0.000
Woodbine Child Care Centre	0.175			0.000	0.0%	Ⓜ	Ⓜ	16	5.000	0.000
Sub-Total	15.164	5.902	38.9%	11.098	73.2%				88.397	26.293
Growth Related										
TCS Growing Child Care	1.300	0.719	55.3%	0.860	66.2%	Ⓜ	Ⓜ	17	4.764	2.832
Sub-Total	1.300	0.719	37.8%	0.860	66.2%				4.764	2.832
Total	17.923	6.768		12.550					95.813	30.465

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 are lower than budget, reflecting delays in issuing RFPs.

Children's Services (CHS)

Note # 2:

St. John is projected to be completed by year end; 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 the source for redistribution when required.

Note # 3

This project is nearly completed, with expenditures for minor playground modifications awaiting receipt from the contractor. This project is scheduled for completion in 2023.

Note # 4

These projects are nearing completion, with construction progressing ahead of schedule; the cash flow budgets for both projects are being accelerated in Q3 through in-year budget adjustments. Both projects are scheduled for completion in 2023.

Note # 5:

Construction for these projects is underway, with the budget for St. Roch projected to be fully spent by year end; although construction for St. Bartholome commencing in Q3, project expenditures will not be recognized until 2022, as costs for this project are recognized on a phased-completion billing process.

Note # 6:

This joint project with PF&R has been tendered; due primarily to the inflationary impact of the cost of construction and zero-emission upgrades, a report proposing an increase in the project cost will be presented to Council in Q4. Children's Services will update its 2022-2031 Capital Submission accordingly. The minor overspending in 2021 reflects an adjustment from 2020.

Note # 7:

The construction is well underway and progressing as planned; the project budget is anticipated to be fully spent by year-end, with the project completion projected for Q4, 2024.

Note # 8:

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 be completed in 2025.

Note # 9:

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

Note # 10:

Construction for this project is well under way, with budgeted cash flow projected to be 73% spent by year-end. This project is scheduled for completion in 2023.

Note #11:

Project construction is scheduled to begin in Q4, with the completion date anticipated in 2024.

Note # 12:

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

Note # 13:

The project design has been completed, with construction projected to commence in Q1, 2022; this project is budgeted for completion in 2025.

Note # 14:

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

Note # 15:

Construction for this project is underway, with the project budgeted for completion in 2023.

Children's Services (CHS)

Note # 16:

This project is in the planning stage with Toronto Community Housing; operating agreements are still being negotiated with 3'rd parties.

Note # 17:

The modernized attendance module for Home Child Care Agencies and budget analysis application & reports for EarlyON Agency Budgets have been completed. This project is on target for completion in 2022.

Chart 1
2021 Approved Budget by Category (\$25.62)

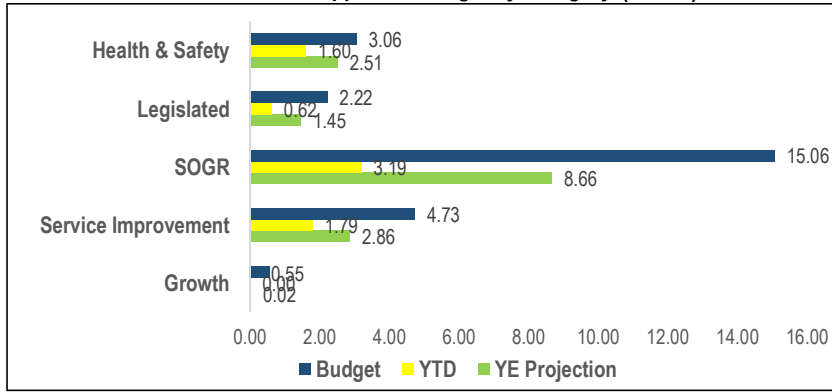


Table 1
2021 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	8
Service Improvement	10
Growth	1
Total # of Projects	23

Chart 2
Project Status - 23

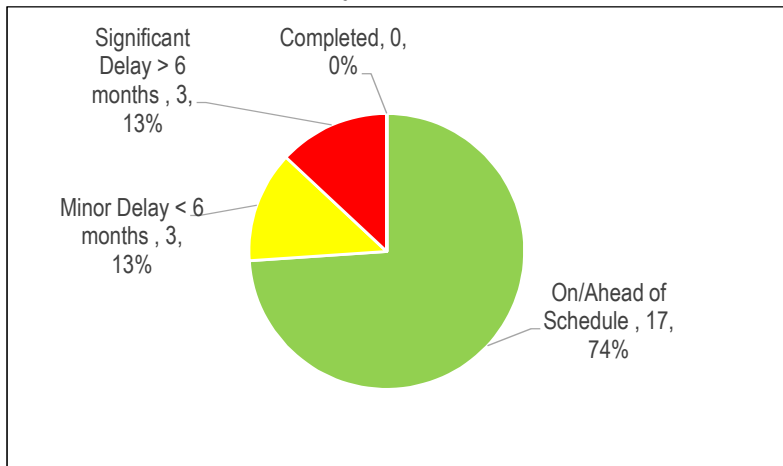


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
16.94	4.48	4.20		

Reasons for "Other*" Projects Delay:

- 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 Q2 2021. The perimeter wall and front courtyard will be fully completed by the end of November 2021. Due to operational requirements from the tenant and weather condition, the asphalt replacement work on the west parking lot has been deferred until Spring 2022.
- The *SHOPTHEQUEENSWAY.COM BIA Streetscape Master Plan* project is delayed and in the planning stage.

Key Discussion Points: (Please provide reason for delay)

Economic Development and Culture spent \$7.208 million or 28% YTD and is projecting to spend \$15.511 million or 60.5% of its 2021 Council Approved Capital Budget by the end of 2021. Explanations for variances include:

- 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.
- Architect is adjusting plans for the additional third floor space request for the *Indigenous Centre for Innovation and Entrepreneurship* project and before going to tender, options are being fielded for Social Procurement/Indigenous involvement for construction. The tender for construction is anticipated to be completed by 2021 and a contractor will be in place by March 2022. It is anticipated that \$0.050 million will be spent by year-end. This project will address capital improvements to the future space of the centre, fully funded by Section 37 contributions.
- The *Planning Act Revenue - St. Lawrence Market Neighborhood* project began construction in April 2021. The project has run into conflicts with utility coordination and Toronto Hydro approvals and has been put on hold until conflicts can be resolved.
- Various *public art projects* have been affected by challenges including staff retirements, hiring delays and subsequent lack of staff resources, artist schedules, site conditions, work by others (i.e. completion of a new park site)

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	1.603	52.4%	2.510	82.1%	Ⓞ	Ⓜ	#1	5.874	4.419
Sub-Total	3.058	1.603	52.4%	2.510	82.1%	-	-		5.874	4.419
Legislated										
Collections Care	0.088	0.056	63.4%	0.076	86.2%	Ⓞ	Ⓜ	#2	0.372	0.340
Cultural Infrastructure Development	1.321	0.560	42.4%	0.960	72.7%	Ⓞ	Ⓞ		3.317	0.977
Major Maintenance	0.812	0.004	0.5%	0.416	51.2%	Ⓜ	Ⓞ	#3	0.901	0.093
Sub-Total	2.220	0.619	27.9%	1.451	65.4%	-	-		4.590	1.410
State of Good Repair										
Cultural Infrastructure Development	0.473	0.030	6.3%	0.085	18.0%	Ⓡ	Ⓞ	#4	1.260	0.686
Major Maintenance	1.508	0.104	6.9%	0.363	24.1%	Ⓡ	Ⓞ	#5	3.866	2.062
Refurbishment and Rehabilitation	0.086	0.042	49.6%	0.086	100.0%	Ⓞ	Ⓞ		0.191	0.148
Restoration and Preservation of Heritage Elements	6.003	0.956	15.9%	3.364	56.0%	Ⓜ	Ⓞ	#6	12.197	4.717
Streetscape Master Plan Program	0.017	0.005	28.2%	0.005	28.2%	Ⓡ	Ⓡ	#7	0.260	0.248
BIA Planning Act Revenue	3.567	0.839	23.5%	1.654	46.4%	Ⓡ	Ⓡ	#8	5.789	3.007
BIA Equal Share Funding	3.284	1.198	36.5%	2.988	91.0%	Ⓞ	Ⓞ		3.834	1.597
Mural Program	0.120	0.020	16.6%	0.120	100.0%	Ⓞ	Ⓞ		0.120	0.020
Sub-Total	15.059	3.193	21.2%	8.665	57.5%	-	-		27.517	12.483
Service Improvements										
BIA Financed Funding Project	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#9	1.000	0.000
BIA Special Project	0.317	0.284	89.6%	0.284	89.6%	Ⓞ	Ⓞ		0.568	0.284
Cultural Infrastructure Development	1.331	1.008	75.7%	1.121	84.3%	Ⓞ	Ⓜ	#10	7.762	7.423
Economic Competitiveness Data Management System	0.614	0.131	21.3%	0.382	62.3%	Ⓜ	Ⓡ	#11	1.700	0.967
Indigenous Centre for Innovation and Entrepreneurship	0.750	0.000	0.0%	0.050	6.7%	Ⓡ	Ⓞ	#12	7.853	0.000
Refurbishment and Rehabilitation	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#13	0.100	0.000
Service Enhancement	0.439	0.020	4.5%	0.098	22.3%	Ⓡ	Ⓞ	#14	1.340	0.520
Streetscape Master Plan Program	0.051	0.019	37.4%	0.051	100.0%	Ⓞ	Ⓞ		0.051	0.019
Commercial Façade Improvement Program	0.867	0.321	37.0%	0.867	100.0%	Ⓞ	Ⓞ		1.967	1.120
Mural Program	0.010	0.010	100.0%	0.010	100.0%	Ⓞ	Ⓞ		0.050	0.050
Sub-Total	4.729	1.792	37.9%	2.864	60.6%	-	-		22.391	10.383
Growth Related										
Cultural Infrastructure Development	0.553	0.000	0.0%	0.020	3.7%	Ⓡ	Ⓞ	#15	1.276	0.721
Sub-Total	0.553	0.000	0.0%	0.020	3.7%	-	-		1.276	0.721
Total	25.619	7.208	28.1%	15.511	60.5%				61.647	29.416

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

Note # 1:

Work on the Casa Loma Exterior project is deferred to next spring due to tenant's operational requirements and weather conditions.

Note # 2:

The Collections Facilities - Mechanical project is delayed due to supply chain issues as a result of COVID.

Note # 3:

The Mechanical and Electrical project is underspent due to delay in the tendering process of the boilers and slow procurement process. The contractor is on site now and there are no delays anticipated due to site conditions.

Note # 4:

The Guild Revitalization Log Cabin project is underspent due to consultant hiring delay. Drawing package is almost complete for tender.

Note # 5:

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			

The Young People's Theatre project is delayed due to other projects on site this year. Capital work will begin in 2022 and is on track for completion by December

Note # 6:

There was a delay for the hydro bunker project which needs to be completed before the roofing project can begin for the Fort York Restoration project. The restoration of the Sundial Folly was unexpectedly delayed to summer 2021 due to COVID, construction commenced August 2021 and the project is to be completed by Q2 2022.

Note # 7:

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

Note # 8:

The Planning Act Revenue St. Lawrence Market Neighborhood project has been put on hold to resolve utility coordination issues with Toronto Hydro.

Note # 9:

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

Note # 10:

The Guild Revitalization Project is delayed due to contractor issues.

Note # 11:

The Digital Service Delivery project Phase 1 is delayed as a result of COVID-19 and coordination with other projects. Phase 2 will begin after completion of Phase 1.

Note # 12:

Spending in The Indigenous Centre for Innovation and Entrepreneurship project has been delayed due to requirement for a second cost estimate as construction and materials prices have increased due to COVID. The tender for construction is anticipated to be completed by end of 2021 and a contractor will be in place by March 2022.

Note # 13:

The Museum Interior Planning is delayed due to insufficient staff resources. Work has been deferred to 2022

Note # 14:

The consultants have completed 90% of the specifications and drawings of the Market Gallery project and it will be out for pricing in early October. The construction will commence this year. The project is anticipated to be completed by April 2022.

Note # 15:

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 (\$251.87)

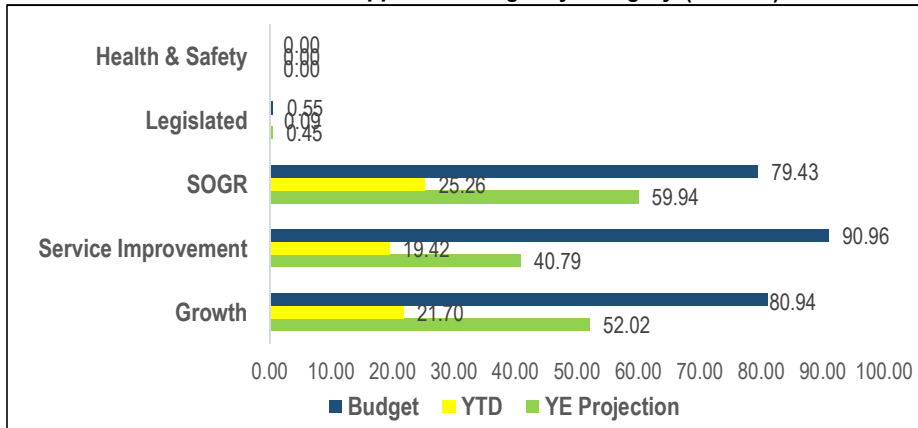


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	50
Service Improvement	174
Growth	50
Total # of Projects	277

Chart 2
Project Status - 277

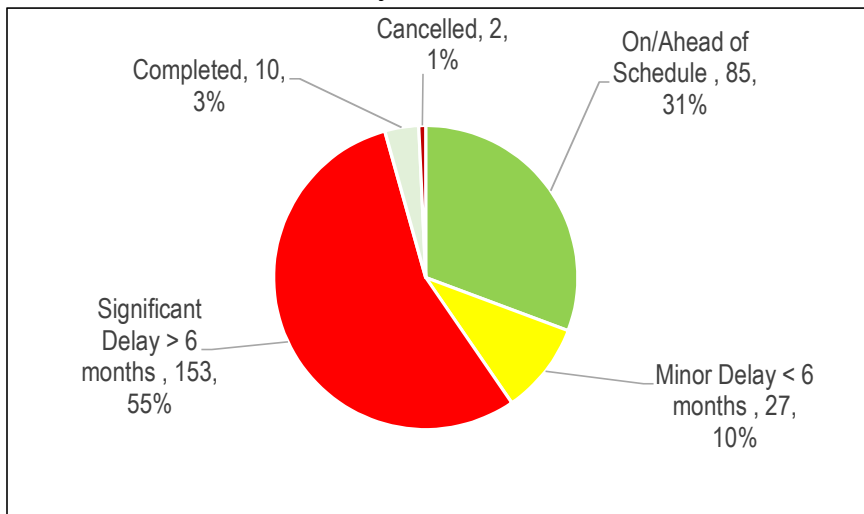


Table 2

Reason for Delay	180	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	2
Procurement Issues	1	
RFQ/RFP Delayed	5	2
Contractor Issues		1
Site Conditions	4	
Co-ordination with Other Projects	77	15
COVID-19 Related	1	
Community Consultation	7	
Other*	53	7
Total # of Projects	153	27

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
57.99	20.44	171.94	0.80	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.
- Delay in confirming grant funding resulted in a delay to overall timeline.

Key Discussion Points:

- Parks, Forestry and Recreation are currently projecting a 2021 year-end spend of \$153.202 million, or 60.8% of its 2021 Approved Capital Budget of \$251.868 million. This includes a 75.5% spend rate or \$59.942 million for State of Good Repair projects.
- As of September 30, 2021, Parks, Forestry and Recreation reported 85 projects currently on-track (\$57.987 million) and 10 completed projects. These projects were completed under budget (\$6.119 million out of total budget of \$7.139 million).
- 180 projects (\$192.375 million) experienced delays primarily due to COVID-19, longer than anticipated RFP/RFQ processes, protracted process for various 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)

Key Discussion Points (cont'd):

- Overall, PFR's projected under-spending for 2021 is a result of both staffing challenges and construction slowdowns including:
 - Supply chain impacts due to COVID-19, for example, lead times for playground equipment
 - Construction lags due to COVID-19 protocols for safety
 - Unprecedented staff vacancies due to retirements (VSP) , maternity leaves, staff leaving for new opportunities and human resource backlog in advancing recruitment.
 - Projects being led by partners who have also cited COVID, including Developers (Wallace Emerson) or TRCA (Algonquin Island North Shore Berm – delays with Class EA related to Toronto Island, specialized equipment for Windstorm projects)
 - Confirmation of infrastructure funding, for example \$6.2 million for Ravine Strategy projects
 - Projects that require further analysis (i.e. Ferry Boat Replacement)

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										
H&S Project Name							Ⓞ			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
LAND ACQUISITION	0.549	0.091	16.6%	0.449	81.8%	Ⓞ	Ⓞ		6.677	5.183
Sub-Total	0.549	0.091	16.6%	0.449	81.8%	-	-		6.677	5.183
State of Good Repair										
ARENA	11.697	6.190	52.9%	9.912	84.7%	Ⓞ	Ⓜ	#1	82.343	43.539
COMMUNITY CENTRES	4.993	2.910	58.3%	4.617	92.5%	Ⓞ	Ⓜ	#2	61.735	49.653
ENVIRONMENTAL INITIATIVES	5.323	0.375	7.1%	2.838	53.3%	Ⓜ	Ⓜ	#3	17.079	9.333
OUTDOOR RECREATION CENTRE	3.157	0.861	27.3%	2.772	87.8%	Ⓞ	Ⓜ	#4	11.181	7.562
PARK DEVELOPMENT	5.230	2.158	41.3%	5.230	100.0%	Ⓞ	Ⓞ		13.493	10.375
PARKING LOTS & TENNIS COURTS	2.468	1.657	67.1%	2.173	88.1%	Ⓞ	Ⓜ	#6	14.134	6.903
PLAYGROUNDS/WATERPLAY POOL	3.320	1.468	44.2%	2.400	72.3%	Ⓞ	Ⓜ	#7	11.239	6.359
SPECIAL FACILITIES	4.039	2.451	60.7%	3.904	96.6%	Ⓞ	Ⓜ	#12	30.581	13.136
FACILITY COMPONENTS	26.734	4.062	15.2%	15.739	58.9%	Ⓜ	Ⓜ	#8	92.417	35.945
TRAILS & PATHWAYS	6.931	1.309	18.9%	6.856	98.9%	Ⓞ	Ⓞ		24.083	17.659
Sub-Total	79.425	25.261	31.8%	59.942	75.5%	-	-		386.416	219.689
Service Improvements										
ARENA	0.708	0.000	0.0%	0.094	13.3%	Ⓜ	Ⓜ	#1	13.775	7.030
COMMUNITY CENTRES	1.422	0.112	7.8%	0.465	32.7%	Ⓜ	Ⓜ	#2	75.752	6.828
ENVIRONMENTAL INITIATIVES	6.101	0.183	3.0%	0.478	7.8%	Ⓜ	Ⓜ	#3	18.225	11.523
INFORMATION TECHNOLOGY	9.556	3.596	37.6%	6.196	64.8%	Ⓜ	Ⓜ	#11	65.128	33.873
OUTDOOR RECREATION CENTRE	10.335	1.097	10.6%	2.127	20.6%	Ⓜ	Ⓜ	#4	29.546	13.575
PARK DEVELOPMENT	35.193	9.756	27.7%	19.751	56.1%	Ⓜ	Ⓜ	#5	211.750	93.834
PLAYGROUNDS/WATERPLAY POOL	9.971	2.296	23.0%	4.810	48.2%	Ⓜ	Ⓜ	#7	44.415	28.859
SPECIAL FACILITIES	0.192	0.069	36.0%	0.192	100.0%	Ⓞ	Ⓞ		22.167	19.877
FACILITY COMPONENTS	12.271	1.439	11.7%	3.265	26.6%	Ⓜ	Ⓜ	#8	36.933	10.809
TRAILS & PATHWAYS	3.493	0.847	24.3%	2.871	82.2%	Ⓞ	Ⓜ	#9	13.950	5.872
Sub-Total	90.958	19.424	21.4%	40.793	44.8%	-	-		548.688	239.692
Growth Related										
ARENA	0.100	0.000	0.0%	0.010	10.0%	Ⓜ	Ⓜ	#1	1.785	0.000
COMMUNITY CENTRES	51.483	18.562	36.1%	31.328	60.9%	Ⓜ	Ⓜ	#2	503.809	183.989
LAND ACQUISITION	20.176	0.636	3.2%	15.406	76.4%	Ⓞ	Ⓞ		241.245	15.296
OUTDOOR RECREATION CENTRE	0.158	0.000	0.0%	0.010	6.3%	Ⓜ	Ⓜ	#4	2.055	0.077
PARK DEVELOPMENT	7.958	2.107	26.5%	4.760	59.8%	Ⓜ	Ⓜ	#5	34.319	5.343
PARKING LOTS & TENNIS COURTS	0.020	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#6	0.300	0.000
PLAYGROUNDS/WATERPLAY POOL	0.040	0.000	0.0%	0.004	10.0%	Ⓜ	Ⓜ	#7	0.700	0.000
Sub-Total	80.935	21.698	26.8%	52.018	64.3%	-	-		786.314	204.830
Total	251.868	66.475	26.4%	153.202	60.8%				1,728.095	669.395

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:

ARENA: under-spending of \$2.489 million is anticipated, including \$1.785 million for the *CAMP SOGR Arenas* project due to coordination with other projects; and \$0.500 million for the *Don Mills Civitan Facility Design* as a result of bundling the project with the new Community Recreation Centre proposed for the same site.

Note # 2:

COMMUNITY CENTRES (CC): under-spending of \$21.488 million is anticipated, \$0.376 million for the *CAMP State of Good Repair Community Centres* project due to coordination with other projects; \$5.198 million for the *Bessarion Facility and Indoor Play Space* due to contractor and site condition issues and coordination with other projects; \$5.664 million for the *North East Scarborough Community Centre* due to delays in the design process to incorporate the implementation of Net Zero and award of tender; \$0.747 million for the *40 Wabash New CC Design* and \$0.926 million for the *Western North York New CC Design*, both due to additional project work and community consultation and \$0.420 million for *York Community Centre* green roof and blind installation projects that are delayed due to ongoing contractor issues.

Note # 3:

ENVIRONMENTAL INITIATIVES: under-spending of \$8.108 million is expected, \$0.280 million for the *City Wide Environmental Initiatives project* due to coordination with other projects; \$0.524 million for *Phase 2 and 3 of Wilket Creek Park*; and \$1.799 million 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 # 4:

OUTDOOR RECREATION CENTRE (ORC): under-spending of \$8.740 million is expected, \$01.541 million 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; \$0.572 million for the *Clydesdale Tennis Clubhouse* Improvements as a result of community consultation; and \$0.385 million for the *Sports Field Program*.

Note # 5:

PARK DEVELOPMENT: under-spending of \$18.640 million is projected, including \$0.869 million as a result of additional project work and community consultation (*Ward 3 Park Improvements, St. Jamestown Open Space Design, Toronto Island Park Implementation, Viola Desmond Park*), \$1.328 million as a result of RFP/RFQ delays (*St. Andrew Playground Improvements, David Crombie Park Revitalization, Osler Park Improvements, Huron Street Playground Phase 2*); \$10.819 million for delays as a result of Co-ordination with Other Projects (*Wallace Emerson Park & Fieldhouse, Huron Washington Park Improvements, Lawrence Heights PH1A Baycrest, Market Land Parkette and South Market Park*); and over \$5.624 million for various Park Development projects due to various approval delays, technical challenges, and conveyance of land.

Note # 6:

PARKING LOTS & TENNIS COURTS: under-spending of \$0.315 million is expected, including \$0.295 million for various *Parking Lot, Tennis Courts and Sports Pad State of Good Repair* projects due to coordination with other projects.

Note # 7:

PLAYGROUNDS/WATERPLAY: under-spending of \$6.118 million is anticipated, including \$2.817 million for the *Play Enhancement Program* due to a shortage of materials and supplier delivery issues as a result of the COVID-19 Pandemic, \$0.872 million for *Tom Riley Park New Playground* due to the design and community consultation process taking longer than anticipated as well as co-ordination with Toronto Water, \$0.743 million for *Fred Hamilton Playground Wading Pool Conversion* as the installation and site restoration is weather-dependent, and \$0.921 million for *CAMP State of Good Repair of Water plays (Wading Pools)* due to co-ordination with various playground projects.

Note # 8:

SPECIAL FACILITIES: under-spending of \$20.002 million is projected, \$8.759 million for the *Ferry Boat Replacement #1* due to further analysis to inform next steps regarding the City's Ferry Replacement Plan; \$5.016 million for the *CAMP SOGR Harbourfront, Marine, Fountains & Seawalls* and \$1.820 million for the *CAMP SOGR Special Facilities Buildings and Structures*, both due to coordination with other projects; and \$4.032 million for *2018 Wind Storm Damages* due to COVID-19 and the availability of specialized equipment.

Note # 9:

FACILITY COMPONENTS: under-spending \$0.697 million is projected, including \$0.500 million for *Accessibility* projects, \$0.075 M for *Capital Asset Management Planning* and \$0.122 million for *Investigation & Pre-Engineering* due to co-ordination with other projects.

Note # 10:

TRAILS & PATHWAYS: under-spending of \$3.203 million is projected, including \$0.625 million for *York Beltline Trail Improvements* as a result of insufficient staff resources; \$0.472 million for *Beltline Trail Access in Moore Park Ravine* due to coordination with other projects; and \$0.028 million for the *Beltline Trail "Stations"* project as it is expected to be completed under budget.

Note # 11:

INFORMATION TECHNOLOGY: under-spending of \$3.360 million is anticipated, mainly driven by \$0.825 million for *Registration, Permitting & Licensing (CLASS)* due to vendor issues; \$1.521 million for the *Enterprise Work Management System* due to program delays; and \$0.650 million for *Public Wi-Fi Initiative* due to equipment availability (global supply chain) and contracted technical resource availability.

Note # 12:

POOL: under-spending of \$0.635 million is expected, driven by \$0.500 million 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 \$0.135 million for *CAMP SOGR Pools* due to coordination with other projects.

Chart 1
2020 Approved Budget by Category (\$24.23)

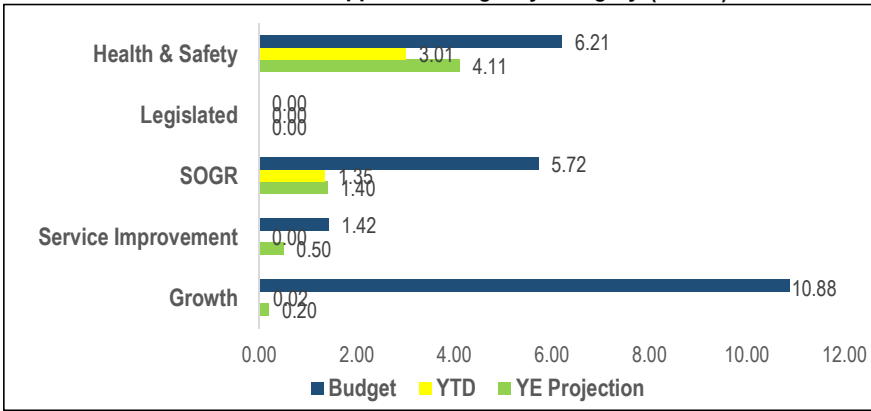


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 11

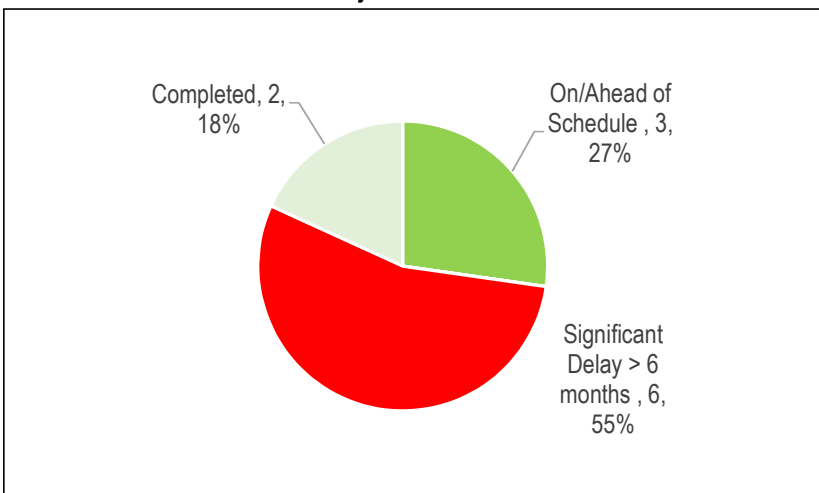


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.87		22.07	0.29	

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 December 16, 2020, City Council authorized city staff to apply for \$10M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP) (EX19.2). On May 12, 2021 SSLTC was allocated \$2.3M in funding under this stream with funding expiring on December 31, 2023. Funding will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May. The remainder of the \$10M application (\$7.7M) will not be awarded, consequently the Q3 variance reports includes an in-year request to reduce project costs and cash flows by \$7.7M gross and \$0 debt.
- 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. The procurement process planned for the *Carefree Lodge Redevelopment* growth project will be delayed due to the divisions response to COVID-19. The division has brought on a Project Director to oversee this redevelopment and start the tendering process for the project design.

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	100.0%	0.177	100.0%	Ⓞ			3.950	3.950
Mechanical - HVAC Repairs/Upgrades	1.671	1.671	100.0%	1.671	100.0%	Ⓞ	Ⓞ		7.561	6.271
Specialty Systems & Elevator Upgrades	0.070	0.060	86.3%	0.070	100.0%	Ⓞ	Ⓞ		2.780	2.751
Building Health & Safety	1.991	0.960	48.2%	1.991	100.0%	Ⓞ	Ⓜ	#1	3.741	1.232
Building H&S COVID 19 Infrastructure	2.300	0.141	6.1%	0.200	8.7%	Ⓜ	Ⓜ	#2	2.300	0.141
Sub-Total	6.209	3.009	48.5%	4.109	66.2%	-	-		20.332	14.345
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	0.081	62.0%	0.131	100.0%	Ⓞ	Ⓞ		9.900	6.750
Specialty Systems	0.111	0.111	100.0%	0.111	100.0%	Ⓞ			1.635	1.635
Building SOGR	5.484	1.160	21.2%	1.160	21.2%	Ⓜ	Ⓜ	#1	13.672	4.524
Sub-Total	5.725	1.352	23.6%	1.401	24.5%	-	-		25.207	12.909
Service Improvements										
Electronic Health Care System	1.174	0.000	0.0%	0.500	42.6%	Ⓜ	Ⓜ	#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%	0.500	35.1%	-	-		3.402	1.977
Growth Related										
Carefree Lodge Redevelopment	10.875	0.020	0.2%	0.200	1.8%	Ⓜ	Ⓜ	#3	175.970	0.020
Sub-Total	10.875	0.020	0.2%	0.200	1.8%	-	-		175.970	0.020
Total	24.233	4.381		6.210					276.911	78.892

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 December 16, 2020, City Council authorized city staff to apply for \$10M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP) (EX19.2). On May 12, 2021 SSLTC was allocated \$2.3M in funding under this stream with funding expiring on December 31, 2023. Funding will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May. The remainder of the \$10M application (\$7.7M) will not be awarded, consequently the Q3 variance reports includes an in-year request to reduce project costs and cash flows by \$7.7M gross and \$0 debt.

Note # 3:

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* (Time & Attendance System Review), led corporately by I&T, has been temporarily suspended as a result of COVID-19. The procurement process planned for the *Carefree Lodge Redevelopment* growth project will be delayed due to the divisions response to COVID-19. The division has brought on a Project Director to oversee this redevelopment and start the tendering process for the project design.

Chart 1
2021 Approved Budget by Category (\$248.97)

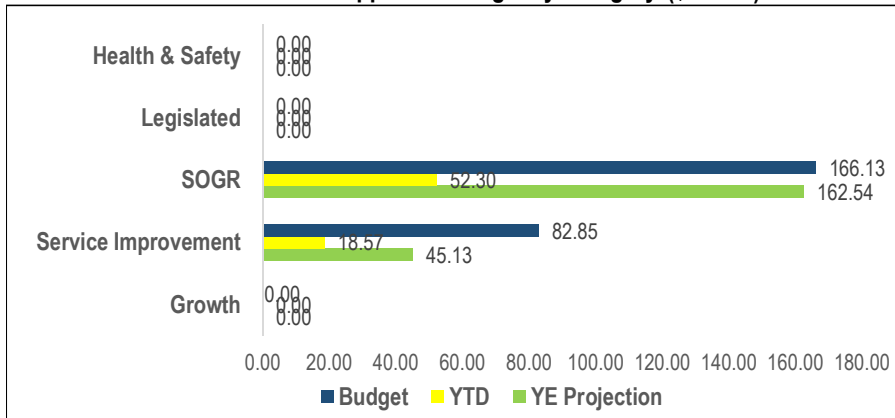


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

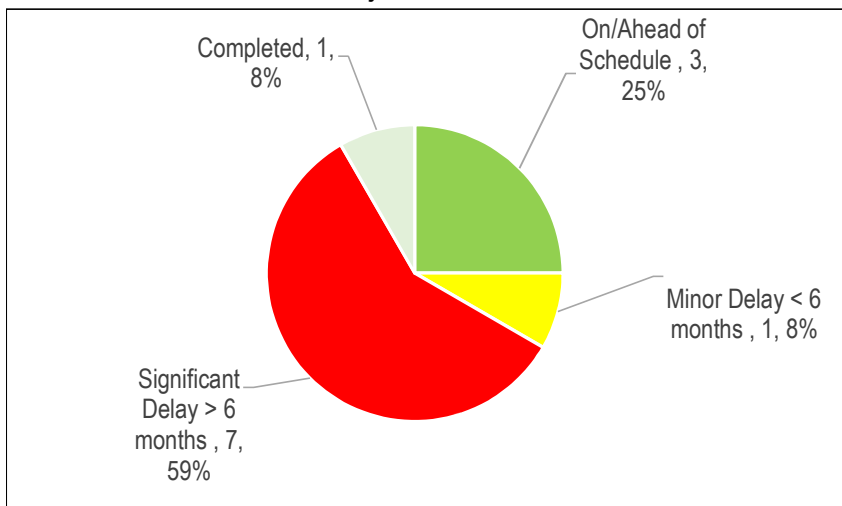


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
162.04	7.76	77.46	1.71	

Key Discussion Points:

- **George Street Revitalization:** The GSR Transition plan continues to experience COVID-19 related delays, both in the construction and renovation of transition sites and release of the project RFP for the Main site. Renovation of 705 Progress is substantially complete, minor modifications and upgrades at 76 Church Street are underway with construction anticipated to conclude in mid-2022. Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. Work on the Project Output Specification document (PSOS) which will inform the issuance of the project RFP has been further delayed due to the pandemic. Release of the RFP for the construction phase is now anticipated in Q1-2022.
- **1,000 New Shelter Beds Project:** Project is experiencing construction and renovation delays at two sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q4-2021 once the TLAB decision is received and construction work commences at 233 Carlton street. As a result of COVID-19 related delays project, completion is now anticipated in December 2024.

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	0.667	10.9%	2.536	41.4%	Ⓡ	Ⓡ	#1	6.126	0.667
TCHC-SOGR	160.000	51.636	32.3%	160.000	100.0%	Ⓢ	Ⓢ	#11	160.000	51.636
SOGR Project Name										
Sub-Total	166.126	52.302	31.5%	162.536	97.8%	-	-		166.126	52.302
Service Improvements										
Red Door Shelter	0.466	0.157	33.8%	0.200	42.9%	Ⓡ	Ⓢ	#2	7.800	7.710
George Street Revitalization (GSR)	18.347	3.239	17.7%	10.575	57.6%	Ⓢ	Ⓡ	#3	587.112	72.660
Choice Based Housing Access System	2.989	1.044	34.9%	2.299	76.9%	Ⓢ	Ⓡ	#4	6.970	5.025
Addition Of 1000 New Shelter Beds	44.710	13.716	30.7%	23.185	51.9%	Ⓢ	Ⓡ	#5	112.139	69.799
Central Intake Call Centre	1.101	0.166	15.1%	0.312	28.3%	Ⓡ	Ⓡ	#6	1.736	0.800
AODA	1.579	0.154	9.7%	1.579	100.0%	Ⓢ	Ⓢ		7.947	1.184
625 Church St. - Modernization	4.088	0.090	2.2%	0.619	15.1%	Ⓡ	Ⓡ	#7	4.931	0.934
COVID - 19 Resilience Response	7.761	0.000	0.0%	4.657	60.0%	Ⓢ	Ⓢ	#8	7.761	0.000
Tower Renewal	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#9	13.508	0.000
TCHC - SHAIIP	1.707	0.000	0.0%	1.707	100.0%	Ⓢ	Ⓢ	#10	133.111	131.404
Sub-Total	82.847	18.567	22.4%	45.133	54.5%	-	-		883.015	289.516
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	248.973	70.870	28.5%	207.669	83.4%				1,049.141	341.818

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:

Final project scoping and design work at contract award for work at various locations resulted in scope changes and cost escalations at a number of sites. Project completion at these sites have therefore been extended to 2022. Spending will continue to ramp up in Q4-2021 as contracts are awarded and work progresses at affected sites.

Note # 2:

Project is substantially complete at 98.7%. However, there are a few minor deficiencies to be rectified in 2021 if not covered by warranty. Project completion is anticipated for the end of 2021.

Note # 3:

The GSR Transition plan continues to experience COVID-19 related delays, both in the construction and renovation of transition sites and release of the project RFP for the Main site. Renovation of 705 Progress is substantially complete, minor modifications and upgrades at 76 Church Street are underway with construction anticipated to conclude in mid-2022. Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. Work on the Project Output Specification document (PSOS) which will inform the issuance of the project RFP has been further delayed due to the pandemic. Release of the RFP for the construction phase is now anticipated in Q1-2022.

Note # 4:

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 project team is also monitoring issues related to the transition from the legacy system. This is expected to continue into 2022 when the project is scheduled to conclude.

Note # 5:

Project is experiencing construction and renovation delays at two sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q4-2021 once the TLAB decision is received and construction work commences at 233 Carlton street. As a result of COVID-19 related delays, project completion is now anticipated in December 2024.

Note # 6:

Work has resumed following resolution of COVID-19 related delays. The project is now in the business readiness phase and is being implemented in partnership with the City's Technology Services, 311 and Pension, People Business & Employment Benefit divisions to ensure alignment with City employment policies and IT systems. Project completion is anticipated in June 2022.

Note # 7:

Project is on hold 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 # 8:

Federal funding for this project has been confirmed as of April 2022. Spending will ramp up in Q4 - 2021 as contracts are awarded and work proceeds at identified sites. Project completion is now anticipated in 2022. The federal government has approved extension of the project term beyond December 2021 due to contract award and material delivery delays.

Note # 9:

Project delayed to ensure adequate time to negotiate with the Federation of Canadian Municipalities (these were delayed due to COVID-19) and to develop the program model as outlined in the report to the Infrastructure and Environment Committee on July 5, 2021 and City Council. Approval is being requested through the Q3-2022 Capital Variance Report to transfer this project to the 2021 - 2030 Capital Budget and Plan for the Housing Secretariat which will be responsible for project delivery and reporting going forward.

Note # 10:

The 12 Provincial SHAIIP-funded projects are all complete and the hold-back portion of the reimbursement claim invoices received from TCHC are being processed for payment.

Note # 11:

YTD expenditures in the table above reflect the amount of funding that has been reconciled and paid to TCHC by SSHA. This 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)

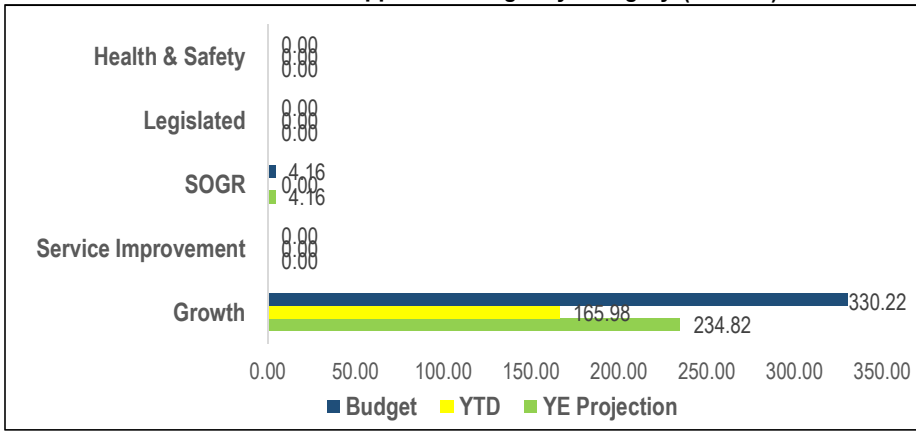


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 6

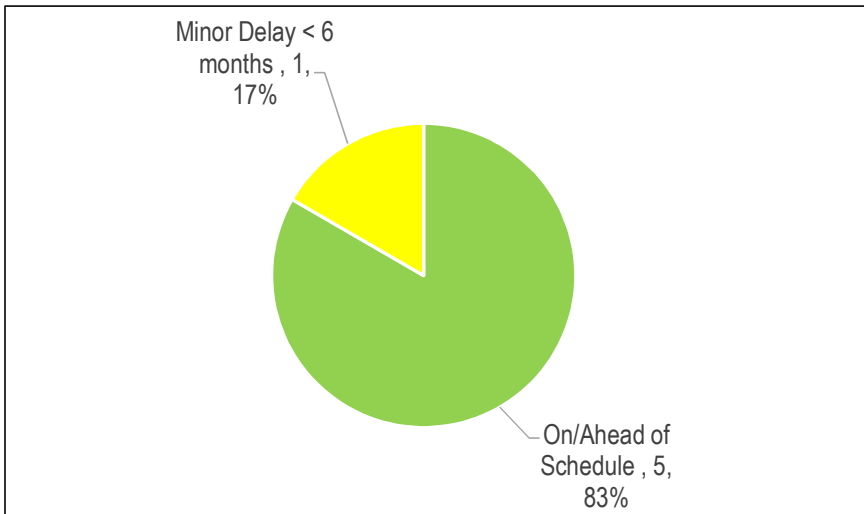


Table 2

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%	Ⓞ	Ⓞ	#1	4.163	0.000
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	4.746	16.1%	11.141	37.7%	Ⓜ	Ⓨ	#2	50.669	4.746
Rental Development	17.156	0.162	0.9%	0.970	5.7%	Ⓜ	Ⓜ	#3	17.156	0.149
Modular Housing	26.600	2.965	11.1%	6.373	24.0%	Ⓜ	Ⓨ	#4	26.600	0.492
Rapid Housing Initiative (RHI)	209.591	144.154	68.8%	188.453	89.9%	Ⓞ	Ⓨ	#5	218.446	132.913
Emergency Housing Action (EHI)	47.355	13.956	29.5%	27.884	58.9%	Ⓨ	Ⓞ	#6	60.300	16.416
Sub-Total	330.220	165.984	50.3%	234.822	71.1%	-	-		373.171	154.716
Total	334.383	165.984	49.6%	238.985	71.5%				377.334	154.716

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

Note # 1:

This project which is intended to support renovation of TCHC housing units for use as affordable housing will now be delivered through flowthrough of provincial funding (COCHI) from Housing Secretariat's Operating budget to TCHC. Accordingly, a request to close this capital project and amend Housing Secretariat's 2021 - 2030 Capital Budget and Plan with a corresponding increase in Housing Secretariat's Operating Budget (\$4.163M gross, \$0 net) is being presented through the Q3-2021 Variance report.

Note # 2:

Spending on projects are below anticipated levels primarily due to minor delays in completion of pre-development work at some sites, based on additional design changes and other requirements identified during stakeholder engagement meetings. Spending is expected to ramp up in Q4-2021, and the start of construction schedule for all projects remain unaffected.

Note # 3:

Variance on projects are due to unanticipated delays in construction as a result of market conditions.

Note # 4:

Projects are experiencing extended pre-construction planning and design which will result in completion in Q1 and Q2 of 2022. Spending will accelerate starting in Q4 as manufacturing of modular units and site constructions ramps up.

Note # 5:

Some projects are experiencing delays primarily due to site and market conditions. Spending will accelerate starting in Q4 as constructions ramps up. Despite these delays, the majority of projects remain on schedule to be completed in Q4 2021, with the remainder to be completed in early 2022.

Note # 6:

Some projects are experiencing delays primarily due to site and market conditions. Spending will accelerate starting in Q4 as constructions ramps up. Despite these delays, projects remain on schedule to be completed in Q1 and Q2 of 2022.

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

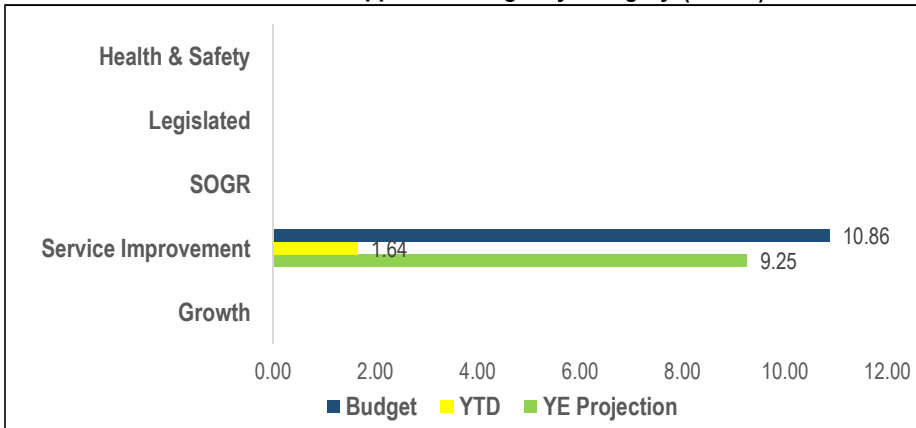


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 4

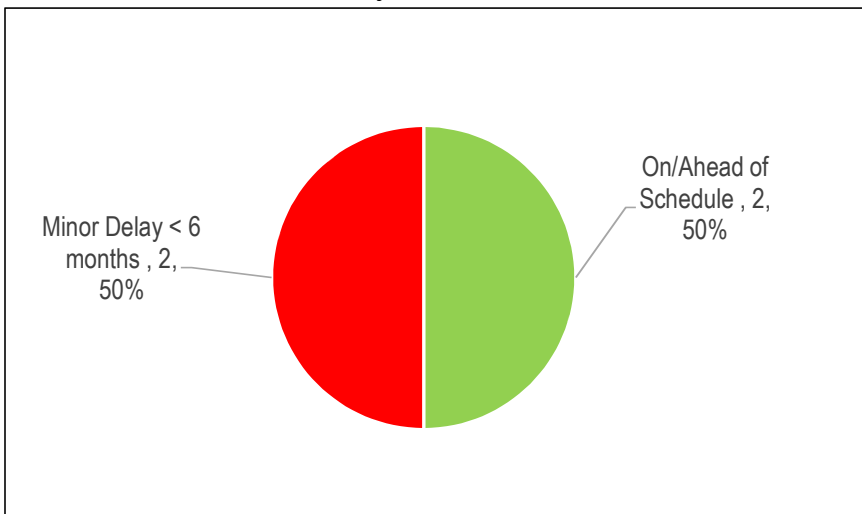


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.32	4.53			

Key Discussion Points:

- The Human Services Integration (HSI) Phase 2 project is facing delays due to the delayed hiring of 3 contract positions. The project has also absorbed additional scope including the Fair Pass Discount Program Expansion, the Toronto Grant Rebate and Incentive Programs project implementation, and the Ernst & Young Report for the Audit and Accountability Fund (AAF) grant. The project completion date has been revised from Dec 2021 to Q2 2022.
- The Yonge St. Leasehold Improvement project faced delays in the procurement process as a result of COVID-19 impacts. The construction tender is now complete with work to begin in Q4 2021. The office is on track to open in Q1 2022.

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	1.322	38.3%	2.490	72.1%	Ⓞ	Ⓨ	#1	9.823	7.693
Bridlewood Leasehold Improvement	3.504	0.017	0.5%	3.504	100.0%	Ⓞ	Ⓞ		4.380	0.017
Dufferin Mall Leasehold Improvement	2.820	0.298	10.6%	2.820	100.0%	Ⓞ	Ⓞ		3.500	0.298
Yonge St. Leasehold Improvement	1.081	0.007	0.7%	0.432	40.0%	Ⓡ	Ⓨ	#2	2.161	0.007
Sub-Total	10.857	1.645	15.2%	9.246	85.2%	-	-		19.864	8.015
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	10.857	1.645	15.2%	9.246	85.2%				19.864	8.015

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

Note #1

The project is facing hiring delays as a result of COVID-19 impacts, in addition to increased project scope. The revised project completion date is Q2 2022.

Note #2

The 2021 year-end projected spending reflects underspending due to delays in the procurement process as a result of COVID-19 impacts. Construction will begin Q4 2021 and the office will open Q1 2022.

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

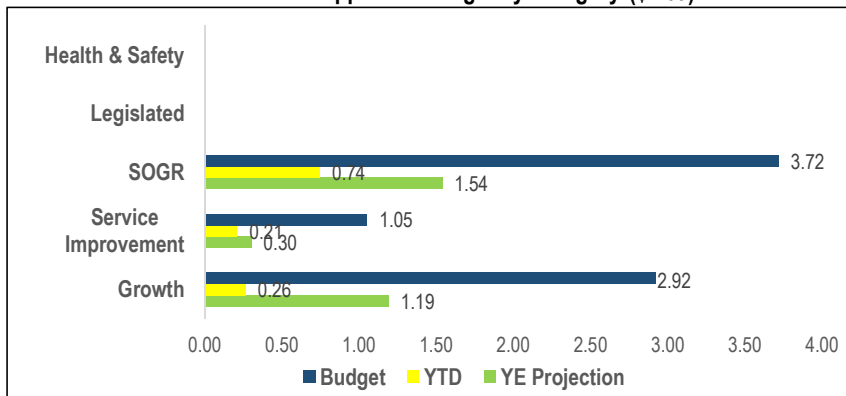


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

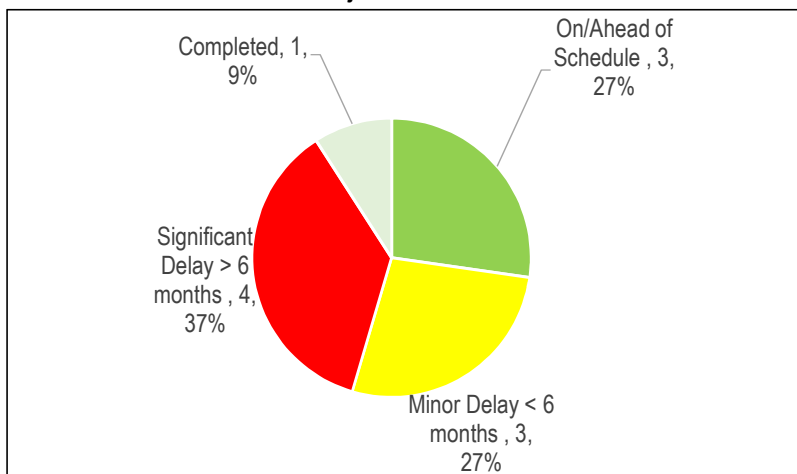


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.50	3.63	2.52	0.04	

Key Discussion Points:

- The Medical Equipment Replacement project faced delays in the RFQ process as a result of delayed specifications of helmets and oxygen carriers. Purchase is expected to be complete in Q1 2022.
- The Dispatch Console Replacement project is facing delays in the installation process due to COVID protocols. Equipment will be delivered in Q4 2021. Installation will be complete by Q1 2022.
- The Additional ERV project is delayed due to a global shortage of semi-conductors. Delivery and conversion of 4 Emergency Response Vehicles is expected to be complete by Q1 2022.
- The Capital Asset Management project faced delayed in hiring 3 positions as a result of COVID-19 impacts. The positions are on track to be filled by Q4 2021.
- The procurement of the Additional Ambulances project is delayed due to a global shortage of semi-conductors. Ambulance build is expected to be complete by Q4 2021, with purchase expected to be complete by the end of Q1 2022.
- The Multi-Function Station #2 project is facing delays due to the requirement of a new design, including a Net Zero Energy Feasibility Study. The Detailed Design Phase is currently underway and the development submission is expected by Q4 2021. Project completion has been extended to Q4 2025.
- The Rexdale Ambulance Post project was originally 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 has been granted use of the entire property and is now working with CreateTO and Real Estate to develop infrastructure plans by Q4 2022.
- The 330 Bering Ave. Ambulance Post project shows underspending for 2021 due to unanticipated funding from CREM for the construction.
- The PPE Reprocessing Facility project shows underspending for 2021 due to unanticipated funding from CREM for the construction.

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	0.037	100.0%	0.037	100.0%	Ⓞ	Ⓞ		0.300	0.269
MOBILE DATA COMMUNICATIONS - 2021	0.500	0.377	75.5%	0.400	80.0%	Ⓞ	Ⓞ		0.500	0.377
MEDICAL EQUIPMENT REPLACEMENT	1.487	0.019	1.3%	0.200	13.4%	Ⓡ	Ⓢ	#1	5.643	4.022
DISPATCH CONSOL REPLACEMENT	1.693	0.310	18.3%	0.900	53.2%	Ⓢ	Ⓢ	#2	2.610	0.649
Sub-Total	3.717	0.744	20.0%	1.537	41.3%				9.053	5.317
Service Improvements										
ADDITIONAL ERV (2020)	0.600	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.600	0.000
CAPITAL ASSET MANAGEMENT PLANNING	0.450	0.208	46.1%	0.300	66.7%	Ⓢ	Ⓢ	#4	0.450	0.208
Sub-Total	1.050	0.208	19.8%	0.300	28.6%				1.050	0.208
Growth Related										
ADDITIONAL AMBULANCES (2020)	0.707	0.000	0.0%	0.570	80.6%	Ⓞ	Ⓡ	#5	1.750	1.043
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.039	0.259	25.0%	0.470	45.2%	Ⓡ	Ⓡ	#6	40.245	0.841
AMBULANCE POST - REXDALE	0.175	0.002	1.3%	0.050	28.5%	Ⓡ	Ⓡ	#7	1.800	0.227
AMBULANCE POST - 330 BERING AVE	0.500	0.000	0.0%	0.050	10.0%	Ⓡ	Ⓞ	#8	0.500	0.000
PPE RE-PROCESSING FACILITIES	0.500	0.000	0.0%	0.050	10.0%	Ⓡ	Ⓞ	#9	0.500	0.000
Sub-Total	2.921	0.262	9.0%	1.190	40.7%				44.795	2.111
Total	7.689	1.213	15.8%	3.027	39.4%				54.898	7.635

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 projected underspending in 2021 is due to delays in the RFQ process as a result of delayed specifications of specialized equipment. Contract award and delivery are expected in Q1 2022.

Note # 2:

The projected underspending in 2021 is due to delays in the installation process resulting from COVID-19 impacts.

Note # 3:

The projected underspending in 2021 is a result of delays due to the unanticipated shortage of specialized equipment. Purchase is expected to be complete in Q1 2022.

Note # 4:

The projected underspending in 2021 is due to delays in hiring as a result of COVID-19 impacts. The positions will be filled by Q4 2022.

Note # 5:

The projected underspending in 2021 is a result of delays due to the unanticipated shortage of specialized equipment. Purchase is expected to be complete in Q1 2022.

Note # 6:

The delays and projected underspending in 2021 are due to the requirement of a new concept design. The Detailed Design Phase is expected to be complete by Q4 2021. The project completion date has been revised to Q4 2025.

Note # 7:

Delays in the project and projected underspending due to Toronto Fire Services Woodbine project being deferred resulting in the collaboration being cancelled. The RFQ to assign the consultant for future uses of the property are underway, with plans to be determined by Q4 2022.

Note # 8:

The projected underspending in 2021 is a result of CREM funding the construction.

Note # 9:

The projected underspending in 2021 is a result of CREM funding the construction.

**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%		Ⓢ
	Q2	7.57	1.41	5.07	66.9%	□	Ⓢ
	Q3	7.57	2.33	4.78	63.1%	↓	Ⓢ
Fire Services	4M	19.12	2.57	15.41	80.6%		Ⓢ
	Q2	19.12	3.07	12.72	66.6%	↓	Ⓢ
	Q3	19.12	4.70	9.65	50.4%	↓	Ⓢ
Transit Expansion	4M	47.39	0.49	19.99	42.2%		Ⓢ
	Q2	47.39	0.49	17.52	37.0%	↓	Ⓢ
	Q3	47.39	0.54	17.52	37.0%	□	Ⓢ
Transportation	4M	458.29	59.22	382.52	83.5%		Ⓢ
	Q2	458.68	102.37	376.69	82.1%	↓	Ⓢ
	Q3	458.73	192.80	368.55	80.3%	↓	Ⓢ
Waterfront Revitalization	4M	129.24	3.47	102.01	78.9%		Ⓢ
	Q2	129.24	4.27	91.32	70.7%	↓	Ⓢ
	Q3	109.70	68.68	80.66	73.5%	↑	Ⓢ
TOTAL	4M	661.61	66.50	525.01	79.4%		Ⓢ
	Q2	614.61	111.11	485.81	79.0%	↓	Ⓢ
	Q3	642.51	269.04	481.15	74.9%	↓	Ⓢ

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

For the nine months ended September 30, 2021, the capital expenditures for Infrastructure and Development Services totalled \$269.0 million of their collective 2021 Approved Capital Budget of \$642.5 million. Spending is expected to increase to \$481.1 million (74.9%) by year-end. Two 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 80.3% and 73.5% respectively, while City Planning, Fire Services and Transit Expansion have projected year-end spending rate of 63.1%, 50.4%, and 37.0% respectively.

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

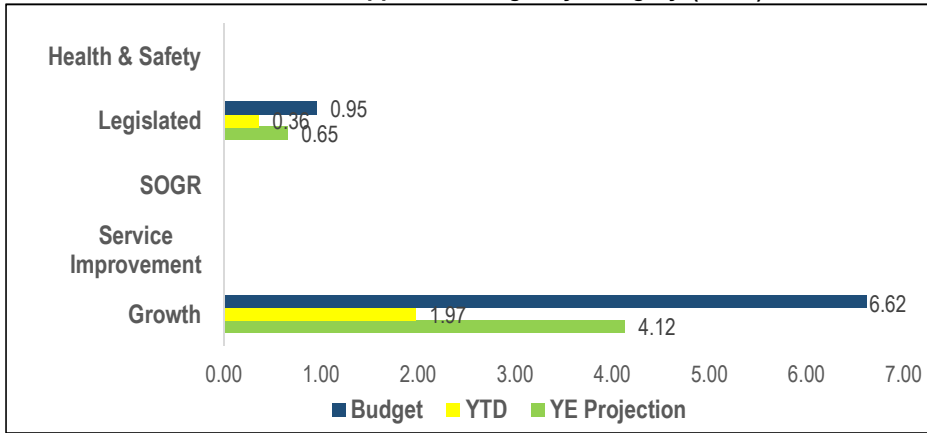


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	
Service Improvement	
Growth	17
Total # of Projects	19

Chart 2
Project Status - 19

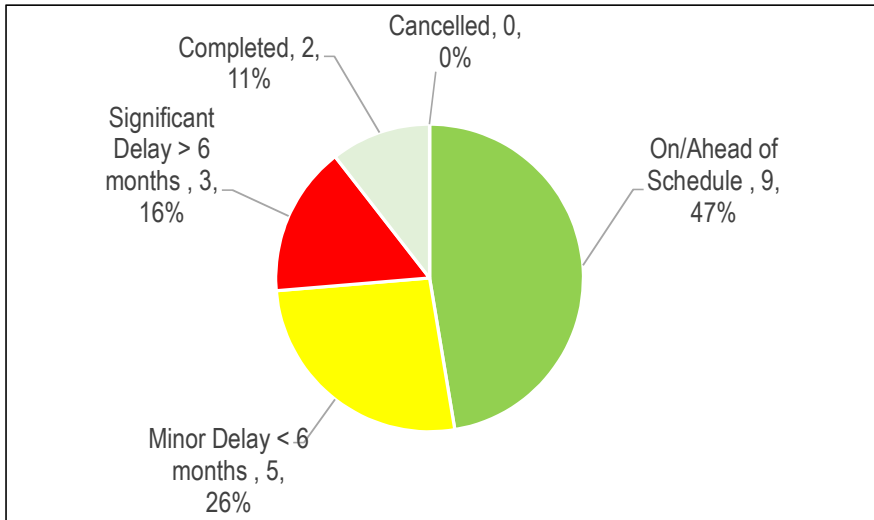


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	4
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects	2	
Community Consultation		
COVID-19 Related		
Other*		
Total # of Projects	3	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.217	3.519	1.837		

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%	⓪	⓪	1	0.260	0.025
5 Year Review of the Official Plan	0.730	0.330	45.2%	0.500	68.5%	⓪	⓪	2	2.290	1.235
Sub-Total	0.950	0.355	37.4%	0.654	68.8%	-	-		2.550	1.260
Growth Related										
Growth Studies	1.543	0.457	29.6%	1.136	73.6%	⓪	⓪	3	5.843	2.529
Transportation & Transit Studies	0.515	0.108	21.0%	0.363	70.5%	⓪	⓪	3	0.927	0.231
St. Lawrence Market North- Archaeological	0.100	0.000	0.0%	0.000	0.0%	⓪	⓪	6	0.300	0.099
Avenue/Area Studies	0.425	0.045	10.5%	0.237	55.9%	⓪	⓪	3	0.447	0.099
Heritage Conservation District Studies	0.500	0.359	71.8%	0.440	88.0%	⓪	⓪		2.093	0.785
Secondary Plan Implementation	0.622	0.243	39.1%	0.373	60.0%	⓪	⓪	5	1.643	1.153
Places - Civic Improvements	2.919	0.760	26.0%	1.576	54.0%	⓪	⓪	4	18.846	11.664
Sub-Total	6.623	1.972	29.8%	4.125	62.3%	-	-		30.100	16.559
Total	7.574	2.327	30.7%	4.779	63.1%				32.650	17.819

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, partially due to COVID.

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 (recovers for 5 staff)

Note # 6:

Funding for the Heritage Interpretation Plan. Project deferred to 2022 due to construction schedule for the St. Lawrence Market North project.

Fire Services (FIR)

Chart 1
2020 Approved Budget by Category (\$19.12)

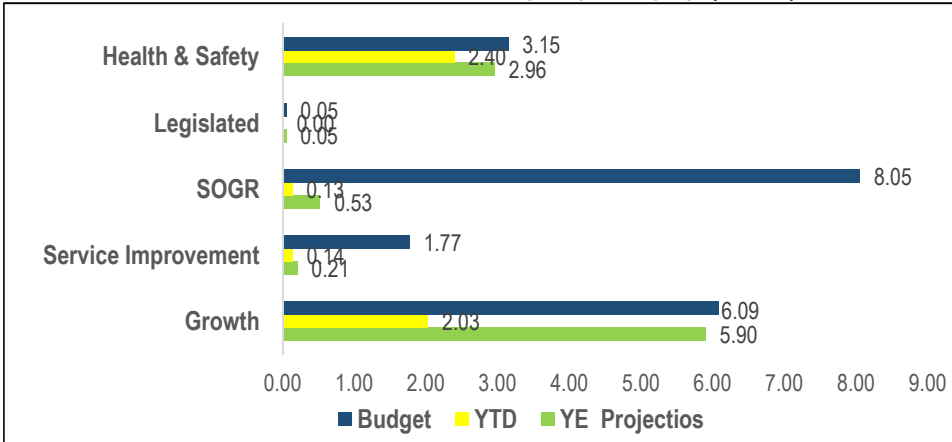


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 15

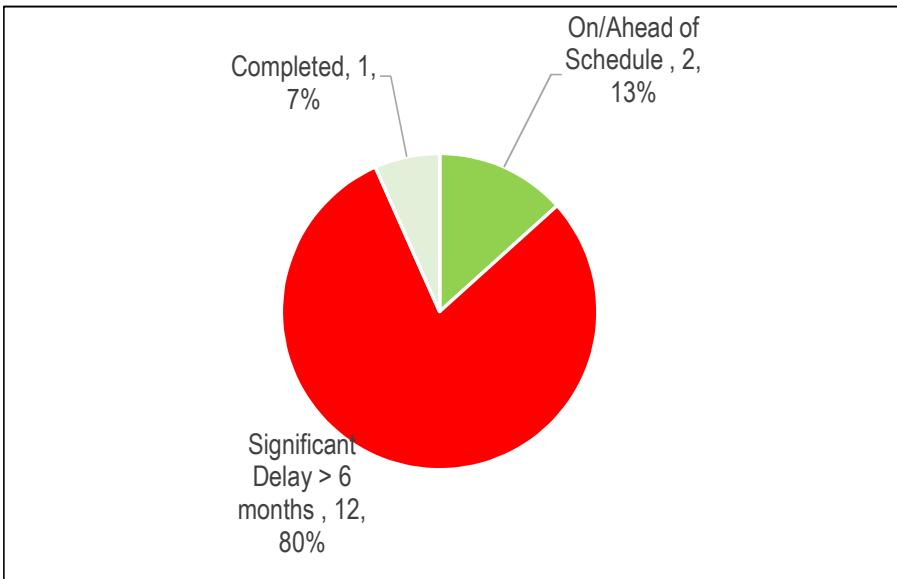


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	4	
RFQ/RFP Delayed	5	
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects	2	
Community Consultation		
COVID-19 Related		
Other*		
Total # of Projects	12	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.67		14.18	0.26	

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 on order and scheduled for delivery by year end.
- 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			0.263	75.1%	Ⓞ	Ⓡ	1	0.350	0.000
Personal Protection Equipment	2.380	2.239	94.1%	2.380	100.0%	Ⓞ	Ⓞ		4.500	4.360
Firefighting Particulate Hoods	0.261	0.157	60.2%	0.157	60.2%	Ⓜ	Ⓞ	2	0.650	0.546
Breathing Air Compressor Replacement 2020	0.078			0.078	100.0%	Ⓞ	Ⓡ	3	0.078	0.000
Breathing Air Compressor Replacement 2021	0.080			0.080	100.0%	Ⓞ	Ⓡ	3	0.080	0.000
Sub-Total	3.149	2.396	76.1%	2.958	93.9%	-	-		5.658	4.906
Legislated										
Replacement of HUSAR Equip - 2021	0.050			0.050	100.0%	Ⓞ	Ⓡ	3	0.050	0.000
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			0.050	1.1%	Ⓡ	Ⓡ	4	4.545	0.000
HUSAR Bldg Expansion									2.400	0.210
Training Simulators Rehabilitation	0.100			0.089	89.0%	Ⓞ	Ⓡ	3	0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	2.479	0.134		0.248	10.0%	Ⓡ	Ⓡ	5	8.489	0.501
CAD Upgrade	0.930			0.139	14.9%	Ⓡ	Ⓡ	6	1.960	0.000
Sub-Total	8.054	0.134	1.7%	0.526	6.5%	-	-		17.494	0.711
Service Improvements										
Fire Prevention Integration Project	1.692	0.089		0.128	7.6%	Ⓡ	Ⓡ	7	2.010	0.406
Operational BI Data Architecture Modernization	0.080	0.049	61.3%	0.080	100.0%	Ⓞ	Ⓡ	8	0.770	0.740
Sub-Total	1.772	0.138	7.8%	0.208	11.7%	-	-		2.780	1.146
Growth Related										
Station B (Stn 144) Keele/ Sheppard	2.294	2.027	88.4%	2.294	100.0%	Ⓞ	Ⓞ		11.685	11.252
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%	Ⓞ	Ⓡ	9	3.000	0.000
Sub-Total	6.094	2.027	33.3%	5.903	96.9%	-	-		15.485	11.252
Total	19.119	4.695		9.645					41.467	18.015

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	Ⓡ

Fire Services (FIR)

Note # 1:

The PO and agreement execution are anticipated to be finalized by Q4. Expedited implementation is still anticipated with year end expenditures at 75% of plan.

Note # 2:

The product has been received and distributed throughout the division. Project underspending reflects competitive product bids that were lower than budget.

Note # 3:

Product delivery is scheduled in Q4, with projects projected to be fully spent by year-end.

Note # 4:

The project has been delayed due to the decision to add classroom space for training and concerns about soil contamination; a scope change is included in 2022 to manage these additional costs, with the timing of project completion under review.

Note # 5:

Complications surrounding contract compliance security provisioning is taking considerable time to resolve. As a result year-end forecast is adjusted to 10% of plan.

Note # 6:

Difficulties acquiring project hardware, combined with server procurement issues have delayed spending, resulting in the need to revise spending projections to 15% of the plan, with carry forward funding budgeted into 2022.

Note # 7:

The Purchase Order Amendment and the Statement of Work (SOW) have been revised and executed. As a result of better defined SOW and existing resource constraints year-end, the expenditure forecast has been adjusted to 7.6% of plan, with carry forward funding budgeted into 2022..

Note # 8:

The final phase of this project is scheduled for completion by year-end, with building stock and sustainment strategy anticipated to be in place by year-end.

Note # 9:

The vehicles have been ordered, with delivery anticipated by year-end.

Transportation Services (TRN)

Chart 1
2020 Approved Budget by Category (\$458.73)

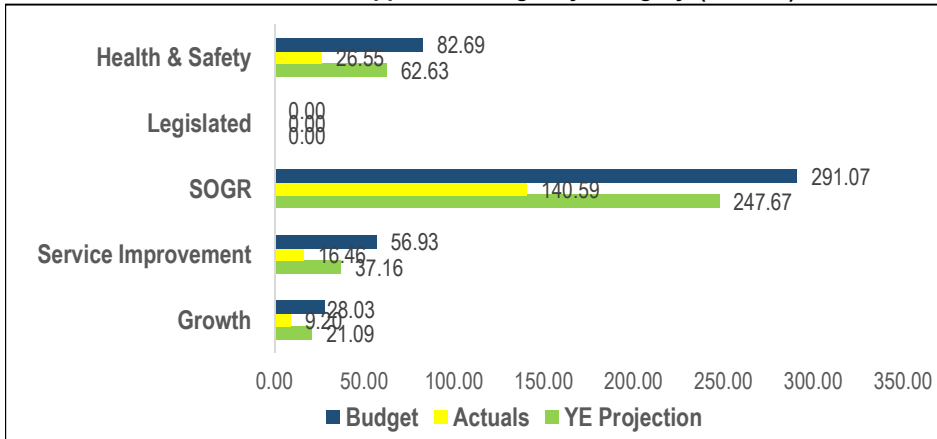


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 91

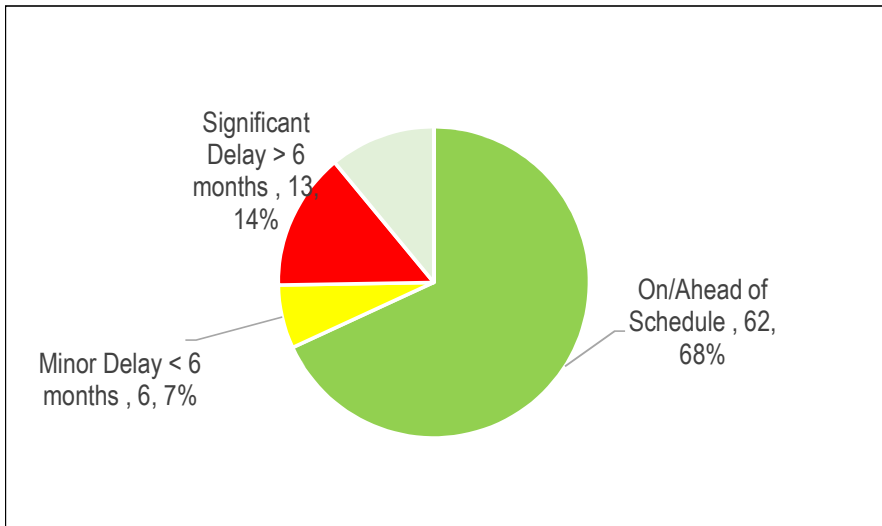


Table 2

Reason for Delay	19	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	2	
COVID-19 Related	3	
Other*	7	4
Total # of Projects	13	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
406.61	21.48	30.64		

Reasons for "Other*" Projects Delay:

- Transportation Services has 11 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	14.446	31.1%	39.456	85.0%	Ⓞ	Ⓞ	#1	180.049	72.717
Glen Road Pedestrian Bridge	8.570	0.067	0.8%	1.028	12.0%	Ⓡ	Ⓡ		18.436	0.834
Guide Rail Program	0.800	0.094	11.8%	0.800	100.0%	Ⓞ	Ⓞ		8.080	4.276
Road Safety Plan	26.905	11.943	44.4%	21.348	79.3%	Ⓞ	Ⓞ			
Sub-Total	82.694	26.550	32.1%	62.633	75.7%					
State of Good Repair										
City Bridge Rehabilitation	28.514	20.970	73.5%	25.685	90.1%	Ⓞ	Ⓞ	#2 #3 #4	2,307.210	339.479
Critical Interim Road Rehabilitation	8.120	1.391	17.1%	5.684	70.0%	Ⓜ	Ⓞ			
Ditch Rehabilitation & Culvert Reconstruction	1.580	0.089	5.6%	1.343	85.0%	Ⓞ	Ⓞ			
Don Valley Parkway Rehabilitation	2.558	1.296	50.7%	1.535	60.0%	Ⓜ	Ⓜ			
F.G. Gardiner	85.376	47.493	55.6%	72.574	85.0%	Ⓞ	Ⓞ			
Facility Improvements	1.800	0.360	20.0%	0.792	44.0%	Ⓡ	Ⓡ			
Laneways	1.854	0.586	31.6%	0.797	43.0%	Ⓡ	Ⓡ			
Local Road Rehabilitation	70.000	39.322	56.2%	66.500	95.0%	Ⓞ	Ⓞ			
Major Road Rehabilitation	58.600	20.062	34.2%	49.811	85.0%	Ⓞ	Ⓞ			
Major SOGR Pooled Contingency	3.800	0.112	2.9%	2.850	75.0%	Ⓞ	Ⓞ			
Retaining Walls Rehabilitation	1.359	0.315	23.2%	0.888	65.4%	Ⓜ	Ⓜ			
Sidewalks	15.850	5.147	32.5%	12.102	76.4%	Ⓞ	Ⓞ			
Signs & Markings Asset Management	4.734	1.377	29.1%	3.787	80.0%	Ⓞ	Ⓞ			
Traffic Plant Requirements / Signal Asset Management	6.925	2.070	29.9%	3.324	48.0%	Ⓡ	Ⓜ			
Sub-Total	291.070	140.590	48.3%	247.673	85.1%					
Service Improvements										
Cycling Infrastructure	17.959	5.604	31.2%	16.163	90.0%	Ⓞ	Ⓞ	#5 #6	1.950 38.815	0.423 0.000
Engineering Studies	4.499	3.151	70.0%	3.749	83.3%	Ⓞ	Ⓞ			
LED Signal Module Conversion	1.574	0.009	0.5%	0.236	15.0%	Ⓡ	Ⓡ			
Mapping & GIS Repository	0.723	0.227	31.4%	0.455	63.0%	Ⓜ	Ⓜ			
MoveTO	4.452	0.000	0.0%	2.894	65.0%	Ⓜ	Ⓜ			
Neighbourhood Improvements	4.368	1.715	39.2%	2.732	62.5%	Ⓜ	Ⓞ			
PTIF Projects	4.460	1.040	23.3%	3.224	72.3%	Ⓞ	Ⓞ			
Quick Clear Squad Vehicles	0.365	0.182	50.0%	0.357	98.0%	Ⓞ	Ⓞ			
Surface Network Transit Plan	9.752	0.153	1.6%	0.429	4.4%	Ⓡ	Ⓡ			
System Enhancements for Road Repair & Permits	3.000	1.209	40.3%	2.250	75.0%	Ⓞ	Ⓞ			
TO360 Wayfinding	0.702	0.266	37.9%	0.597	85.0%	Ⓞ	Ⓞ			
Traffic Congestion Management	5.080	2.907	57.2%	4.072	80.1%	Ⓞ	Ⓞ			
Sub-Total	56.935	16.462	28.9%	37.159	65.3%					
Growth Related										
Emery Village Improvements	0.091	0.071	78.5%	0.082	90.0%	Ⓞ	Ⓞ	#7	1.641	0.071
John Street Revitalization Project	0.000	0.078		0.078			Ⓞ		52.656	0.655
King Liberty Cycling Pedestrian Bridge	0.200	0.654	326.9%	0.654	326.9%	Ⓡ	Ⓞ	#8	15.038	13.614
Lawrence-Allen Revitalization Project	1.999	0.423	21.2%	0.720	36.0%	Ⓡ	Ⓡ	#9	11.246	2.734
Metrolinx Additional Infrastructure	2.000	0.000	0.0%	1.400	70.0%	Ⓜ	Ⓞ	#10	13.000	2.376
North York Service Road	0.080	2.277	2836.3%	2.292	2854.6%	Ⓡ	Ⓞ		35.687	32.004
Port Union Road	0.325	0.321	98.6%	0.325	100.0%	Ⓞ	Ⓞ	12.063	0.712	
Regent Park Revitalization	1.608	0.000	0.0%	0.209	13.0%	Ⓡ	Ⓡ	#11	6.421	4.677
Scarlett / St. Clair / Dundas	5.462	0.381	7.0%	0.655	12.0%	Ⓡ	Ⓜ	#12	44.181	2.691
Six Points Interchange Redevelopment	2.950	1.234	41.8%	2.213	75.0%	Ⓞ	Ⓞ	#13	74.033	63.834
Steeles Widening (Tapscott Rd - Beare Rd)	0.338	0.005	1.5%	0.101	30.0%	Ⓡ	Ⓡ		45.099	0.957
Third Party Signals	0.300	0.000	0.1%	0.225	75.0%	Ⓞ	Ⓞ			

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			
Work for TTC & Others	11.000	3.758	34.2%	10.459	95.1%	ⓐ	ⓐ			
York Street Tunnel	1.676	0.000	0.0%	1.676	100.0%	ⓐ	ⓐ		1.676	
Sub-Total	28.029	9.202	32.8%	21.088	75.2%	-	-			
Total	458.728	192.805	42.0%	368.552	80.3%					

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

Note # 1:

Project design taking longer than anticipated due to additional time required to receive TRCA and Toronto Hydro approvals.

Note # 2:

Project delayed as additional time is required to complete renovation design for 320 Bering Ave Yard Office.

Note # 3:

Project experiencing underspending due design complexity and prioritization of work as a result of delivery agent capacity.

Note # 4:

Project delayed as result of additional time required to procure vendor to deliver works.

Note # 5:

Project delayed as result of additional time required to procure vendor to deliver works.

Note # 6:

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

Note # 7:

Design and construction coordination underway. In-year / year end budget reallocation and/or advancement to be completed to align spending with budgeted

Note # 8:

Work advancing ahead of schedule due to suitable working conditions (COVID-19). Year end budget reallocation and/or advancement to be completed to align spending with budgeted cashflows.

Note # 9:

Toronto Community Housing Corporation (TCHC) is the delivery agent for this project. Delays in construction due to COVID 19, Hydro relocations and coordination, and weather.

Note # 10:

Project settlement reached earlier than anticipated. Year end budget reallocation and/or advancement to be completed to align spending with budgeted cashflows.

Note # 11:

Toronto Community Housing Corporation (TCHC) is the delivery agent for this project. Construction of the buildings are ongoing and anticipated to be completed in 2021. The acceptance of the roadways are now anticipated in 2022.

Note # 12:

Project delayed due to complexity of multiple utility assets requiring relocation.

Note # 13:

Project design work delayed due to additional investigations to confirm rail / bridge crossing and storm water management requirements, and also due to additional coordination with nearby private development sites.

Waterfront Revitalization Initiative (WFT)

Chart 1
2021 Approved Budget by Category (\$109.70)

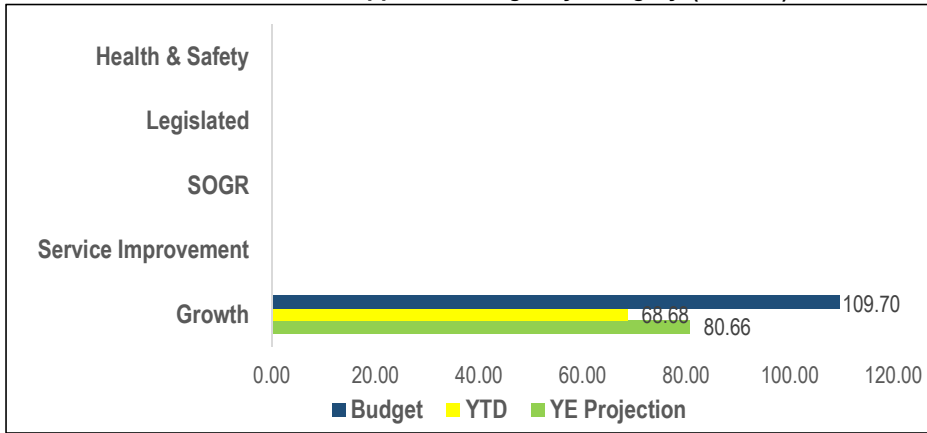


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 13

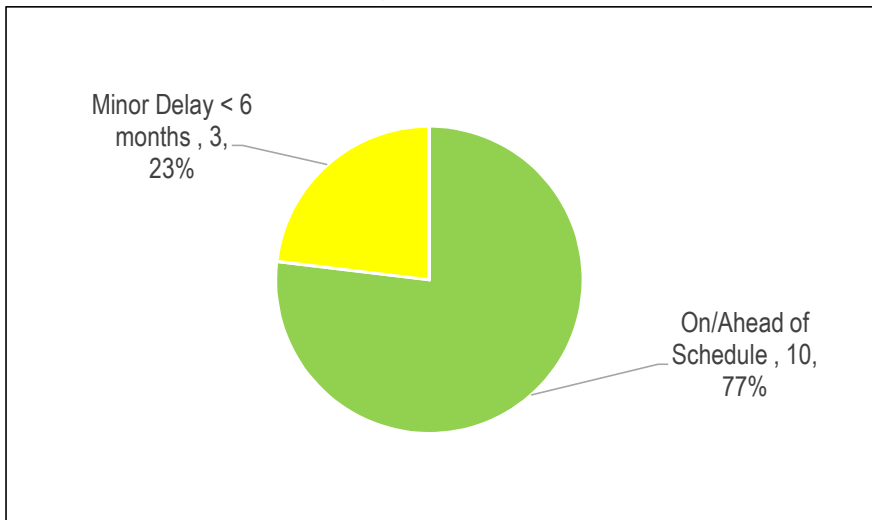


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
84.33	25.37			

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	7.500	32.4%	16.500	71.4%	Ⓞ	Ⓢ	1	247.398	233.789
Transportation Initiatives	0.765	0.000	0.0%	0.500	65.4%	Ⓢ	Ⓞ		31.775	30.683
Technical Studies	0.115	0.113	98.2%	0.115	100.0%	Ⓞ	Ⓞ		6.300	5.974
Waterfront Secretariat	0.617	0.415	67.3%	0.550	89.1%	Ⓞ	Ⓞ		10.106	8.643
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.150	78.9%	Ⓞ	Ⓞ		3.800	0.000
Urban Planning Resources	0.556	0.317	56.9%	0.400	71.9%	Ⓞ	Ⓞ		4.466	3.571
Eastern Broadview Flood Protection	0.691	0.131	18.9%	0.500	72.4%	Ⓞ	Ⓞ		2.000	1.440
Bathurst Quay Public Realm	1.669	0.006	0.3%	0.500	30.0%	Ⓢ	Ⓢ	2	2.339	0.678
Bentway Pedestrian Bridge	0.577	0.000	0.0%	0.430	74.5%	Ⓞ	Ⓢ	3	7.911	2.173
Quayside	0.370	0.034	9.1%	0.280	75.7%	Ⓞ	Ⓞ		0.800	0.464
Bentway and Fort York Improvements	0.385	0.000	0.0%	0.280	72.8%	Ⓞ	Ⓞ		1.313	1.210
Lower Don Coordination	0.639	0.163	25.5%	0.450	70.4%	Ⓢ	Ⓞ		1.000	0.224
Port Lands Flood Protection	80.000	60.000	75.0%	60.000	75.0%	Ⓞ	Ⓞ		394.825	200.602
Sub-Total	109.698	68.679	62.6%	80.655	73.5%	-	-		714.033	489.451
Total	109.698	68.679	62.6%	80.655	73.5%				714.033	489.451

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 contract for the construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been awarded and work has now commenced. Construction is on-going and is expected to be completed Q4 of 2021. The balances of the projects under Precinct Implementation is expected to be completed in 2023.

Note # 2:

The Bathurst Quay Public Realm project work is co-led by City Planning/Waterfront Secretariat, PF&R and Transportation Services. The design work to support a planned public waterfront plaza at will be completed in 2021 and out to tender early in 2022. Construction is planning to start Summer 2022 and to be completed in 2023. The state of good repair rehabilitation program for the Canada Malting silos and the transformation of a City-owned office building into a non-profit waterfront arts centre will begin in Summer 2021.

Note # 3:

Project received scope change approval by INFC (Federal Government) as the original scope was no longer possible due to Gardiner rehabilitation work and a third-party engineering review. Scope reduced to detailed design, to be completed by March 2022. The project was delayed due to the complexity of the location under the Gardiner Expressway and proximity to the Fort York Heritage site.

**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%		Ⓞ
	Q2	0.79	0.03	0.65	81.9%	□	Ⓞ
	Q3	0.79	0.20	0.65	82.5%	↑	Ⓞ
CREM	4M	283.98	20.51	197.62	69.6%		Ⓢ
	Q2	282.58	43.90	189.43	67.0%	↓	Ⓢ
	Q3	282.58	69.98	162.69	57.6%	↓	Ⓢ
Environment & Energy	4M	70.38	1.22	66.01	93.8%		Ⓞ
	Q2	70.38	3.60	40.99	58.2%	↓	Ⓢ
	Q3	70.82	7.07	29.87	42.2%	↓	Ⓡ
Fleet Services	4M	70.52	10.01	56.89	80.7%		Ⓞ
	Q2	70.52	14.83	56.80	80.6%	↓	Ⓞ
	Q3	70.52	22.87	48.89	69.3%	↓	Ⓢ
Chief Information Security Office	4M	4.02	0.00	3.72	92.5%		Ⓞ
	Q2	4.02	1.00	4.02	100.0%	↑	Ⓞ
	Q3	4.02	1.00	2.02	50.2%	↓	Ⓢ
Technology Services	4M	71.97	6.99	64.45	89.5%		Ⓞ
	Q2	71.38	12.95	50.38	70.6%	↓	Ⓞ
	Q3	71.38	18.63	48.20	67.5%	↓	Ⓢ
TOTAL	4M	427.26	37.53	319.61	74.8%		Ⓞ
	Q2	425.27	71.71	297.26	69.9%	↓	Ⓢ
	Q3	500.11	119.75	292.31	58.4%	↓	Ⓢ

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

For the nine months ended September 30, 2021, the capital expenditures for Corporate Services totalled \$119.8 million of their collective 2021 Approved Capital Budget of \$500.1 million. Spending is expected to increase to \$292.3 million (58.4%) by year-end. 1 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets. 311 Toronto has a projected year-end spending rate over 70%, while the rest has a projected year-end spending rate of less than 70%.

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

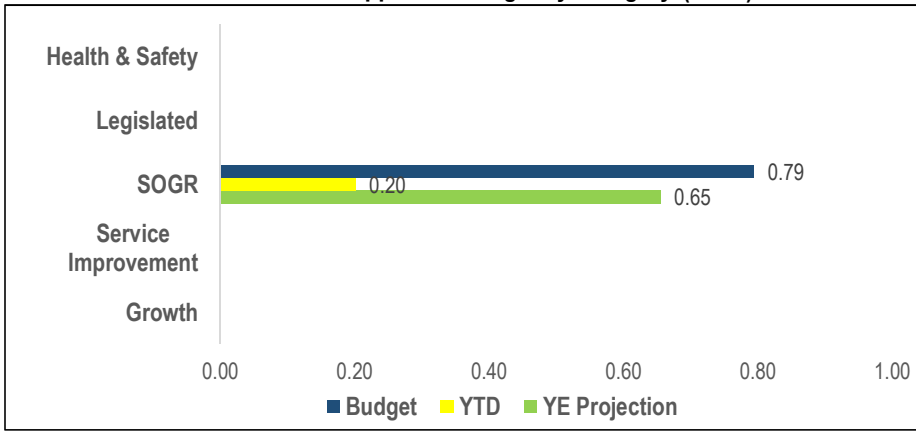


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 3

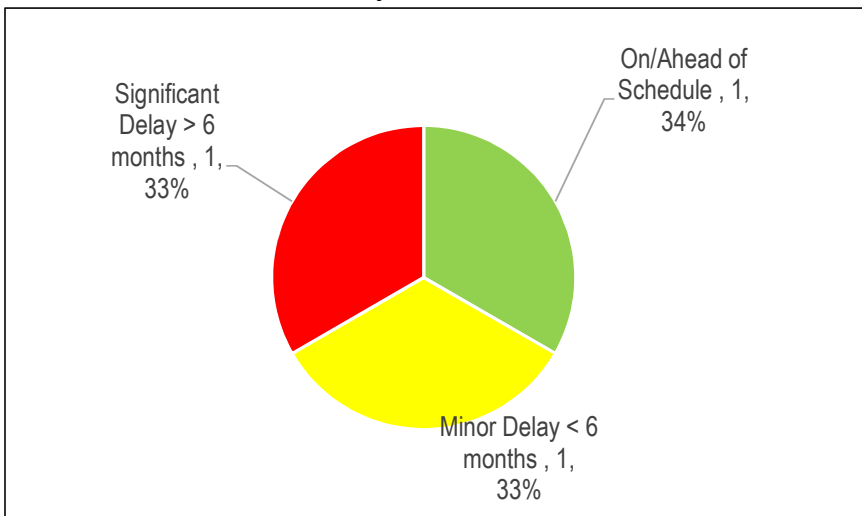


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
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
0.28	0.27	0.25		

Reasons for "Other*" Projects Delay:

To meet the current business requirements, 311 Project Management Office has reallocated certain staffing resources. There is more focus on SOGR projects mainly for testing Salesforce releases/ enhancements, InGenius / Symon board upgrades, and Text Telephone. Per discussion with Technology Services Division, majority of the Artificial Intelligence (AI) pilot project, earlier planned for 2021, is being deferred to future years through the 2022 budget process. To accommodate the funding needs from AI to SOGR, a Budget Adjustment is being submitted as part of the Q3 Variance Report.

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 ... Enterprise Workorder Management System (EWMS)	0.250	0.010	4.2%	0.016	6.3%	Ⓡ	Ⓡ	#1	0.750	0.010
SOG - Various	0.266	0.006	2.3%	0.168	63.2%	Ⓢ	Ⓢ	#2	0.508	0.145
Sub-Total	0.278	0.185	66.4%	0.471	169.4%	Ⓡ	Ⓢ	#3	0.650	0.416
Sub-Total	0.794	0.201	25.3%	0.655	82.5%	-	-		1.908	0.571
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	0.201	25.3%	0.655	82.5%				1.908	0.571

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 Artificial Intelligence (AI) pilot project is being deferred to future years through the 2022 budget process to meet demands of priority projects.

Note #2:

The Enterprise Workorder Management System is delayed due to co-ordination from other divisions as they finalize their requirements.

Note #3:

To meet the current business requirements on SOGR projects mainly for testing Salesforce releases/ enhancements, InGenius / Symon board upgrades, and Text Telephone, 311 Project Management Office has reallocated certain staffing resources Artificial Intelligence to SOGR. A Budget Adjustment is being submitted as part of the Q3 Variance Report to address the overspend in SOGR.

Chart 1
2021 Approved Budget by Category (\$282.58)

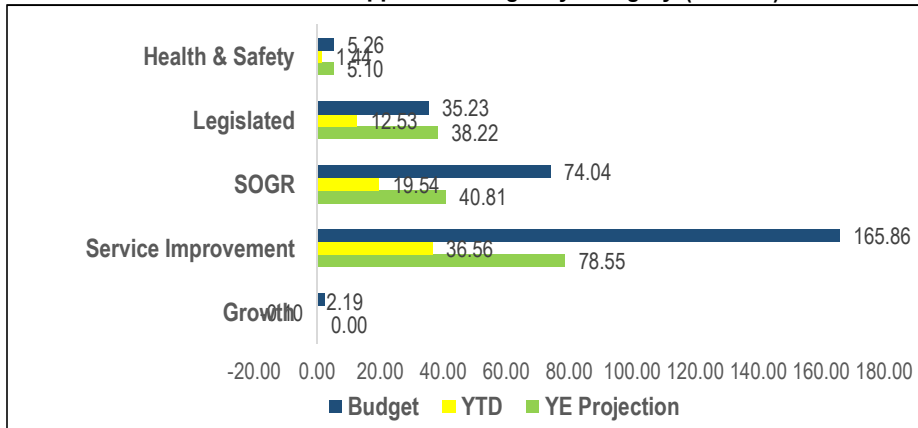


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 203

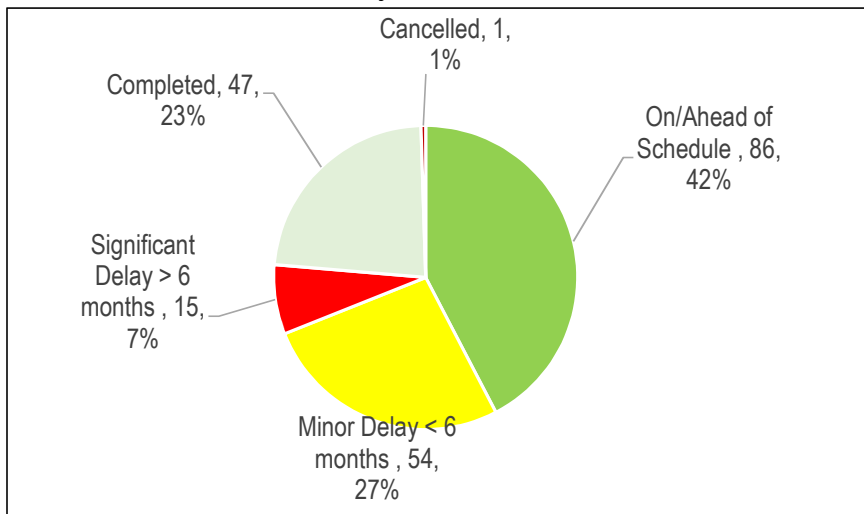


Table 2

Reason for Delay	69	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		2
RFQ/RFP Delayed		14
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		32
COVID-19 Related		4
Community Consultation		1
Other*	15	
Total # of Projects	15	54

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
93.85	117.12	70.14	1.23	0.25

Reasons for "Other*" Projects Delay:

- The "Other" delayed projects are related to coordination with Return to Office program, and Union Station Revitalization Project (USRP) which is complex in nature and has been delayed due to various issues. Refer to Major Capital Projects Appendix for further details on USRP.

Key Discussion Points: (Please provide reason for delay)

- The overall CREM program's forecasted year-end spending is \$162.875 million, or 57.6% of its 2021 capital plan. This includes: major strategic projects such as the Workplace Modernization Program (ModernTO), the New Etobicoke Civic Centre design, and the Relocation of Fire Hall 332 to 55 John St. project; and, major construction projects (Redevelopment of St. Lawrence Market North and Revitalization of Union Station), each with their own unique complexities. The program as a whole 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, including reprioritizing resources for the Return to Office strategy at City facilities. Excluding these five major projects, CREM's forecasted spend rate is 67%, driven by the core SOGR program.

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	0.019		0.152		R	G	#1	0.661	0.528
Environmental Remediation	0.041	0.105		0.105		R	G	#1	2.125	0.177
Global Corporate Security Program	1.662	0.785		1.437		R	G	#1	8.107	6.403
Other	3.409	0.527		3.409		R	G	#1	5.000	0.628
Sub-Total	5.264	1.436	27.3%	5.103	97.0%	-	-		15.893	7.737
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	35.198	12.534		38.224		R	G	#1	197.510	29.394
Barrier Free / Equity	0.035	-0.002		0.000		R	G	#1	1.841	1.798
Sub-Total	35.232	12.531	35.6%	38.224	108.5%	-	-		199.351	31.192
State of Good Repair										
150 Borough	0.250	0.147	58.7%	0.233	93.1%	G	G		0.678	0.625
Albert Campbell Square Park Rehabilitation	0.030	0.000	0.0%	0.000	0.0%	R	G	#1	3.194	3.165
Emergency Repairs	1.550	0.144	9.3%	0.432	27.9%	R	Y	#2	3.038	1.132
Environmental Remediation	2.200	1.413	64.2%	1.993	90.6%	G	G		8.853	8.119
Fire Hall Emergency Generators	0.500	0.137	27.4%	0.165	33.0%	R	G	#1	16.979	16.616
Indian Residential School Survivors Legacy	2.720	0.258	9.5%	0.258	9.5%	R	Y	#2	16.950	1.090
Mechanical & Electrical	16.598	6.423	38.7%	11.021	66.4%	Y	Y	#2	75.467	57.004
Others - SOGR	13.401	2.200	16.4%	8.864	66.1%	Y	Y	#2	53.834	28.051
Relocation of Fire Station 332	7.442	0.251	3.4%	0.780	10.5%	R	Y	#2	19.250	0.291
Renovations	1.159	0.386	33.3%	0.904	78.0%	G	Y	#2	10.320	7.333
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	0.000	0.0%	R	G	#1	4.658	4.655
Re-Roofing	0.308	0.000	0.1%	0.000	0.1%	R	Y	#2	4.525	4.508
Resiliency Program	0.150	0.047	31.5%	0.047	31.5%	R	G	#1	3.858	3.756
Roofing	0.153	0.004	2.8%	0.111	72.5%	G	G		4.827	0.016
Sitework	1.092	0.890	81.4%	1.901	174.1%	R	G	#1	7.813	1.880
Structural / Building Envelope	26.480	7.242	27.3%	14.097	53.2%	Y	Y	#2	122.891	62.371
Sub-Total	74.035	19.543	26.4%	40.807	55.1%	-	-		357.136	200.611
Service Improvements										
8 Cumberland St	0.951	0.874	91.8%	0.900	94.6%	G	G		1.800	1.722
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	R	G	#1	10.507	10.484
Administrative Penalty System	0.126	0.001	1.1%	0.040	31.8%	R	G	#1	2.750	2.601
CCTV Infrastructure Enhancements	1.044	0.206	19.7%	0.308	29.5%	R	Y	#2	9.842	8.254
Corporate Facilities Refurbishment Program	0.584	0.040	6.9%	0.149	25.5%	R	Y	#2	3.199	2.381
Courts Services Relocation & Fit Out Costs	0.441	0.028	6.2%	0.028	6.2%	R	G	#1	5.558	5.144
Customer Experience Program	7.760	3.832	49.4%	4.599	59.3%	Y	Y	#3	17.590	8.269
Energy Management	3.621	0.320	8.8%	1.434	39.6%	R	Y	#2	25.385	18.133
Etobicoke Civic Centre	17.548	1.415	8.1%	9.554	54.4%	Y	Y	#2	32.902	6.337
Global Corporate Security Program	1.829	0.422	23.1%	0.844	46.1%	R	Y	#2	4.472	2.385
Mechanical & Electrical	0.090	0.040	45.1%	0.040	45.1%	R	G	#1	2.010	1.961
ModernTO	2.849	0.570	20.0%	2.849	100.0%	G	G		4.400	2.121
Northwest Path - Phase 2	0.023	0.000	0.0%	0.000	0.0%	R	G	#1	0.694	0.671

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			
Office Modernization Program	32.934	1.344	4.1%	8.156	24.8%	Ⓡ	Ⓨ	#4	255.531	30.631
Others - Service Improvements	6.043	-0.002	0.0%	1.650	27.3%	Ⓡ	Ⓨ	#2	36.925	15.512
Others - SOGR	0.008	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	2.500	0.398
Physical Security Capital Plan	1.870	0.690	36.9%	1.326	70.9%	Ⓨ	Ⓢ		6.002	4.822
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	0.569	100.0%	Ⓢ	Ⓢ		0.569	0.000
Security Bollards - Union Station	3.328	0.069	2.1%	0.455	13.7%	Ⓡ	Ⓨ	#2	5.135	0.376
St. Lawrence Market North Redevelopment	46.994	13.969	29.7%	24.933	53.1%	Ⓨ	Ⓡ	#5	117.946	50.547
St. Lawrence Market South Renovations	0.583	0.111	19.0%	0.150	25.7%	Ⓡ	Ⓨ	#6	5.150	0.927
Strategic Property Acquisitions	0.021	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	105.957	105.669
Toronto Strong Neighbourhood Strategy	2.026	-0.904	-44.6%	0.654	32.3%	Ⓡ	Ⓨ	#2	6.245	3.195
TransformTO	1.566	0.123	7.9%	0.700	44.7%	Ⓡ	Ⓨ	#2	2.000	0.557
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	2.109	46.8%	2.300	51.0%	Ⓨ	Ⓨ	#2	20.000	17.649
Union Station Enhancement Project	2.649	-0.037	-1.4%	0.793	29.9%	Ⓡ	Ⓨ	#2	5.146	1.194
Union Station PTIF Projects	0.219	-0.113	-51.7%	0.110	50.4%	Ⓨ	Ⓨ	#2	1.401	1.069
Union Station Revitalization	23.141	10.760	46.5%	14.170	61.2%	Ⓨ	Ⓡ	#5	693.732	730.935
Various IT-Related Projects	1.927	0.696	36.1%	1.759	91.3%	Ⓢ	Ⓢ		4.644	3.413
Sub-Total	165.864	36.562	22.0%	78.554	47.4%	-	-		1,395.342	1,042.120
Growth Related										
1251 Bridletowne Circle Acquisition	0.055	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#7	15.000	0.000
Strategic Property Acquisitions	1.540	-0.095	-6.2%	0.000	0.0%	Ⓡ	Ⓢ	#7	5.062	3.426
Westwood	0.090	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	4.000	1.138
Sub-Total	2.186	-0.095	-4.4%	0.000	0.0%	-	-		30.004	10.451
Total	282.580	69.978	24.8%	162.688	57.6%				1,997.725	1,292.110

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 expected to be completed on/under budget.

Note # 2:

Project is delayed due to RFQ/RFP delays, community consultations, site conditions, and coordination with other projects.

Note # 3:

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

Note # 4:

Delay due to coordination with Return to Office program as well as staffing and procurement of Master Service Agreement taking longer than expected.

Note # 5:

Refer to Major Capital Projects Appendix for further details.

Note # 6:

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

Note # 7:

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

Chart 1
2021 Approved Budget by Category (\$70.82)

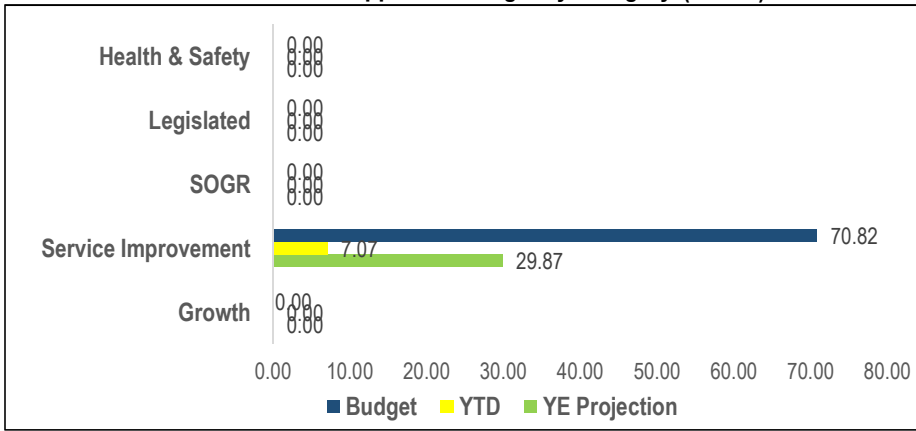


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 18

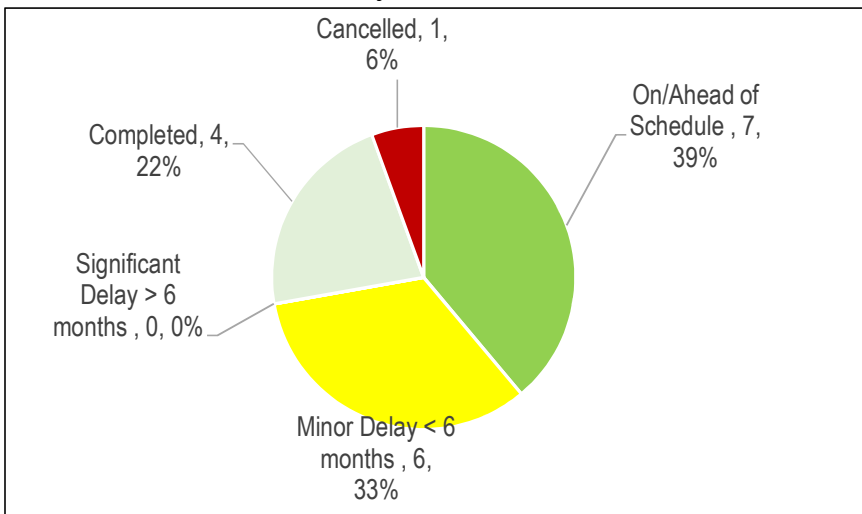


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.40	43.30		0.03	0.09

Reasons for "Other*" Projects Delay:

There is a less than six month delay related to the New Energy Sustainable Energy Plan, which is under the Community Energy Planning umbrella. This is a \$25M program for external loans for new development, and additional time is required to align the application process and program criteria with this new program. As such, EED is requesting Council approval to defer the \$25M plan to future years.

The overall EED program's forecasted year-end spending is \$29.9 million, or 42.2% of its 2021 capital plan. Excluding external loans for new development, EED is expected to deliver over 65% of its 2021 planned initiatives. The overall program's performance has been impacted by the COVID-19 pandemic resulting in delays to projects such as the City of Toronto EMS Headquarters deep retrofit and Waterfront Neighbourhood Centre deep retrofit. Challenges in logistics and the global shortage of materials has impacted the construction schedule as well as cost.

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	2.0%	0.002	100.0%	Ⓞ	Ⓞ		4.001	2.677
Community Energy Planning	51.498	5.617	10.9%	24.596	47.8%	Ⓡ	Ⓞ	#1	132.780	81.899
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	0.893	0.000
Renewable Energy Program	0.352	0.005	1.5%	0.302	85.7%	Ⓞ	Ⓞ		0.500	0.152
Residential Energy Retrofit Program (HELP)	3.927	0.281	7.2%	0.540	13.7%	Ⓡ	Ⓨ	#3	26.612	5.595
TransformTO	14.945	1.162	7.8%	4.426	29.6%	Ⓡ	Ⓨ	#3	42.571	21.120
Sub-Total	70.816	7.065	10.0%	29.867	42.2%	-	-		207.357	111.444
Total	70.816	7.065	10.0%	29.867	42.2%				207.357	111.444

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

Note # 1:

A request has been submitted to defer \$25M loan program for new developments into future years. Excluding this \$25M, the Community Energy Planning project has a 93% projected spend in 2021.

Note # 2:

Project was cancelled.

Note # 3:

Delay due to COVID-19.

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

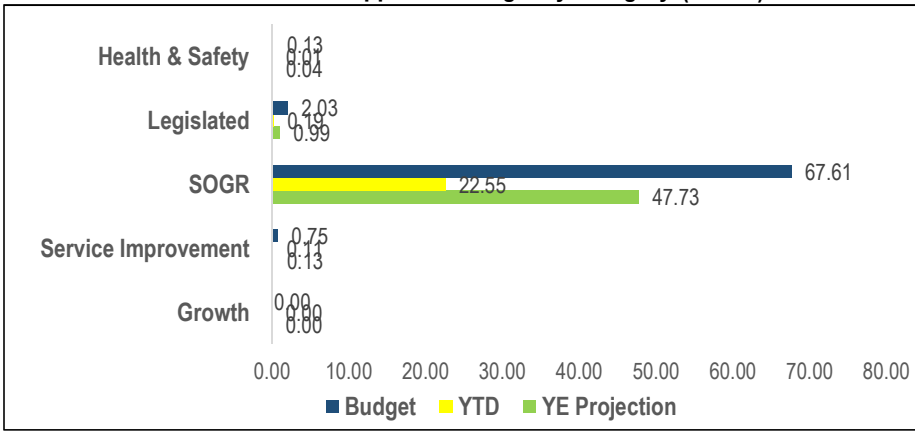


Table 1
2021 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	21
Service Improvement	2
Growth	
Total # of Projects	27

Chart 2
Project Status - 27

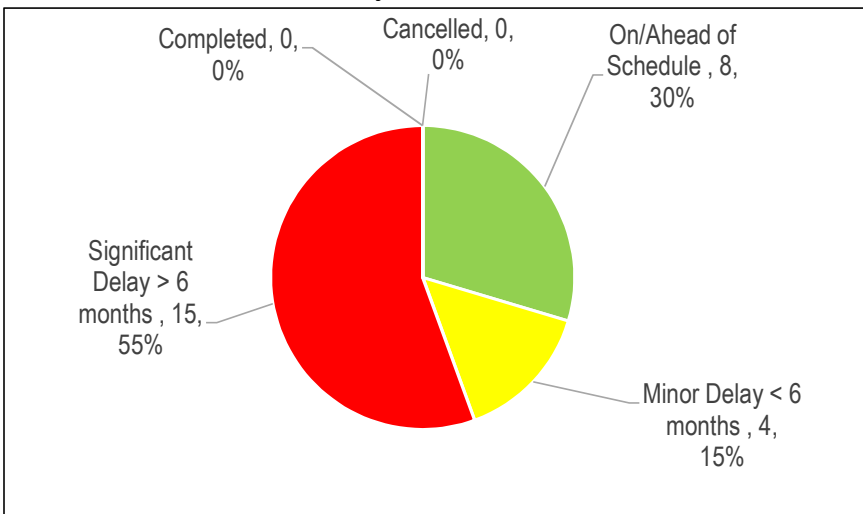


Table 2

Reason for Delay	19	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	13	4
Community Consultation		
Other*	2	
Total # of Projects	15	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
24.02	12.32	34.18		

Reasons for "Other" Projects Delay:

- Economic Development and Culture Fleet Replacement - Client requested to delay vehicle replacement., in addition to COVID-19 related delays.
- Facility and Real Estate Fleet Replacement - Client requested to delay vehicle replacement., in addition to COVID-19 related delays.

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	0.132	0.012	8.9%	0.036	27.4%	Ⓜ	Ⓨ	#1	0.210	0.090
Sub-Total	0.132	0.012	8.9%	0.036	27.4%	-	-		0.210	0.090
Legislated										
Car Share Technology	0.005	0.005	100.0%	0.006	119.5%	Ⓜ	Ⓞ	#2	0.145	0.006
EV Program	1.813	0.190	10.5%	0.987	54.5%	Ⓨ	Ⓜ	#1	3.015	0.190
Green Fleet Plan	0.212	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	0.424	0.000
Sub-Total	2.030	0.195	9.6%	0.993	48.9%	-	-		3.584	0.196
State of Good Repair										
Arena Boards - Fleet Replacement	0.349	0.225	64.5%	0.337	96.5%	Ⓞ	Ⓞ		0.349	0.225
Economic Development & Culture - Fleet Replacement	0.050	0.002	4.1%	0.002	4.1%	Ⓜ	Ⓜ	#1, #3	0.093	0.045
Engineering & Construction Services - Fleet Replacement	0.580	0.284	49.0%	0.518	89.4%	Ⓞ	Ⓞ		1.040	0.312
Exhibition Place - Fleet Replacement	0.387	0.085	22.0%	0.212	54.7%	Ⓨ	Ⓜ	#1	1.000	0.698
Facility & Real Estate - Fleet Replacement	0.335	0.000	0.0%	-0.028	-8.2%	Ⓜ	Ⓜ	#1, #2, #3	1.737	0.520
Fleet Office Modernization	0.259	0.033	12.7%	0.080	30.9%	Ⓜ	Ⓜ	#1	0.317	0.091
Fleet Replacement - Insurance Company	0.272	0.153	56.2%	0.153	56.2%	Ⓨ	Ⓞ	#5	0.279	0.160
Fleet Services - Tools and Equipment	0.361	0.276	76.5%	0.275	76.2%	Ⓞ	Ⓨ	#1	0.653	0.567
Fuel Site Closures	1.806	0.095	5.3%	1.336	74.0%	Ⓞ	Ⓞ		3.537	0.533
Municipal Licensing & Standard - Fleet Replacement	0.571	0.227	39.7%	0.358	62.7%	Ⓨ	Ⓜ	#1	0.871	0.527
Parks, Forestry & Recreation - Fleet Replacement	6.418	2.220	34.6%	4.480	69.8%	Ⓨ	Ⓜ	#1	17.894	9.287
Policy Planning Finance & Administration - Fleet Replacement	0.031	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	#1	0.031	0.000
Purchasing & Materials Management - Fleet Replacement	0.100	0.032	32.2%	0.081	80.7%	Ⓞ	Ⓜ	#1, #6	0.100	0.032
Solid Waste - Fleet Replacement	10.714	4.019	37.5%	9.845	91.9%	Ⓞ	Ⓞ		44.147	10.948
Toronto Community Housing Corporation - Fleet Replacement	1.037	0.425	41.0%	0.425	41.0%	Ⓜ	Ⓜ	#1	1.666	0.888
Toronto Fire - Fleet Replacement	12.989	5.238	40.3%	10.217	78.7%	Ⓞ	Ⓜ	#1	46.972	14.858
Toronto Library - Fleet Replacement	1.082	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	1.082	0.000
Toronto Paramedic - Fleet Replacement	8.182	1.210	14.8%	4.851	59.3%	Ⓨ	Ⓜ	#1	17.807	10.835
Toronto Water - Fleet Replacement	11.791	3.609	30.6%	4.344	36.8%	Ⓜ	Ⓨ	#1, #7	38.604	14.982
Toronto Zoo - Fleet Replacement	0.350	0.061	17.4%	0.350	100.0%	Ⓞ	Ⓞ		0.350	0.061
Transportation Services - Fleet Replacement	9.943	4.360	43.8%	9.893	99.5%	Ⓞ	Ⓞ	#8	49.107	24.385
Sub-Total	67.608	22.554	33.4%	47.728	70.6%	-	-		227.639	89.954

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			
Service Improvements										
Fleet Management and Fuel Integration Sustainment	0.405	0.115	28.4%	0.129	31.9%	Ⓜ	Ⓜ	#1	0.711	0.507
Vendor Management Portal	0.340	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	0.478	0.138
Sub-Total	0.745	0.115	15.4%	0.129	17.3%	-	-		1.189	0.645
Total	70.516	22.875	32.4%	48.886	69.3%				232.622	90.884

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:

Technical adjustment will be made to clear negative balances.

Note # 3:

2021 Vehicle purchasing requirement still pending decision by client.

Note # 4:

Project on time with less expected required spend in 2021.

Note # 5:

Relates to unpredictability of spend on insurance in a particular year.

Note # 6:

While majority of spend will take place in 2021, remainder will not be spent until late 2022.

Note # 7:

An in-year adjustment has been submitted to defer \$4M into 2022.

Note # 8:

An in-year adjustment has been submitted to accelerate \$4M into 2021, with projected actual spend to increase accordingly.

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

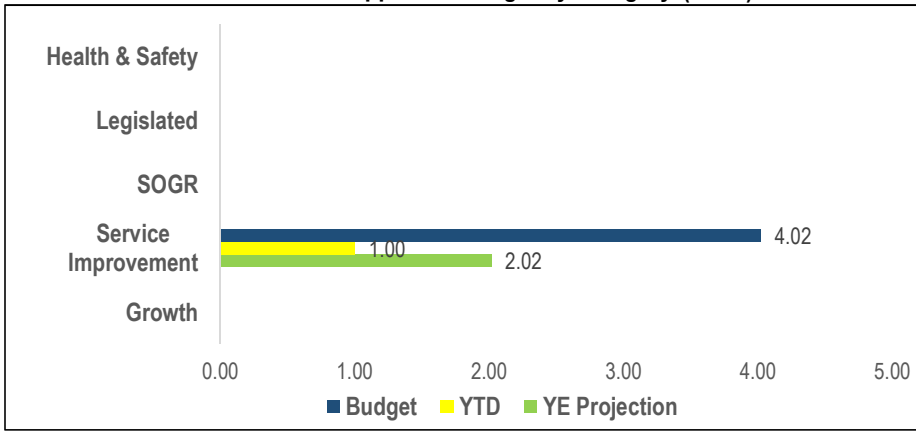


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 5

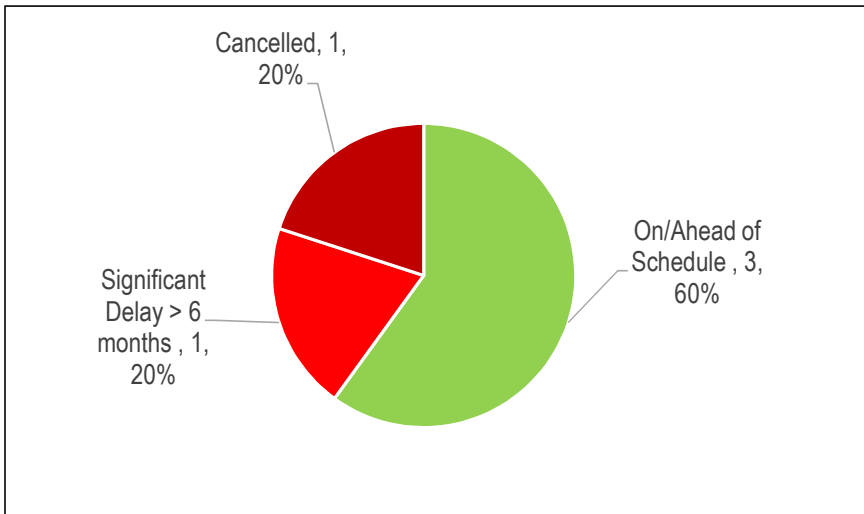


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.52		0.59		0.92

Reasons for "Other*" Projects Delay:

- The Digitization Support Services project is being deferred while senior management re-evaluates the project's strategic alignment . The project will be revised during the 2022 Budget process.

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										
Cyber Command Centre	0.200			0.200	100.0%	Ⓞ	Ⓞ		17.854	
Digitization Support Services	0.585			0.000	0.0%	Ⓡ	Ⓡ	#1	0.585	
Forensics	0.217			0.217	100.0%	Ⓞ	Ⓞ		0.351	
Infrastructure - Vulnerability	0.920			0.000	0.0%	Ⓡ	Ⓡ	#2	0.117	
Managed Security Service Provider (MSSP)	2.099	1.003		1.600	76.2%	Ⓞ	Ⓞ		3.721	1.003
Sub-Total	4.021	1.003	24.9%	2.017	50.2%	-	-		22.628	1.003
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	4.021	1.003	24.9%	2.017	50.2%				22.628	1.003

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 Digitization Support Services project is being deferred while senior management re-evaluates the project's strategic alignment . The project will be revised during the 2022 Budget process.

Note # 2:

The Infrastructure Vulnerability project is being cancelled. The project funds will be released through the 2022 Budget Process.

Chart 1
2021 Approved Budget by Category (\$71.38)

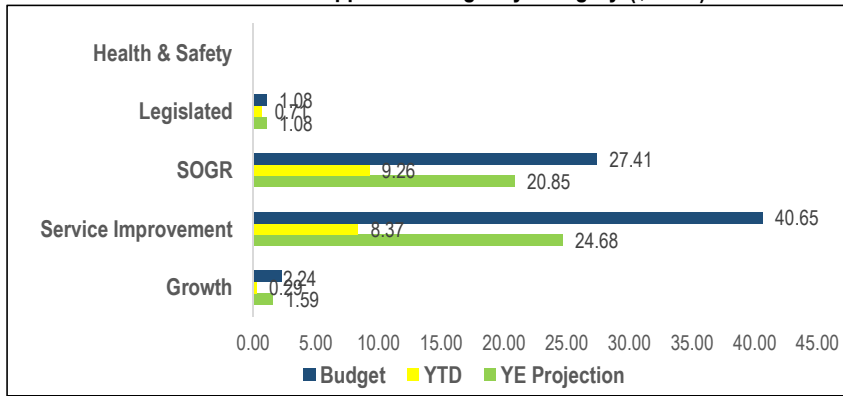


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 71

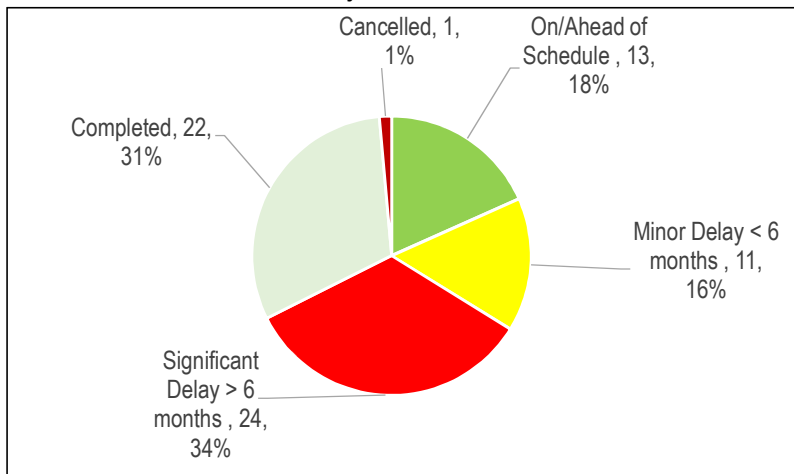


Table 2

Reason for Delay	35	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	5
Procurement Issues	4	1
RFQ/RFP Delayed	1	2
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	3	2
COVID-19 Related	4	
Community Consultation		
Other*	7	1
Total # of Projects	24	11

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
19.19	31.46	18.98	1.30	0.45

Reasons for "Other*" Projects Delay:

- The Information Management Infrastructure (Enterprise Classification) project is delayed while discussions between the Divisions are being held regarding the status of the project and the future direction.
- The Office 365 project was delayed while the project team finalized the professional services and license agreements with Microsoft.
- The AODA Compliance project was delayed due to re-scoping as a result of legislative changes and to better align with the City's Equity and Inclusion and Digital Infrastructure strategies.
- The Enterprise Business Intelligence Implementation project is on hold while the project's scope is being revised.
- The Domino Decommissioning Strategy & Implementation Project was delayed while having its scope and strategy reassessed with the TSD Senior Management Team. This also delayed hiring of project staff.
- The Enterprise Document & Record Management Solutions project has been delayed while the project team underwent an assessment of solutions to manage physical records.
- The IBMS Review & Transformation project is delayed while discussions between the project team and client are being held on how best to proceed with the project.
- The MLS System Modernization project is delayed while discussions with other stakeholders are taking place to ensure the project aligns with expectations.

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	0.780	0.597	76.4%	0.780	100.0%	G	R	#2	4.800	4.575
EDHR - Complaints Management System	0.300	0.118	39.2%	0.300	99.9%	G	Y	#3	0.308	0.125
Sub-Total	1.081	0.714	66.1%	1.080	100.0%	-	-		5.108	4.700
State of Good Repair										
Asset Lifecycle Management	21.571	8.614	39.9%	19.157	88.8%	G	G		136.297	122.115
Business Sustainment Systems	0.884	0.044	5.0%	0.183	20.7%	R	R	#4	5.919	3.923
Corporate Planning & Management	1.095	0.149	13.6%	0.149	13.6%	R	R	#5	2.454	0.555
Disaster Recovery Program	0.784	0.227	28.9%	0.500	63.7%	Y	G		4.532	2.599
IT Service Mgmt.	0.147	0.084	57.1%	0.147	100.0%	G	G		7.959	3.767
Museums & Heritage Services IT Infrastructure SOGR	0.396	0.010	2.4%	0.120	30.3%	R	R	#6	1.260	0.874
Technology Infrastructure	2.082	0.134	6.4%	0.593	28.5%	R	R	#7	5.802	2.761
Toronto Property System (TPS) refresh	0.449	0.000	0.0%	0.000	0.0%	R	R	#8	0.756	0.304
Sub-Total	27.408	9.261	33.8%	20.850	76.1%	-	-		164.979	136.898
Service Improvements										
311 - Technology Upgrades	4.582	0.321	7.0%	2.206	48.1%	R	Y	#9	9.335	0.321
Access Control Self Serve	0.460	0.000	0.0%	0.414	90.0%	G	R	#10	0.460	0.000
Application Systems	1.167	0.364	31.2%	0.738	63.3%	Y	R	#11	10.308	6.748
Applications Portfolio Tools & Rationalization	0.198	0.044	22.1%	0.037	18.5%	R	Y	#12	0.870	0.150
Artificial Intelligence for SSHA and TPH	0.837	0.101	12.1%	0.101	12.1%	R	Y	#1	1.056	0.320
Business Sustainment Systems	3.157	0.834	26.4%	1.226	38.8%	R	R	#13	14.369	9.289
ConnectTO - Network Utility	0.350	0.030	8.7%	0.175	50.0%	Y	Y	#14	0.350	0.030
Corporate Initiatives	0.665	0.186	28.0%	0.229	34.4%	R	R	#15	4.444	3.510
Corporate Planning & Management	0.180	0.060	33.5%	0.180	100.0%	G	R	#16	0.529	0.395
ECS Cloud Deployment- Construction Project and DMS	2.041	0.490	24.0%	1.000	49.0%	R	R	#17	2.758	1.208
Ent Doc & Record Mgmt Solutions (EDRMS)	2.542	0.579	22.8%	1.000	39.3%	R	R	#18	8.359	6.268
Enterprise Work Management Solution	9.328	2.783	29.8%	7.547	80.9%	G	Y	#19	19.478	2.783
Etime Scheduling Enterprise Rollout	0.767	0.418	54.4%	0.452	59.0%	Y	G	#20	4.457	1.657
HR Labour Relations Information System (LRIS)	0.564	0.087	15.5%	0.200	35.5%	R	R	#21	0.736	0.259
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.000	0.0%	R	R	#1	0.520	0.000
Office 365	5.033	0.895	17.8%	3.600	71.5%	G	Y	#22	8.784	0.895
Open Data Visualization	0.307	0.249	81.1%	0.307	100.0%	G	R	#1	3.114	2.307
Publicly Accessible Wi-Fi For City Facilities	0.245	0.182	74.4%	0.245	100.0%	G	G		0.975	0.870
ServiceNow	1.505	0.085	5.6%	0.424	28.2%	R	Y	#23	6.831	0.085
Technology Infrastructure	6.203	0.662	10.7%	4.600	74.2%	G	G		15.408	2.629

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	40.649	8.369	20.6%	24.681	60.7%	-	-		113.141	39.725
Growth Related										
Consolidated Data Centre	1.764	0.206	11.7%	1.397	79.2%	Ⓞ	Ⓡ	#24	2.838	1.280
Corporate Initiatives	0.477	0.080	16.7%	0.190	39.8%	Ⓡ	Ⓡ	#1	1.418	0.615
Sub-Total	2.241	0.285	12.7%	1.586	70.8%	-	-		4.256	1.895
Total	71.378	18.630	26.1%	48.197	67.5%				287.484	183.217

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 AODA Compliance project was delayed due to re-scoping as a result of legislative changes and to better align with the City's Equity and Inclusion and Digital Infrastructure strategies.

Note # 3:

The Complaints Management System experienced earlier delays while project staff resources were being secured.

Note # 4:

The Integrated Business Management System (IBMS) Review and Transformation project is delayed while discussions are being held on how best to proceed with the project.

Note # 5:

The Information Management Infrastructure (Enterprise Classification) project is delayed while discussions between the Divisions are being held regarding the status of the project and the future direction.

Note # 6:

The Museums & Heritage Services IT Infrastructure SOGR has been delayed due to a lack of a Project Manager.

Note # 7:

The Directory Services program has been delayed due to insufficient staff resources and coordination with the Office 365 project.

Note # 8:

The Toronto Property System Refresh project is on-hold while the project team assess similar work being done by the Municipal Property Assessment

Note # 9:

The 311 Technology Upgrades are delayed due to a change in procurement strategy for the Verint Upgrade.

Note # 10:

The Access Control Self Serve project was delayed while staff resources were secured as well as a delay in receiving a vendor quote. To date, the project has completed the requirements document and project charter.

Note # 11:

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 Domino Decommissioning Strategy & Implementation Project had its scope and strategy reassessed causing a delay in hiring project staff. The Enterprise Document & Record Management Solutions project was delayed while the project team underwent an assessment of solutions to manage physical records.

Note # 12:

Project Tracking Portal (PTP) Expansion & Enhancement project is delayed while the project team acquires its staff resources.

Note # 13:

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

Note # 14:

The Connect TO - Network Utility project was delayed while staff resources to support project work are being acquired. Supply chain shortages for network infrastructure are also causing installation delays.

Note # 15:

The Occupational Health & Safety App was delayed due to negotiations with the vendor taking longer than planned. The Toronto Building Enhanced Complaint Management System is on hold due to the interdependencies with the IBMS Transformation project which is also delayed.

Note # 16:

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			

The SDFA Online Grant Management System is delayed due to SAP integration issues and insufficient resources due to staffing departures.

Note # 17:

The ECS Cloud Deployment Construction Project and Document Management System are delayed while vendor evaluations are taking place.

Note # 18:

The Enterprise Document & Record Management Solutions project was delayed while the project team underwent an assessment of solutions to manage physical records. Refer to Major Capital Projects Appendix for further details.

Note # 19:

The Enterprise Work Management Solution project was delayed while Statement of Works are being finalized for remaining participating divisions. Refer to Major Capital Projects Appendix for further details.

Note # 20:

The Enterprise Time, Attendance & Scheduling and Etime Scheduling Enterprise Rollout projects are complete. Projects will be subsequently closed and remaining funds released.

Note # 21:

HR Labour Relations Information System (LRIS) is delayed while the project team prepares for the procurement and staffs up the project.

Note # 22:

The Office 365 project was delayed while the project team finalized the professional services and license agreements with Microsoft. Microsoft workshops and design sessions have since commenced and are ongoing. Limited Production Release (LPR) plan in progress with selection of LPR users.

Note # 23:

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

Note # 24:

The Data Centre Zones Implementation project was delayed due to dependencies on the migration of email to Office 365. Supply chain issues due to the COVID pandemic are also impacting equipment procurement.

**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%		⊙
	Q2	2.49	0.00	0.73	29.3%	↓	Ⓜ
	Q3	2.49	0.00	0.25	9.9%	↓	Ⓜ
Office of the Controller	4M	76.74	1.07	23.25	30.3%		Ⓜ
	Q2	76.74	1.88	18.45	24.0%	↓	Ⓜ
	Q3	76.74	3.46	9.49	12.4%	↓	Ⓜ
TOTAL	4M	79.23	1.07	24.92	31.4%		Ⓜ
	Q2	79.23	1.88	19.18	24.2%	↓	Ⓜ
	Q3	79.23	3.46	9.74	12.3%	↓	Ⓜ

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

For the months ended , the capital expenditures for Finance and Treasury Services totalled \$3.5 million of their collective 2021 Approved Capital Budget of \$79.2 million. Spending is expected to increase to \$9.7 million (12.3%) by year-end. 0 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

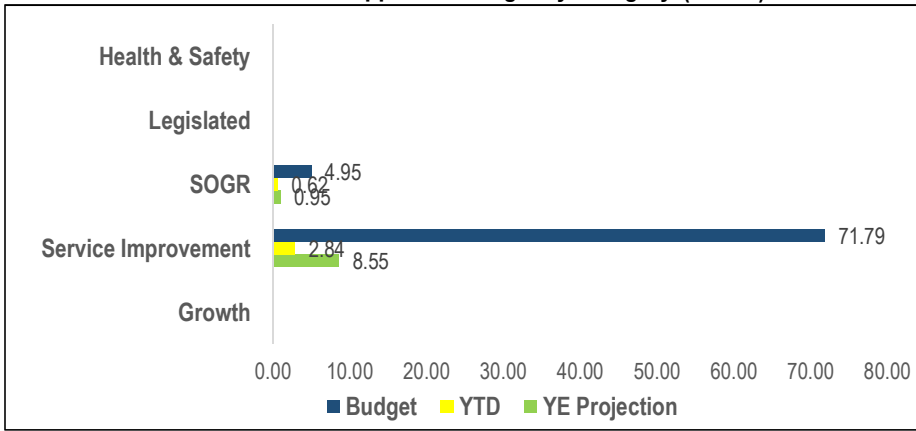


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	7
Growth	
Total # of Projects	9

Chart 2
Project Status - 9

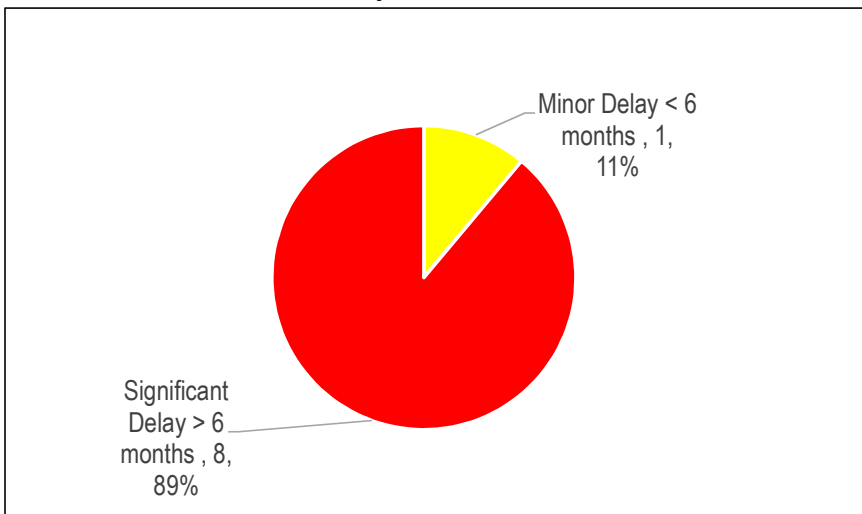


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	62.80	13.94		

Reasons for "Other*" Projects Delay:

- FSTP Project has been delayed due to late start of Design Phase (September instead of May 2021)

Key Discussion Points: (Please provide reason for delay)

- PPEB Transformation program is significantly delayed due to responding to priorities of COVID-19 effect
- SCMT project is significantly delayed due to late reassignment of resources from Covid-19 and hiring slowdown

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	0.183	6.7%	0.339	12.4%	Ⓡ	Ⓡ	# 1	8.873	2.833
Utility Billing System	2.208	0.440	19.9%	0.608	27.5%	Ⓡ	Ⓡ	# 2	5.971	1.413
Sub-Total	4.947	0.623	12.6%	0.947	19.1%	-	-		14.844	4.247
Service Improvements										
Parking Tag Management	0.096	0.000	0.0%	0.021	22.2%	Ⓡ	Ⓡ	# 3	2.458	0.662
Software Upgrade						Ⓡ	Ⓡ			
Electronic Self Service Tax and Utility	0.317	0.024	7.5%	0.067	21.1%	Ⓡ	Ⓡ	# 4	0.551	0.258
EBILLING INITIATIVE	0.076	0.000	0.1%	0.006	8.0%	Ⓡ	Ⓡ	# 5	0.469	0.393
REVENUE SYSTEM - PHASE 11 - 2000	0.162	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	# 6	3.500	3.338
Supply Chain Management Transformation (SCMT)	4.330	1.185	27.4%	2.132	49.2%	Ⓡ	Ⓡ	# 7	26.039	18.289
PPEB Transformation Program	4.011	0.662	16.5%	1.319	32.9%	Ⓡ	Ⓡ	# 8	7.659	1.586
Financial Systems Transformation Project	62.802	0.970	1.5%	5.000	8.0%	Ⓡ	Ⓢ	# 9	137.686	0.970
Sub-Total	71.794	2.840	4.0%	8.545	11.9%	-	-		178.362	25.496
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	76.741	3.463	4.5%	9.492	12.4%				193.206	29.743

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

- Note # 1:**
Delays in obtaining staff and contract resources has resulted in not spending 2.4M, which will become a carry forward and an extension of the project end date to 2023.
- Note # 2:**
Delays in obtaining staff and contract resources has resulted in not spending 1.6M which will become a carry forward and an extension of the project end date to 2023.
- Note # 3:**
Delays in obtaining contract resources has resulted in not spending 75K, which will become a carry forward into 2022.
- Note # 4:**
Delays in obtaining contract resources has resulted in not spending 250K which will become a carry forward and an extension of the project end date to 2022.
- Note # 5:**
Delays in obtaining contract resources has resulted in not spending 70K which will become a carry forward and an extension of the project end date to 2022.
- Note # 6:**
Delays in obtaining contract resources has resulted in not spending 162K, which will become a carry forward into 2022.
- Note # 7:**
Late reassignment of resources from Covid-19 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. Additional reduction in projections (in comparison to Q2) are a result of two resources moving off of the project into new roles and the rejection of two offers made at last job posting

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			

Note # 8:

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 # 9:

The System Integrator was expected to begin the Design Phase of the project in May 2021, however the Design Phase began in September 2021. Staff will continue working with the System Integrator and provide any known updates. The anticipated project end date is December 31, 2023 (at the conclusion of the Support Phase).

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

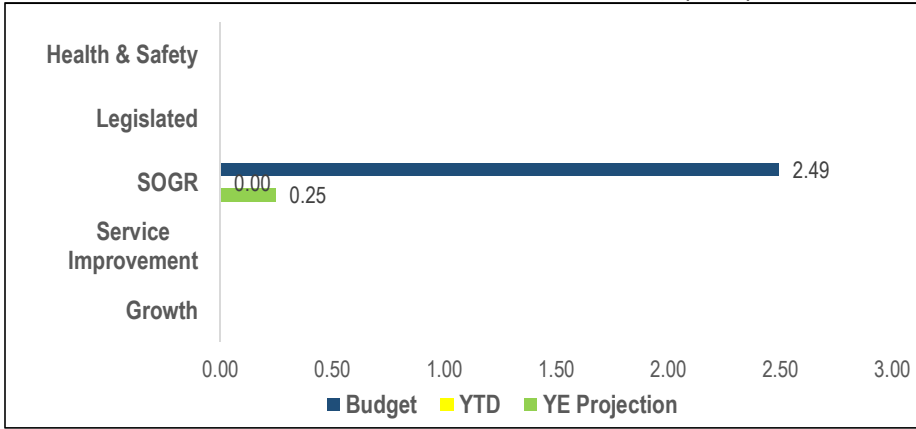


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 2

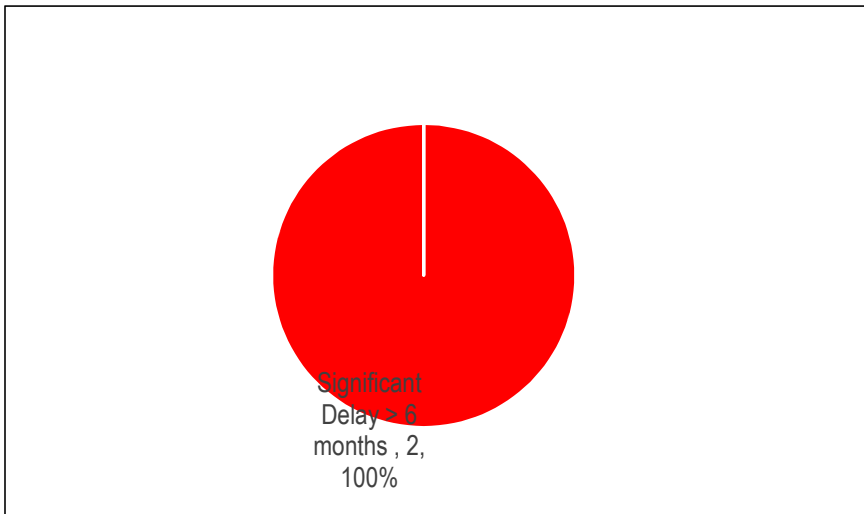


Table 2

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	2	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		2.49		

Reasons for "Other*" Projects Delay:

- July 1, 2024 is the date for municipalities to have an approved asset management plan for all municipal infrastructure assets

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	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										
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.707	0.000	0.0%	0.017	1.0%	Ⓜ	Ⓜ	#1	3.096	0.930
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.787	0.000	0.0%	0.230	29.2%	Ⓜ	Ⓜ	#2	1.892	1.106
Sub-Total	2.494	0.000	0.0%	0.247	9.9%	-	-		4.988	2.036
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	2.494	0.000	0.0%	0.247	9.9%				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 could not 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 was closed on May 7, 2021.
- Evaluation stage was delayed as some submissions were not in compliance. Evaluations began June 21, 2021 and concluded August 6, 2021 for all 3 stages.
- Award delayed due to authority required among TS, PMMD and CFO's office. Award adopted at Bid Award Panel on September 29, 2021. (BA155.12)

**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%		⊙
	Q2	15.01	1.40	14.83	98.8%	↓	⊙
	Q3	15.01	2.03	7.57	50.4%	↓	⚠
Corporate Initiatives	4M	3.36	0.03	1.51	44.8%		Ⓜ
	Q2	3.36	0.06	1.51	44.8%	□	Ⓜ
	Q3	3.36	0.06	1.51	44.8%	□	Ⓜ
TOTAL	4M	18.37	0.87	16.44	89.5%		⊙
	Q2	18.37	1.46	16.34	88.9%	↓	⊙
	Q3	18.37	2.08	9.08	49.4%	↓	Ⓜ
⊙ >70% ⚠ between 50% and 70% Ⓜ < 50% or > 100%							

For the nine months ended September 30, 2021, the capital expenditures for Other City Programs totalled \$2.1 million of their collective 2021 Approved Capital Budget of \$18.4 million. Spending is expected to increase to \$ 9.1 million (49.4%) by year-end. City Clerk and Corporate Initiatives both has a projected spending rate below 70%.

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

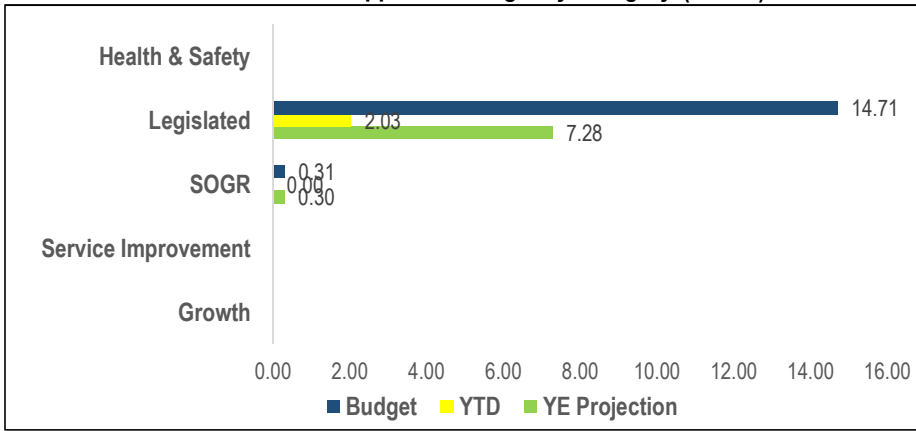


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

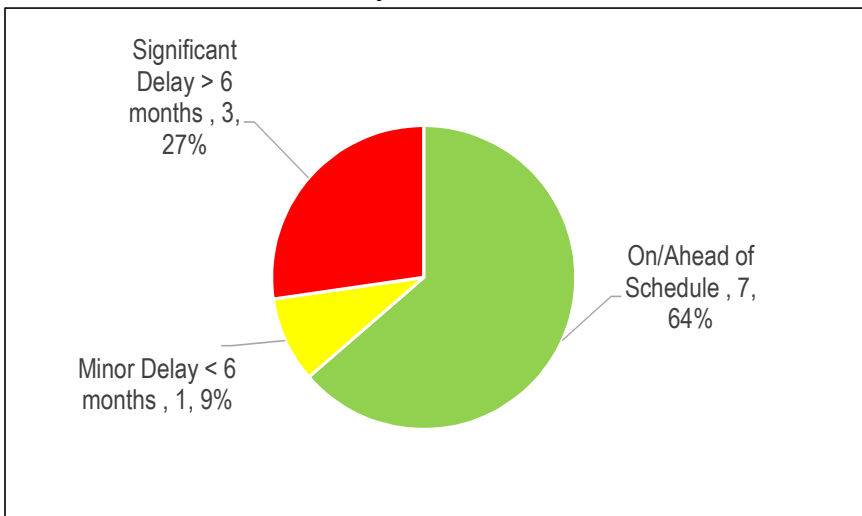


Table 2

Reason for Delay	4	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	3	
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
11.91	2.15	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.
- Procurement issues have resulted in minor delay in 1 project (9%) included in the 2021 Approved Capital Budget. Expected delivery of project is now 2022.

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	
Legislated										
Election Technology Program For 2022 Election	2.129	1.489	70.0%	2.129	100.0%	G	G		6.530	4.230
TMMIS SOGR 2019-2022	0.270	0.142	52.7%	0.219	81.0%	G	R	#1	0.960	0.302
Replacement of Voting	9.000	0.000	0.0%	4.000	44.4%	R	G	#2	18.000	0.000
City Clerk's Business System - Legislative Compliance	0.225	0.000	0.0%	0.130	57.6%	Y	R	#1	0.449	0.224
City Clerk's Business System - 2020-2021	0.427	0.196	46.0%	0.398	93.1%	G	G		0.565	0.334
Council Business system - 2020- 2021	0.456	0.194	42.5%	0.351	77.0%	G	R	#1	0.680	0.383
Council Transition Requirements 2017	0.050	0.005	10.4%	0.050	100.0%	G	G		1.267	1.196
Election Supply Logistics Transformation	2.150	0.000	0.0%	0.000	0.0%	R	Y	#3	2.150	0.000
Sub-Total	14.707	2.027	13.8%	7.276	49.5%	-	-		30.601	6.670
State of Good Repair										
Archives Equipment Upgrade 2017-2023	0.057	0.000	0.0%	0.046	81.4%	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%	0.296	96.5%	-	-		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	2.027	13.5%	7.572	50.4%				31.316	6.879

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

Note # 2:

Project savings expected

Note # 3:

The project is delayed due to procurement issues

**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%		Ⓢ
	Q2	12.31	3.57	12.31	100.0%	↑	Ⓢ
	Q3	12.31	6.05	11.16	90.7%	↓	Ⓢ
Go Transit	4M	60.00	0.00	60.00	100.0%		Ⓢ
	Q2	60.00	0.00	0.00	0.0%	↓	Ⓡ
	Q3	60.00	0.00	60.00	100.0%	↑	Ⓢ
To Live	4M	30.55	1.25	27.39	89.6%		Ⓢ
	Q2	30.55	3.01	27.24	89.2%	↓	Ⓢ
	Q3	30.55	8.51	21.37	70.0%	↓	Ⓨ
TRCA	4M	18.20	6.07	18.20	100.0%		Ⓢ
	Q2	18.20	9.10	18.20	100.0%	□	Ⓢ
	Q3	18.20	13.65	18.20	100.0%	□	Ⓢ
Toronto Police	4M	72.85	6.76	58.58	80.4%		Ⓢ
	Q2	72.85	19.97	53.15	73.0%	↓	Ⓢ
	Q3	72.85	26.94	45.02	61.8%	↓	Ⓨ
Toronto Public Health	4M	5.03	0.12	3.22	64.0%		Ⓨ
	Q2	5.03	1.09	3.31	65.7%	↑	Ⓨ
	Q3	5.03	1.01	2.12	42.1%	↓	Ⓡ
Toronto Public Library	4M	44.99	8.18	44.79	99.5%		Ⓢ
	Q2	45.30	13.39	37.86	83.6%	↓	Ⓢ
	Q3	45.30	19.78	32.12	70.9%	↓	Ⓢ
Toronto Zoo	4M	20.26	2.17	19.24	95.0%		Ⓢ
	Q2	20.26	2.56	18.01	88.9%	↓	Ⓢ
	Q3	20.26	5.93	12.27	60.6%	↓	Ⓨ
Toronto Transit Commission *	4M	1,376.04	190.71	1,226.43	89.1%		Ⓢ
	Q2	1,376.04	388.97	1,154.70	83.9%	↓	Ⓢ
	Q3	1,376.04	388.97	1,154.70	83.9%	□	Ⓢ
TOTAL	4M	1,640.23	216.75	1,470.16	89.6%		Ⓢ
	Q2	1,640.53	441.66	1,324.79	80.8%	↓	Ⓢ
	Q3	1,640.53	470.85	1,356.96	82.7%	↑	Ⓢ

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

* Due to technical reasons, Q2 results and projections are used for TTC in this report

For the nine months ended September 30, 2021, the capital expenditures for City Agencies totalled \$470.85 million of their collective 2021 Approved Capital Budget of \$1.641 billion. Spending is expected to increase to \$1.357 billion (82.7%) by year-end. 5 Agencies have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

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

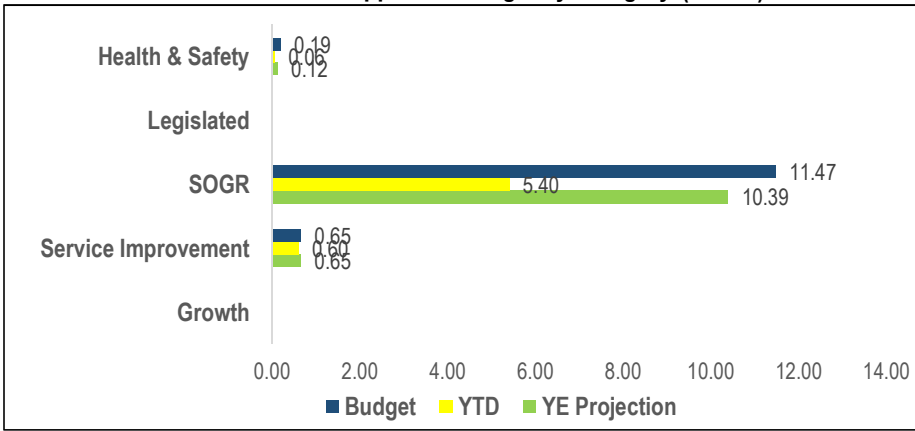


Table 1
2021 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	49
Service Improvement	2
Growth	
Total # of Projects	53

Chart 2
Project Status - 53

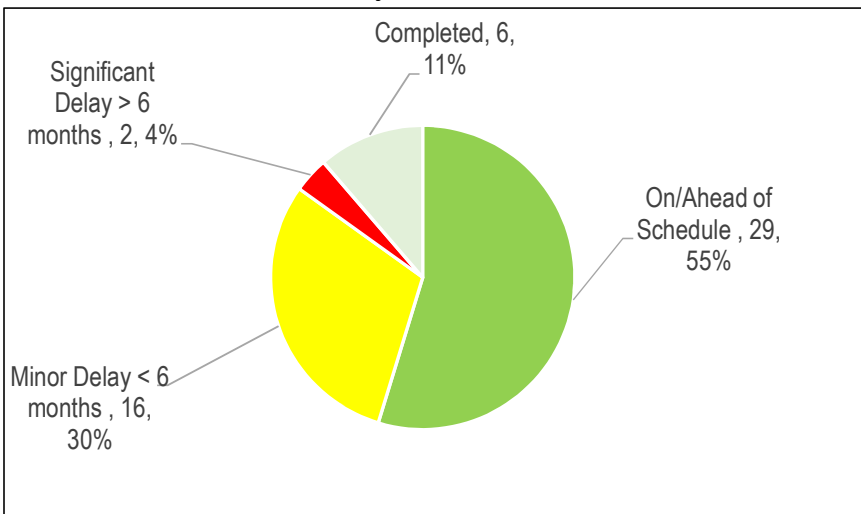


Table 2

Reason for Delay	18	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		3
RFQ/RFP Delayed		5
Contractor Issues		
Site Conditions	1	2
Co-ordination with Other Projects		6
COVID-19 Related	1	
Community Consultation		
Other*		
Total # of Projects	2	16

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.08	3.17	0.15	0.91	

Key Discussion Points:

- Exhibition Place is currently projecting a 2021 Year-end spend of \$11.162 million, or 90.7% of its 2021 Council Approved Capital Budget. Due to COVID-19 there is less usage of the Exhibition Place Grounds for events and exhibitions, and Exhibition Place does not have the challenge of scheduling capital projects around the usual event schedule.
- There are 16 projects experiencing minor delays of less than 6 months and all of these projects are going to be brought forward as carry-forward projects in 2022. From the estimated 2021 gross under-expenditure of \$1.150 million, the entire amount will be carried forward to 2022.
- The 2 projects that are experiencing significant delays are the *Other Building* (\$0.086 million) and the *Parks, Parking Lots and Roads* (\$0.065 million) projects which were Carry-Forward projects from 2020 and are expected to be completed by the end of the 4th 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	0.190	0.060	31.9%	0.120	63.1%	Y	Y	#1	0.275	0.146
Sub-Total	0.190	0.060	31.9%	0.120	63.1%	-	-		0.275	0.146
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Pre-Engineering Program	0.173	0.045	25.9%	0.153	88.4%	G	Y	#3	0.173	0.047
Queen Elizabeth Building	0.197	0.006	3.0%	0.197	100.0%	G	G		0.200	0.009
Other Building	0.423	0.042	9.8%	0.229	54.2%	Y	R	#4	0.865	0.483
Equipment	0.793	0.464	58.6%	0.793	100.0%	G	G		0.800	0.471
Enercare Centre	6.472	3.855	59.6%	6.101	94.3%	G	Y	#2	7.020	4.403
Coliseum Complex	0.248	0.105	42.4%	0.198	79.8%	G	Y	#3	0.250	0.107
Parks, Parking Lots and Roads	0.961	0.379	39.4%	0.869	90.4%	G	R	#5	0.995	0.413
Horse Palace	0.100	0.005	4.5%	0.100	100.0%	G	G		0.100	0.005
Food Building	0.037	0.037	100.0%	0.037	100.0%	G	G		0.507	0.507
Better Living Centre	0.173	0.011	6.5%	0.173	100.0%	G	G		0.175	0.006
Beanfield Centre	0.943	0.236	25.0%	0.690	73.2%	G	Y	#3	0.950	0.243
Electrical Underground High Voltage Utilities	0.950	0.213	22.4%	0.850	89.5%	G	Y	#6	0.980	0.243
Sub-Total	11.470	5.398	47.1%	10.390	90.6%	-	-		13.015	6.936
Service Improvements										
Enercare Centre	0.150	0.095	63.5%	0.150	100.0%	G	G		0.150	0.095
Beanfield Centre	0.502	0.502	100.0%	0.502	100.0%	G	G		3.180	3.180
Sub-Total	0.652	0.598	91.6%	0.652	100.0%	-	-		3.330	3.275
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	12.312	6.055	49.2%	11.162	90.7%				16.620	10.357

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 Building (\$0.175 million) Health and Safety project is delayed due to co-ordination with other projects. The project is expected to be fully spent and completed by the end of Q4 2021.

Note # 2:

The Enercare Centre (\$0.799 million) project is delayed due to site conditions on the Exhibition Place Grounds. The project is expected to be completed by the end of Q1 2022.

Note # 3:

The Pre-Engineering Program (\$0.173 million), Coliseum Complex (\$0.099 million) and the Beanfield Centre (\$0.100 million) projects are delayed due to the later than expected timing of the RFP process. The projects are expected to be completed by the end of Q2 2022.

Note # 4:

The Other Building (\$0.085 million) State of Good Repair project is delayed due COVID-19 related delays. The project is expected to be fully spent and completed by the end of Q4 2021.

Note # 5:

The Parks Parking Lots and Roads (\$0.065 million) project is delayed due to site conditions and is expected to be completed by the end of Q2 2022.

Note # 6:

The Electrical Underground High Voltage Utilities (\$0.950 million) project is delayed due to co-ordination with other projects and is expected to be completed by the end of Q2 2022.

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

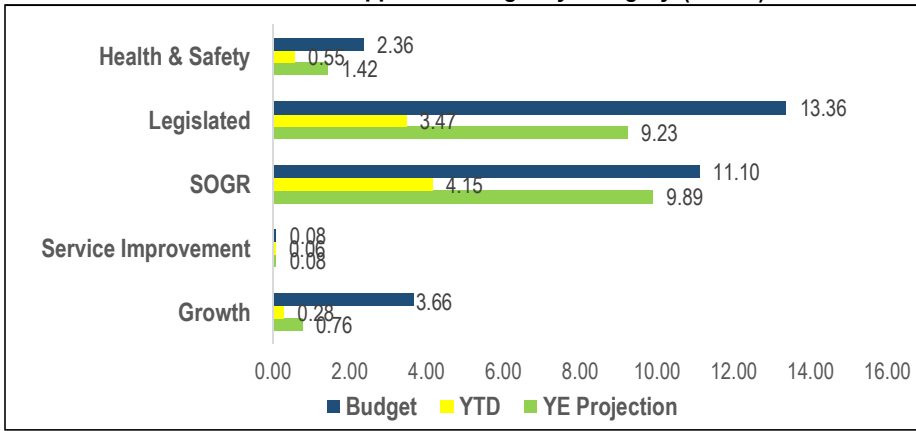


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 19

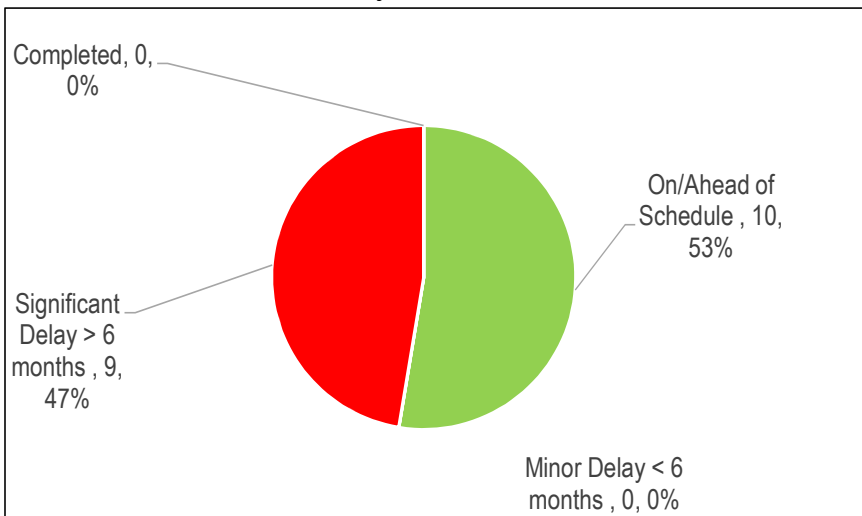


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	8	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	9	0

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.25	0.00	28.29	0.00	0.00

Key Discussion Points: (Please provide reason for delay)

- TO Live spent \$8.510 million or 27.9% YTD and is projecting to spend \$21.375 million or 70% of its 2021 Council Approved Capital Budget by end of 2021.
- TO Live is taking full advantage of the suspension of normal operations to focus on SOGR. Extensive progress was made on all capital project work throughout the summer during Q3. However, many projects were delayed in the procurement process due to supply chain issues as a result of the pandemic. The COVID-19 pandemic created challenges on many capital projects due to labour shortages, supply chain issues and substantially increasing material costs. However, schedules and contingency solutions are being managed in conjunction with contractors to ensure venues will be open for TO Live Presents and rental productions scheduled for the fall.
- 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	1.468	0.044	3.0%	0.700	47.7%	Ⓡ	Ⓡ	#1	2.335	0.110
Meridian Hall - Health & Safety Upgrades - COVID-19	0.666	0.418	62.8%	0.574	86.2%	Ⓞ	Ⓡ	#2	0.666	0.418
Meridian Arts Centre - Health & Safety Upgrades - COVID-	0.224	0.093	41.3%	0.144	64.3%	Ⓢ	Ⓡ	#3	0.224	0.093
Sub-Total	2.358	0.554	23.5%	1.418	60.1%	-	-		3.225	0.621
Legislated										
Meridian Hall - AODA Projects	6.372	1.648	25.9%	5.242	82.3%	Ⓞ	Ⓡ	#4	10.533	3.267
Meridian Arts Centre - AODA Projects	6.986	1.818	26.0%	3.990	57.1%	Ⓢ	Ⓡ	#4	11.063	2.398
Sub-Total	13.358	3.466	25.9%	9.232	69.1%	-	-		21.595	5.664
State of Good Repair										
Meridian Hall - IGU Replacement Phase 2	0.031	0.002	8.1%	0.031	100.0%	Ⓞ	Ⓞ		0.838	0.810
Meridian Hall - Building Condition Assessment	0.081	0.076	93.6%	0.081	100.0%	Ⓞ	Ⓞ		0.081	0.076
Meridian Hall - Motor Control Centres Phase 2	0.300	0.194	64.9%	0.300	100.0%	Ⓞ	Ⓞ		0.613	0.508
Meridian Hall - Replace Air Handling Units and Coils Phase 2	0.031	0.026	82.6%	0.031	100.0%	Ⓞ	Ⓞ		1.091	1.085
Meridian Arts Centre - SOGR Projects	5.441	2.614	48.0%	4.671	85.9%	Ⓞ	Ⓡ	#5	8.401	2.718
Meridian Arts Centre - Roof Replacement (Flat)	2.576	0.551	21.4%	2.276	88.4%	Ⓞ	Ⓡ	#6	2.576	0.551
St. Lawrence Centre for the Arts - SOGR Projects	0.901	0.323	35.8%	0.761	84.5%	Ⓞ	Ⓡ	#7	0.901	0.323
Meridian Hall - Theatre Systems	0.356	0.088	24.9%	0.356	100.0%	Ⓞ	Ⓞ		0.356	0.088
Meridian Hall - Lobby Presentation Systems	0.318	0.028	8.7%	0.318	100.0%	Ⓞ	Ⓞ		0.318	0.028
Meridian Hall - Video Systems Infrastructure	0.497	0.067	13.5%	0.497	100.0%	Ⓞ	Ⓞ		0.497	0.067
Meridian Hall - Video Presentation and Monitoring System	0.350	0.003	0.8%	0.350	100.0%	Ⓞ	Ⓞ		0.350	0.003
Meridian Hall - Microphones and Processing	0.214	0.176	82.4%	0.214	100.0%	Ⓞ	Ⓞ		0.214	0.176
Sub-Total	11.096	4.147	37.4%	9.886	89.1%	-	-		16.237	6.432
Service Improvements										
Meridian Arts Centre - Sound Isolation	0.077	0.061	78.5%	0.077	100.0%	Ⓞ	Ⓞ		0.215	0.198
Sub-Total	0.077	0.061	78.5%	0.077	100.0%	-	-		0.215	0.198
Growth Related										
St. Lawrence Centre for the Arts - Redevelopment Planning	3.661	0.281	7.7%	0.761	20.8%	Ⓡ	Ⓡ	#8	3.750	0.370
Sub-Total	3.661	0.281	7.7%	0.761	20.8%	-	-		3.750	0.370
Total	30.550	8.510	27.9%	21.375	70.0%				45.022	13.286

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 Meridian Hall Door Replacement project was delayed as tender was over budget, funding has been reallocated to this project to address the increased cost. Construction has started in July.

Note # 2:

The work for The Meridian Hall Health and Safety Upgrades project has completed.

Note # 3:

Meridian Arts Centre - Health & Safety Upgrades project experienced delays in the procurement process.

Note # 4:

The Meridian Hall - AODA Projects are in various stages of inspection, installation and completion. It is anticipated \$5.242 million will be spent by year-end.

Note # 5:

The Meridian Arts Centre - SOGR Projects include replacement of boilers, chillers and cooling towers which is in progress and is anticipated to be completed by year-end. The Sound Isolation project has reached substantial completion.

Note # 6:

Construction of the Meridian Art Centre Roof Replacement project is in progress. Project will be completed by the end of November.

Note # 7:

Phase 1 of the Performance Dimming project in the St. Lawrence Centre for the Arts is completed. Phase 2 is underway.

Note # 8:

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 \$0.761 million of the cash flow will be spent by year-end.

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

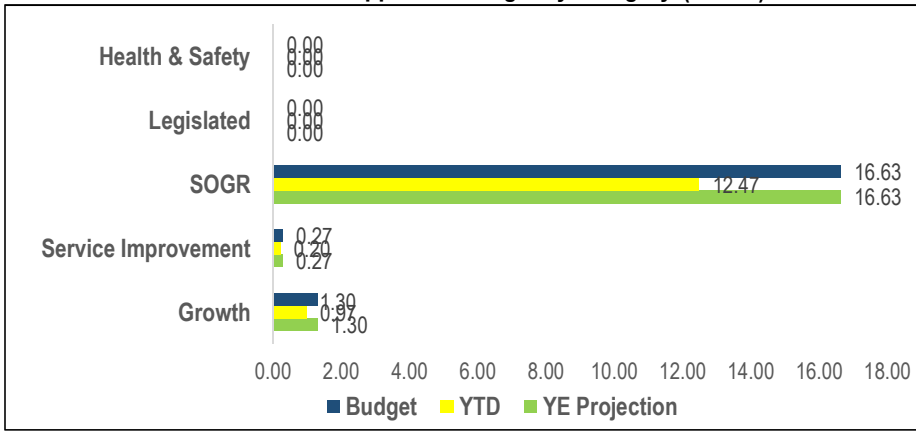


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

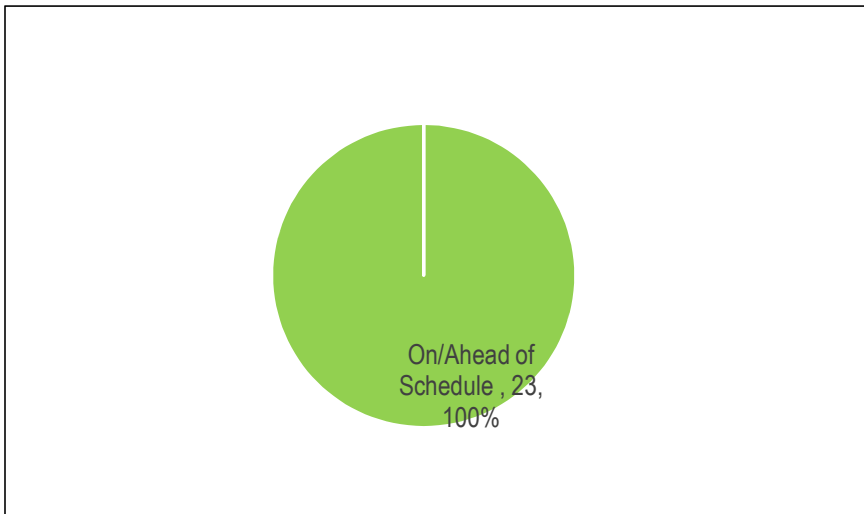


Table 2

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 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	0.048	75.0%	0.064	100.0%	G	G		0.812	0.796
Shoreline Monitoring & Maintenance	0.400	0.300	75.0%	0.400	100.0%	G	G		3.950	3.850
Erosion Infrastructure - Major Maintenance	1.200	0.900	75.0%	1.200	100.0%	G	G		11.030	10.730
Black Creek Pioneer Village Retrofit	0.371	0.278	75.0%	0.371	100.0%	G	G		3.205	3.112
Living City Action Plan - Sustainable Communities	0.902	0.677	75.0%	0.902	100.0%	G	G		8.124	7.899
Living City Action Plan - Watershed Monitoring	0.540	0.405	75.0%	0.540	100.0%	G	G		4.892	4.757
Living City Action Plan - Regional Watershed Management	1.407	1.055	75.0%	1.407	100.0%	G	G		10.717	10.365
Living City Action Plan - Regeneration Sites	0.511	0.383	75.0%	0.511	100.0%	G	G		4.773	4.645
Waterfront Development - Environmental Monitoring	0.245	0.184	75.0%	0.245	100.0%	G	G		2.445	2.384
Waterfront Development - Keating Channel Dredging	0.320	0.240	75.0%	0.320	100.0%	G	G		3.200	3.120
Waterfront Development - Ashbridges Bay	0.250	0.188	75.0%	0.250	100.0%	G	G		2.700	2.638
Tommy Thompson Cell Capping	0.050	0.038	75.0%	0.050	100.0%	G	G		0.879	0.867
Waterfront Development - Ongoing Major Maintenance	0.188	0.141	75.0%	0.188	100.0%	G	G		2.206	2.159
Toronto Planning Initiatives Information Technology Replacement	0.100	0.075	75.0%	0.100	100.0%	G	G		0.480	0.455
Gibraltar Point Erosion Administrative Infrastructure - Major Facilities Retrofit	0.257	0.193	75.0%	0.257	100.0%	G	G		2.605	2.541
Layer 2 - Extra Waterfront Major Maintenance	3.000	2.250	75.0%	3.000	100.0%	G	G		15.230	14.480
Layer 2 - Extra Floodworks Major Maintenance	0.322	0.242	75.0%	0.322	100.0%	G	G		2.530	2.450
Layer 2 - Extra Erosion Major Maintenance	2.300	1.725	75.0%	2.300	100.0%	G	G		6.950	6.375
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.150	75.0%	0.200	100.0%	G	G		2.200	2.150
Layer 2 - Extra Erosion Major Maintenance	4.000	3.000	75.0%	4.000	100.0%	G	G		19.556	18.556
Sub-Total	16.627	12.470	75.0%	16.627	100.0%	-	-		108.484	104.327
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.203	75.0%	0.270	100.0%	G	G		2.520	2.453
Sub-Total	0.270	0.203	75.0%	0.270	100.0%	-	-		2.520	2.453
Growth Related										
Long Term Accomodation Plan - 5 Shoreham	1.283	0.962	75.0%	1.283	100.0%	G	G		31.860	4.824
Toronto Wildlife Centre Site Restoration	0.017	0.012	75.0%	0.017	100.0%	G	G		3.332	3.327
Sub-Total	1.300	0.975	75.0%	1.300	100.0%	-	-		35.192	8.152
Total	18.197	13.647	75.0%	18.197	100.0%				146.196	114.931

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)

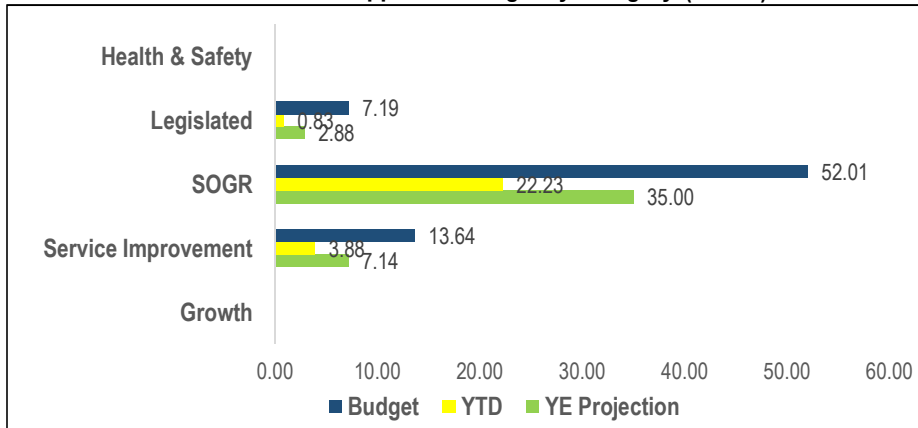


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 38

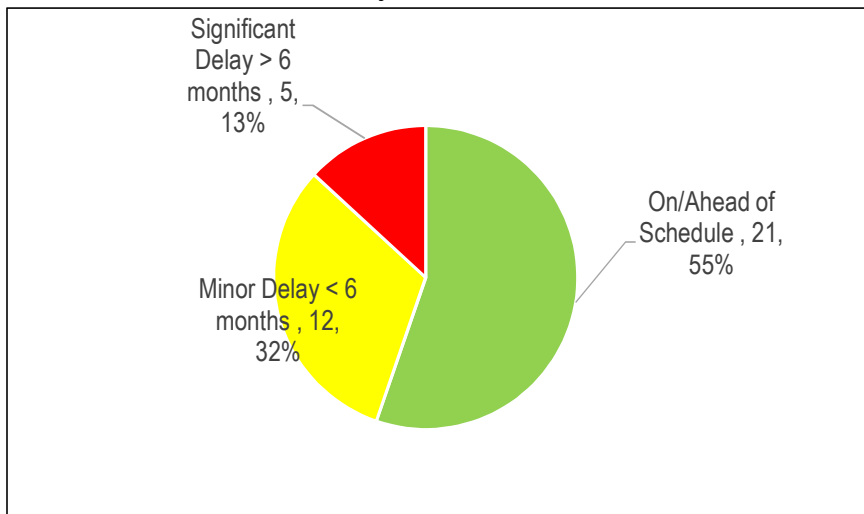


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
COVID-19 Related	2	7
Community Consultation		
Other*	1	3
Total # of Projects	5	12

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.45	37.72	4.68		

Reasons for "Other*" Projects Delay:

- *54/55 Divisions Amalgamation:* due to delays from CreateTO, construction is postponed until 2022 and architectural services will be completed in 2021.
- *Mobile Workstation:* Purchase of equipment and installation on Taurus cars deferred to 2022.
- *Long Term Facility Plan - Facility and Process Improvement:* There is a delay in the implementation of video bail at 32 and 55 Divisions due to further considerations of other impacts on the Divisions.

Toronto Police Service (POL)

Key Discussion Points:

- Toronto Police Service is projecting 2021 year-end spend of \$45.019 million, or 62% 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 may result in further impacts to the capital program delivery particularly the facility related capital projects such as *54/55 Divisions Amalgamation*, *41 Division*, and consulting work for *the Long-Term Facility Plan* to develop a Strategic Building Program that assesses current space utilization and forecasts the short and long term requirements of the Service.
- From the estimated 2021 gross under-expenditure of \$27.827 million, \$24.612 million will be carried forward to 2022 or future years to complete the projects.

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	0.706	10.5%	2.579	38.5%	Ⓡ	Ⓨ	#1	8.985	1.362
	0.500	0.129	25.8%	0.300	60.0%	Ⓨ	Ⓨ		0.500	0.129
Sub-Total	7.195	0.835	11.6%	2.879	40.0%	-	-		9.485	1.490
State of Good Repair										
State-of-Good-Repair	6.059	1.792	29.6%	3.431	56.6%	Ⓨ	Ⓨ		on-going	on-going
Radio Replacement	6.130	2.986	48.7%	6.130	100.0%	Ⓢ	Ⓢ		38.051	32.552
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.581	0.474	30.0%	0.711	45.0%	Ⓡ	Ⓡ	#2	4.285	3.178
Mobile Command Centre	1.735	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	1.735	0.000
Vehicle Replacement	8.373	7.497	89.5%	8.320	99.4%	Ⓢ	Ⓢ		162.892	85.585
Furniture Lifecycle Replacement	1.117	0.295	26.4%	0.787	70.5%	Ⓨ	Ⓢ		14.440	12.143
Workstation, Laptop, Printer- Lifecycle plan	4.324	1.610	37.2%	2.525	58.4%	Ⓨ	Ⓢ		81.082	43.435
Servers - Lifecycle Plan	6.865	3.109	45.3%	4.149	60.4%	Ⓨ	Ⓨ		95.239	46.900
IT Business Resumption	2.569	0.393	15.3%	1.189	46.3%	Ⓡ	Ⓨ	#4	42.088	21.078
Mobile Workstation	4.081	1.859	45.6%	2.628	64.4%	Ⓨ	Ⓨ		48.429	23.475
Locker Replacement	0.658	0.002	0.3%	0.344	52.3%	Ⓨ	Ⓢ		8.661	3.145
Network Equipment	1.750	0.021	1.2%	1.600	91.4%	Ⓢ	Ⓢ		58.556	21.977
In-car Camera	0.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		10.491	4.216
Voice Logging	0.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		2.460	1.460
DVAM I, II (LR)	1.318	0.687	52.1%	0.689	52.2%	Ⓨ	Ⓨ		12.941	4.654
Automatic Vehicle Locator (A.V.L.)	0.789	0.092	11.6%	0.441	55.9%	Ⓨ	Ⓨ		7.172	2.474
Property & Evidence Scanners	0.043	0.002	5.7%	0.043	100.0%	Ⓢ	Ⓡ	#5	0.066	0.025
Small Equipment Replacement	1.222	0.373	30.5%	0.589	48.2%	Ⓡ	Ⓢ	#6	9.271	4.360
Security System Replacement	0.095	0.094	99.5%	0.094	99.5%	Ⓢ	Ⓢ		1.600	1.600
Digital Photography	0.323	0.252	77.9%	0.323	100.0%	Ⓢ	Ⓢ		2.332	1.317
Radar Unit Replacement	0.016	0.014	87.7%	0.014	87.7%	Ⓢ	Ⓢ		1.869	0.959
Divisional Parking lot Network	0.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		3.799	1.999
Conducted Energy Weapon	1.942	0.560	28.8%	0.768	39.6%	Ⓡ	Ⓢ	#7	9.083	1.862
Closed Circuit Television	0.326	0.042	13.0%	0.139	42.7%	Ⓡ	Ⓢ	#8	3.163	0.880
Connected Officer LR	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#9	10.179	0.000
Livescan	0.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		1.205	0.665
Electronic Surveillance	0.033	0.030	93.0%	0.031	94.1%	Ⓢ	Ⓢ		3.655	2.053
Wireless Parking System	0.414	0.043	10.5%	0.051	12.3%	Ⓡ	Ⓡ	#10	13.784	3.368
Sub-Total	52.012	22.229	42.7%	34.996	67.3%	-	-		648.528	325.359
Service Improvements										
Transforming Corporate Support	1.376	0.077	5.6%	0.200	14.5%	Ⓡ	Ⓨ	#11	9.242	6.635
54/55 Divisions Amalgamation	0.908	0.029	3.2%	0.487	53.6%	Ⓨ	Ⓡ	#12	50.500	0.305
ANCOE (Enterprise Business Intelligence and Global Search)	1.019	0.808	79.3%	0.886	87.0%	Ⓢ	Ⓢ		12.528	11.913
Body Worn Camera - Phase II	2.800	1.557	55.6%	2.600	92.9%	Ⓢ	Ⓢ		5.855	4.612
41 Division	6.016	1.063	17.7%	2.390	39.7%	Ⓡ	Ⓨ	#13	50.500	2.118
Long Term Facility Plan - Facility and Process	0.700	0.278	39.7%	0.436	62.3%	Ⓨ	Ⓨ		4.492	2.301

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 - Consultant	0.750	0.000	0.0%	0.075	10.0%	Ⓡ	Ⓨ	#14	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	3.878	28.4%	7.144	52.4%	-	-		134.253	28.035
Total	72.846	26.942	37.0%	45.019	61.8%				792.266	354.884

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

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

Next Generation solution is paid based on milestone schedule. Part of contractor salaries are being paid for by a provincial grant. Furniture and equipment delivery expected in January 2022. Carry forward is required in 2022.

Note # 2: Automated Fingerprint Identification System

Contract negotiations were completed on December 11, 2020. Payment to be made to vendor as project milestones are met. Design phase delays have moved milestones - expected payment on first 2 of 6 milestones in 2021, remaining amounts carrying over to 2022. Delays due to limited resources by Vendor, COVID19 and due to the unexpected changes in requirements for the Disaster Recovery Site at HQ.

Note # 3: Mobile Command Centre

Due to the delays with the RFQ process, the main body of the truck will not be delivered until the first quarter of 2022. Average build is approximately 5-6 months. Vendors for Network equipment and workstations indicated that there is a shortage of materials (computer chips) as a result of Covid and as such delivery has been delayed 3 to 4 months.

Note # 4: IT Business Resumption

The Datacentre Rationalization activity will not be completed in 2021. Engaging Gartner and Purchasing Services on creating Value-Added Reseller (VAR) RFP. Spending will be in 2022. While Police Service plans for new architecture and new VAR contracts, the Service may require some adhoc lifecycle purchases for equipment which are falling past their maintenance date. There are purchases related to RHQ remediation. The Service expects to recover the cost in the next 1-2 years.

Note # 5: Property & Evidence Scanners

The installation of "high-density" racking (storage) and the WiFi network is still pending and will likely be completed in November. Procurement of the scanners remains on "hold" until such time as a network infrastructure is in place, and ITS can configure devices, which includes a vendor integration software component, to function on the new system. Procurement of scanners at this time would be pre-mature and exhaust a warranty period unnecessarily. Funding may be requested to be carried forward to 2022.

Note # 6: Small Equipment Replacement

Ongoing replacement of small equipment (i.e. telephone headsets, microphones, etc.) is delayed into 2022.

Note # 7: Conducted Energy Weapon

Ministry has approved the new Taser 7 device, the Service is proceeding with the replacement. Grant covering a portion of the equipment required.

Note # 8: Closed Circuit Television (C.C.T.V.)

Unspent funding is not required and can be returned to reserve. The savings due to servers were replaced using provincial grant money.

Note # 9: Connected Officer

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

Note # 10: Wireless Parking System

The final system related items are determined and will be procured in 2021. The residual amount will be required in 2022 for testing equipment.

Note # 11: Transforming Corporate Support

COVID19 and resource constraints have hampered the planning of this project. But the plan is that the variance will be used in 2022 to complete the project

Note # 12: 54/55 Divisions Amalgamation

Project timelines are behind schedule due to delays from CreateTO. Construction will not begin until 2022. Due to backlog in Purchasing Services, the Construction Manager RFP will not be awarded this year. Only architectural services will be completed in 2021.

Note # 13: 41 Division

Delayed start due to delay in sequential permits and site plan approvals because of COVID-19.

Note # 14: Long Term Facility Plan -

Vendor contract and PO awarded. Stakeholder engagement to commence shortly. As the contract has just been awarded, vendor can only do 2 months work in 2021. 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
2020 Approved Budget by Category (\$5.03)

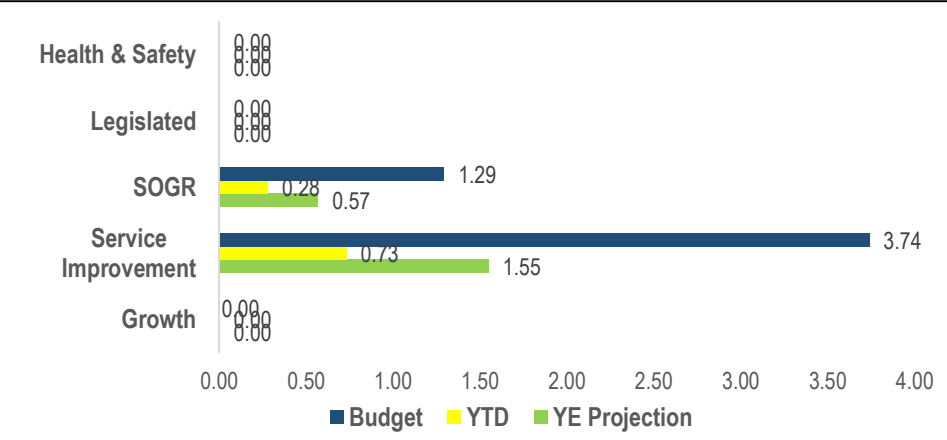


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	11
Growth	
Total # of Projects	13

Chart 2
Project Status - 13

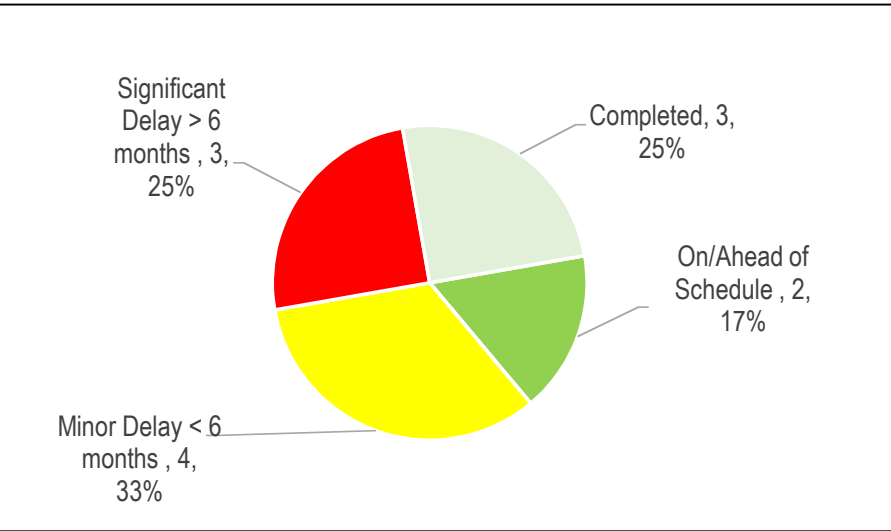


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.33	2.81	3.59	0.41	

Key Discussion Points:

- YTD spending mainly reflects underspending attributed to minor delays in procurement , RFQ issuance, the execution of lease/service contracts and the unavailability of SME resources due to COVID-19 priorities for the *Inspection Management - Implementation , Datamart Data Warehouse - Phase 3 and the Ontario Seniors Dental Care Program* projects.

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		-				#1	3.522	3.111	88.3%
Inspection Management - Implementation	1.293	0.279	21.5%	0.568	43.9%	Ⓡ	Ⓨ	#2	5.287	0.279	5.3%
Sub-Total	1.293	0.279	21.5%	0.568	43.9%	-	-		8.809	3.389	
Service Improvements											
Datamart Data Warehouse - Phase 3	0.467	0.000	0.0%	0.182	38.9%	Ⓡ	Ⓨ	#2	2.814	1.933	68.7%
Electronic Medical Record - Phase 3	0.060	0.045	75.1%	0.060	100.0%	Ⓞ	Ⓞ	#1	2.728	1.670	61.2%
Ontario Seniors Dental Care Program											
Dental Vans	0.780	0.118	15.1%	0.390	50.0%	Ⓨ	Ⓨ	#3	0.780	0.118	15.1%
Dental Clinic Infection Control	0.321	0.315	98.2%	0.315	98.2%	Ⓞ	Ⓞ		0.321	0.315	98.2%
Dental Clinic Renovations (7 sites)	2.111	0.253	12.0%	0.602	28.5%	Ⓡ	Ⓡ	#3	2.239	0.381	17.0%
North District Location	0.065	0.062	95.8%	0.062	95.8%	Ⓞ	Ⓞ		0.075	0.072	96.4%
Downtown District Location	0.022	0.001	3.1%	0.001	3.1%	Ⓡ	Ⓞ		0.067	0.045	67.7%
West District Location		0.000		0.000		Ⓞ	Ⓞ		0.073	0.073	99.6%
Rexdale CHC Taber Location	0.268	0.106	39.4%	0.268	100.0%	Ⓞ	Ⓞ		0.268	0.106	39.4%
Rexdale CHC Dixon Location	0.457	0.010	2.2%	0.127	27.8%	Ⓡ	Ⓡ		0.457	0.010	2.2%
Blackcreek CHC Location	0.402	0.010	2.5%	0.030	7.5%	Ⓡ	Ⓡ		0.402	0.010	2.5%
Taibu CHC Location	0.275	0.014	5.0%	0.014	5.0%	Ⓡ	Ⓨ		0.275	0.014	5.0%
Midland Location	0.622	0.051	8.2%	0.100	16.1%	Ⓡ	Ⓡ		0.622	0.051	8.2%
Sub-Total	3.739	0.731	19.5%	1.548	41.4%				8.882	4.416	
Total	5.032	1.009		2.116					17.691	7.806	

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

Note # 1:

Project has no budgeted cash flows in 2021 and is being reported for continuity purposes only. 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 *Community Health Information System* and *Electronic Medical Records - Phase 3* projects will resume on January 1, 2022.

Note # 2:

The *Datamart Data Warehouse - Phase 3* project planned to resume on July 1 is delayed until Sept as the SME is tied to work in response to COVID-19. The *Inspection Management - Implementation* project's start was delayed until March due to procurement delays.

Note # 3:

The provincially funded *Ontario Seniors Dental Care Program* project consists of dental van builds, infection control upgrades and renovations to 7 sites. The project is experiencing RFQ issuance delays related to the dental van builds and the execution of lease/service contracts for 4 (of 7) site locations. The infection control upgrade project and 2 of the site renovation projects have been completed.

Chart 1
2021 Approved Budget by Category (\$45.30)

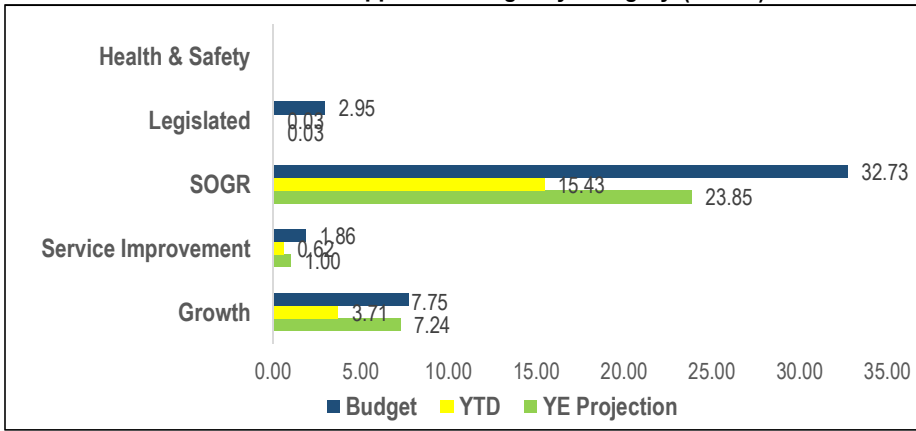


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

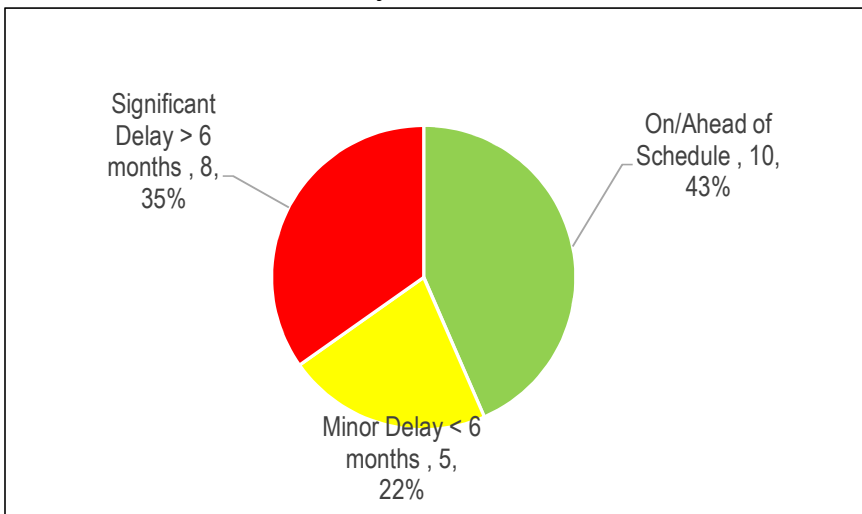


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.42	16.46	3.41		

Reasons for "Other*" Projects Delay:

- Northern District Renovation: Scope and timing of the project is still being reviewed.
- Richview Building Element: Tender process wasn't successful. Reviewing options to proceed
- North York Central Library Phase 2: Construction tender issued in September
- Service Modernization and Transformation: Project is under planning and scoping
- Pleasant View Renovation and Expansion: Scoping and Service Plan Development underway. Architect Selection is expected in the fall.

Toronto Public Library (LIB)

Key Discussion Points:

- Toronto Public Library is projecting 2021 year-end spend of \$32.117 million, or 70.9% of its 2021 Approved Capital Budget of \$45.296 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 2021 which had not already started.
- *Albert Campbell Renovation* - Construction is progressing ahead of the schedule. The projected \$3.6M overspending of the 2021 cash flow is being addressed through a Q3 in-year budget adjustment for accelerating future cash flows , which is included as part of this report. The project cost remains unchanged.
- From the estimated 2021 gross under-expenditure of \$13.179 million, \$16.828 million will be carried forward to 2022 or future years to complete the projects.

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	0.027	0.9%	0.027	0.9%	Ⓡ	Ⓢ	#1	7,996	0.618
Sub-Total	2,954	0.027	0.9%	0.027	0.9%	-	-		7,996	0.618
State of Good Repair										
Albert Campbell Renovation - Construction	4,908	7,277	148.3%	8,557	174.4%	Ⓡ	Ⓢ	#2	20,216	15,563
Answerline and Community Space Rental Modernization	0.744	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#3	1,400	0.656
Digital Experiences (Formerly Virtual Branch Services)	1,323	0.017	1.3%	0.642	48.5%	Ⓡ	Ⓢ	#4	7,500	1,744
Multi-Branch Minor Reno Prog - 2016 - 2021	1,069	0.408	38.1%	1,069	100.0%	Ⓢ	Ⓢ		10,165	9,504
Multi-Branch Minor Reno Prog North York Central Library Phase 2	2,763	1,054	38.1%	2,145	77.6%	Ⓢ	Ⓢ	#5	28,739	9,125
Northern District Renovation - Design	1,313	0.179	13.6%	0.179	13.6%	Ⓡ	Ⓢ	#6	12,718	11,584
Northern District Streetscaping	0.100	0.004	3.8%	0.004	3.8%	Ⓡ	Ⓢ	#7	0,251	0,004
Richview Building Elements (SOG)	0.473	0.000	0.0%	0.050	10.6%	Ⓡ	Ⓢ	#8	0,990	0,022
Technology Asset Management Prog	0.175	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#9	3,546	0,061
Toronto Reference Library Renovation	6,772	0.324	4.8%	3,000	44.3%	Ⓡ	Ⓢ	#10	25,452	4,627
Weston Renovation	3,694	0.788	21.3%	0,922	25.0%	Ⓡ	Ⓢ	#11	10,710	0,844
Wychwood Library Renovation	0.159	0.000	0.0%	0.017	10.6%	Ⓡ	Ⓢ	#12	0,641	0,000
York Woods Renovation	3,280	2,727	83.1%	3,280	100.0%	Ⓢ	Ⓢ		15,796	12,775
Sub-Total	5,954	2,656	44.6%	3,986	66.9%	-	-		11,758	10,526
Sub-Total	32,726	15,433	47.2%	23,850	72.9%	-	-		149,882	77,035
Service Improvements										
Integrated Payment Solutions	0.144	0.008	5.8%	0.144	100.0%	Ⓢ	Ⓢ		2,250	2,115
Service Modernization and Transformation	1,720	0.611	35.5%	0,854	49.7%	Ⓡ	Ⓢ	#11	6,771	0,916
Sub-Total	1,864	0,620	33.2%	0,998	53.5%	-	-		9,021	3,031
Growth Related										
Bayview-Bessarion Library Relocation	5,171	2,951	57.1%	5,171	100.0%	Ⓢ	Ⓢ		15,322	10,203
Bridlewood Branch Relocation	0.092	0.051	54.7%	0,083	90.2%	Ⓢ	Ⓢ		7,299	0,058
Daves Road Reconstruction & Expansion	0.466	0.316	67.8%	0,466	100.0%	Ⓢ	Ⓢ		24,593	5,591
Etobicoke New Construction	0.351	0.000	0.0%	0,000	0.0%	Ⓡ	Ⓢ	#12	1,416	0,000
Maryvale Relocation	1,571	0.387	24.6%	1,521	96.8%	Ⓢ	Ⓢ		2,749	0,464
Pleasant View Library Renovation & Expansion	0.100	0.000	0.0%	0,000	0.0%	Ⓡ	Ⓢ	#13	0,636	0,000
Sub-Total	7,751	3,705	47.8%	7,241	93.4%	-	-		52,015	16,316
Total	45,296	19,785	43.7%	32,117	70.9%	-	-		218,914	97,001

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

- Note # 1: Multi-Branch Minor Reno Prog (Accessibility)**
Projects with AQDA components were deferred to future years due to COVID-19.
- Note # 2: Albert Campbell Renovation - Construction**
Construction is progressing very well and it is expected that 2021 expenditures will be ahead of schedule. A an in-year budget adjustment is included as part of Q3 variance report.
- Note # 3: Answerline and Community Space Rental Modernization**
Project scope is being revisited.
- Note # 4: Digital Experiences (Formerly Virtual Branch Services)**
Delay is due to implementation of the Digital Strategy (COVID-19)
- Note # 5: North York Central Library Phase 2**
Construction tender issued in September
- Note # 6: Northern District Renovation - Design, and Streetscaping**
Scope and timing of the project is still being reviewed.
- Note # 7: Richview Building Elements (SOG)**
Tender process wasn't successful. Reviewing options to proceed
- Note # 8: Technology Asset Management Prog**
Due to COVID-19, some of the asset replacement is deferred to next year. The infrastructure and telecom assessment is delayed.
- Note # 9: Toronto Reference Library Renovation**
Design for the building envelope is under review.
- Note # 10: Weston Renovation**
A Request for Quotation for a Feasibility Study has been awarded. Feasibility Study targeted to complete in October.
- Note # 11: Service Modernization and Transformation**
Project is under planning and scoping
- Note # 12: Etobicoke New Construction**
This is a shared use facility with timelines managed by CreateTO, as such pending co-ordination with other projects.
- Note # 13: Pleasant View Library Renovation & Expansion**
Scoping and Service Plan Development underway. Architect Selection is expected in the fall.

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

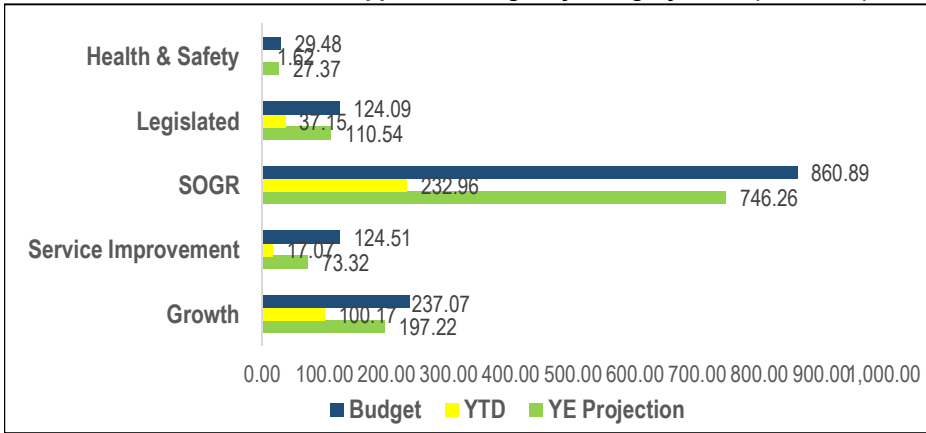


Table 1
2021 Active Projects by Category

Health & Safety	9
Legislated	8
SOGR	36
Service Improvement	14
Growth	11
Total # of Projects	78

Chart 2
Project Status - 76

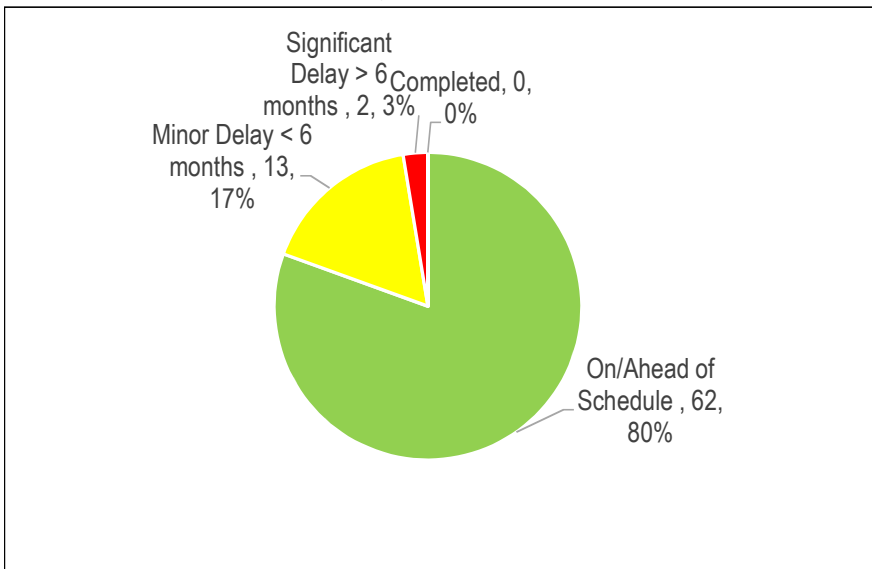


Table 2

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*	2	16
Total # of Projects	2	16

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 June 30, 2021, the overall Toronto Transit Commission capital program had expenditures totalling \$389.0 million or spent 28% of its approved 2021 Capital Budget of \$1.4 billion. TTC is projecting a 84% spending rate or \$1.2 billion at year end, leaving approximately \$221.3 million unspent. Comprising of the Base Program and Transit Expansion projects, the Base Program spent approximately \$375.4 million during the first six months of 2021, or approximately 29% of its approved 2021 Capital Budget of \$1.3 billion. The Base Program is projecting to spend approximately 84% or \$1.1 billion by year-end. The Transit Expansion projects spent approximately \$13.6 million or 14% of its approved 2021 Capital Budget of \$95.3 million and is projecting to spend approximately \$78.3 million or 82% 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	0.115	46.2%	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	1.652	0.383	23.2%	0.752	45.5%	Ⓡ	Ⓞ		4.653	1.459
Fire Ventilation Upgrades & Second Exits - H&S	16.449	0.000	0.0%	16.449	100.0%	Ⓞ	Ⓞ		183.732	1.459
Streetcar Overhaul - H&S	0.854	0.037	4.4%	0.456	53.5%	Ⓨ	Ⓨ	Note.1	9.708	0.015
Subway Car Overhaul - H&S	0.732	0.000	0.0%	0.732	100.0%	Ⓞ	Ⓨ		0.732	0.000
Computer Equipment And Software - H&S	4.295	0.335	7.8%	4.295	100.0%	Ⓞ	Ⓞ		7.069	1.064
Other Buildings - H&S	1.439	0.096	6.6%	0.625	43.4%	Ⓡ	Ⓞ		96.951	0.555
Bus Overhaul - H&S	2.805	0.821	29.3%	2.805	100.0%	Ⓞ	Ⓞ		2.805	0.627
Safety and Reliability	1.004	-0.168	-16.7%	1.004	100.0%	Ⓞ	Ⓞ		10.801	0.605
Sub-Total	29.478	1.618	5.5%	27.366	92.8%				317.022	6.012
Legislated										
Communications-Legislated	1.056	0.297	28.1%	0.645	61.1%	Ⓨ	Ⓞ		18.988	14.407
Equipment-Legislated	0.950	0.185	19.5%	0.576	60.6%	Ⓨ	Ⓞ		60.788	20.564
Streetcar Network-Legislated	2.024	0.091	4.5%	1.940	95.9%	Ⓞ	Ⓨ		54.933	50.668
Easier Access-Phase III	82.104	27.843	33.9%	81.248	99.0%	Ⓞ	Ⓞ		1,089.073	397.262
Subway Car Overhaul - Legislated (AODA)	2.536	0.002	0.1%	0.000	0.0%	Ⓡ	Ⓨ	Note.2	30.856	16.340
Subway Asbestos Removal	17.939	3.551	19.8%	11.548	64.4%	Ⓨ	Ⓞ		109.109	69.775
Other Service Planning - Legislated	7.220	1.061	14.7%	5.576	77.2%	Ⓞ	Ⓞ		24.510	8.742
Other Buildings - Legislated	10.266	4.124	40.2%	9.007	87.7%	Ⓞ	Ⓞ	Note.3	100.703	42.805
Sub-Total	124.095	37.153	29.9%	110.541	89.1%					1,488.960
State of Good Repair										
Subway Track - SOGR	41.137	11.026	26.8%	36.138	87.8%	Ⓞ	Ⓞ		269.266	204.372
Surface Track - SOGR	43.165	7.584	17.6%	38.526	89.3%	Ⓞ	Ⓞ		296.759	181.808
Traction Power-Variou	24.990	10.167	40.7%	26.166	104.7%	Ⓡ	Ⓞ		364.217	311.460
Power Dist. SOGR	7.672	2.559	33.3%	7.818	101.9%	Ⓡ	Ⓞ		229.048	129.432
Communications-SOGR	16.628	5.294	31.8%	13.791	82.9%	Ⓞ	Ⓞ		166.183	121.897
Signal Systems	16.324	7.166	43.9%	16.873	103.4%	Ⓡ	Ⓞ		240.365	170.181
Finishes-SOGR	35.813	20.671	57.7%	34.282	95.7%	Ⓞ	Ⓞ		281.045	176.712
Equipment-SOGR	51.510	8.307	16.1%	39.444	76.6%	Ⓞ	Ⓞ		474.805	295.447
On-Grade Paving Rehabilitation	13.730	3.477	25.3%	13.730	100.0%	Ⓞ	Ⓞ		139.173	108.853
Bridges And Tunnels-Variou	36.564	12.929	35.4%	33.272	91.0%	Ⓞ	Ⓞ		412.193	416.241
Fire Ventilation Upgrades & Second Exits - SOGR	16.327	10.202	62.5%	16.327	100.0%	Ⓞ	Ⓞ		329.060	299.426
Purchase of Wheel Trans	25.316	1.812	7.2%	11.226	44.3%	Ⓡ	Ⓨ	Note.4	73.264	26.714
Purchase Of Subway Cars - SOGR	6.223	1.852	29.8%	5.832	93.7%	Ⓞ	Ⓞ		1,618.052	1,148.954
Streetcar Overhaul - SOGR	3.786	2.131	56.3%	3.786	100.0%	Ⓞ	Ⓞ		63.875	33.881
Subway Car Overhaul - SOGR	33.033	13.790	41.7%	27.184	82.3%	Ⓞ	Ⓞ		440.561	234.367
Automotive Non-Revenue Vehicle Replace - SOGR	4.160	0.490	11.8%	4.114	98.9%	Ⓞ	Ⓞ		28.149	0.000
Rail Non Revenue Vehicle Overhaul	3.418	0.947	27.7%	3.418	100.0%	Ⓞ	Ⓞ		30.130	13.654
Rail Non-Revenue Vehicle Purchase - SOGR	1.998	0.443	22.2%	1.924	96.3%	Ⓞ	Ⓞ		51.199	25.303
Tools And Shop Equipment	12.121	1.019	8.4%	11.559	95.4%	Ⓞ	Ⓞ		33.826	0.000
Revenue & Fare Handling Equipment - SOGR	12.860	2.211	17.2%	7.059	54.9%	Ⓨ	Ⓞ		77.046	46.882
Computer Equipment And Software - SOGR	91.469	13.415	14.7%	65.771	71.9%	Ⓞ	Ⓞ		636.483	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	6.704	1.229	18.3%	5.357	79.9%	Ⓞ	Ⓞ		24.511	9.909

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			
Transit Shelters & Loops - SOGR	0.591	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ		3.585	2.448
Other Buildings - SOGR	50.084	18.117	36.2%	42.268	84.4%	Ⓞ	Ⓞ		833.357	426.570
Purchase of Buses - SOGR	83.038	1.343	1.6%	83.039	100.0%	Ⓞ	Ⓞ		1,348.153	671.488
Bus Overhaul - SOGR	59.423	30.211	50.8%	59.423	100.0%	Ⓞ	Ⓞ		494.501	398.389
Other Maintenance Equipment	2.917	0.563	19.3%	1.965	67.3%	Ⓨ	Ⓞ	Note.5	10.761	0.000
Queensway Garage Expansion	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			24.085	24.085
Purchase of Streetcars - SOGR	48.677	5.092	10.5%	48.612	99.9%	Ⓞ	Ⓞ		1,194.398	1,068.019
POP Legacy Fare Collection	0.577	0.047	8.1%	0.577	100.0%	Ⓞ	Ⓞ		3.528	2.978
ATC Resignalling - YUS Line	57.760	20.700	35.8%	50.000	86.6%	Ⓞ	Ⓞ		737.000	577.324
ATC Resignalling - Bloor/Danforth Line	3.901	0.479	12.3%	1.650	42.3%	Ⓡ	Ⓞ		735.599	1.347
Leslie Barns	4.776	0.805	16.8%	1.946	40.7%	Ⓡ	Ⓞ		530.489	511.188
TR Yard And Tail Track	34.983	16.233	46.4%	30.993	88.6%	Ⓞ	Ⓞ		495.185	333.856
Accommodation										
Warehouse Consolidation - SOGR	2.240	0.605	27.0%	2.101	93.8%	Ⓞ	Ⓞ		5.504	2.053
Corporate Initiatives - CLA	6.678	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	Note.6	97.046	0.000
Sub-Total	860.893	232.956	27.1%	746.258	86.7%				12,796.670	8,220.629
Service Improvements										
Subway Track - Service Improvement	2.567	0.062	2.4%	2.567	100.0%	Ⓞ	Ⓡ	Note.7	21.461	18.883
Surface Track - Service Improvement	8.657	0.379	4.4%	8.657	100.0%	Ⓞ	Ⓨ		116.625	2.569
Power Dist. Service Improvement	0.220	0.011	4.9%	0.220	100.0%	Ⓞ	Ⓨ		1.554	1.112
Communications-Service Improvement	1.029	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ		0.297	0.252
Finishes-Service Improvement	1.782	0.055	3.1%	0.400	22.4%	Ⓡ	Ⓨ		46.624	42.358
Automotive Non-Revenue Vehicle Replace - Service Imp.	2.208	0.161	7.3%	2.208	100.0%	Ⓞ	Ⓨ		37.154	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.084	0.033	38.9%	0.068	81.3%	Ⓞ	Ⓞ		13.494	0.154
Computer Equipment And Software - Service Improvement	6.544	0.451	6.9%	2.993	45.7%	Ⓡ	Ⓞ		19.019	1.072
Other Service Planning - Service Improvement	20.131	3.226	16.0%	10.664	53.0%	Ⓨ	Ⓞ		90.902	24.189
Transit Shelters & Loops - SI	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			0.000	2.442
Other Buildings - Service Improvement	30.486	9.480	31.1%	30.485	100.0%	Ⓞ	Ⓞ		1,826.715	97.850
Purchase of Buses - Service Improvement	4.125	0.137	3.3%	4.125	100.0%	Ⓞ	Ⓞ		124.484	106.510
Kipling Station Improvements	0.875	0.103	11.8%	0.205	23.4%	Ⓡ	Ⓞ		14.293	7.990
Bicycle Parking At Stations	0.652	0.011	1.6%	0.461	70.7%	Ⓨ	Ⓞ		1.213	0.562
Warehouse Consolidation - SI	0.000	-0.483	0.0%	0.000	0.0%	Ⓡ			2.271	0.000
Yonge-Bloor Capacity Enhancement	45.148	3.442	7.6%	10.265	22.7%	Ⓡ	Ⓞ		1,403.845	20.758
Sub-Total	124.509	17.068	13.7%	73.318	58.9%				3,719.949	326.700
Growth Related										
Bus Rapid Transit-Growth	2.805	0.035	1.3%	2.805	100.0%	Ⓞ	Ⓨ		38.550	30.673
Sheppard Subway	0.000	0.000		0.000		Ⓡ			968.856	911.415
Purchase Of Subway Cars - Growth	2.653	0.385	14.5%	1.883	71.0%	Ⓨ	Ⓞ		165.589	1.765
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			0.000	0.000
Other Service Planning - Growth	0.876	0.030	3.4%	0.300	34.2%	Ⓡ	Ⓞ		2.338	1.523
Other Buildings - Growth	26.021	1.065	4.1%	5.568	21.4%	Ⓡ	Ⓨ		327.669	10.279
Purchase of Buses - Growth	0.000	0.000		0.000		Ⓡ			-0.055	0.303
Purchase of Streetcars - Growth	103.042	84.374	81.9%	103.042	100.0%	Ⓞ	Ⓞ		468.026	25.202
PRESTO Farecard Implementation	4.008	0.670	16.7%	2.938	73.3%	Ⓞ	Ⓞ		79.821	60.274

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			
McNicoll New Bus Garage Facility	2.347	0.050	2.1%	2.347	100.0%	Ⓞ	Ⓞ		169.000	162.048
Spadina Subway Extension	59.900	5.130	8.6%	59.900	100.0%	Ⓞ	Ⓞ		3,184.171	3,060.101
Scarborough Subway Extension	26.136	3.842	14.7%	9.261	35.4%	Ⓡ	Ⓞ	Note.8	132.000	77.454
Waterfront Transit	9.277	4.593	49.5%	9.175	98.9%	Ⓞ	Ⓞ		54.800	6.693
Sub-Total	237.065	100.174	42.3%	197.218	83.2%				5,590.765	4,347.730
Total	1,376.040	388.969	28.3%	1,154.701	83.9%				23,913.366	13,521.633

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:

Contractor issues.

Note # 2:

IO6408: AODA - Project is currently on hold pending direction from management.

Note # 3:

IO 6911 - End date will be confirmed following the recommendations that come out of the Industry Review. Two other initiatives have been delayed by COVID and other initiatives are completed as planned or on track.

Note # 4:

IO7013: Wheel Trans (Vehicle Programs) - Deferral of delivery of 60 7m units to 2022 as per latest Delivery Schedule provided by Supplier. 20 units to be delivered in 2021.

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

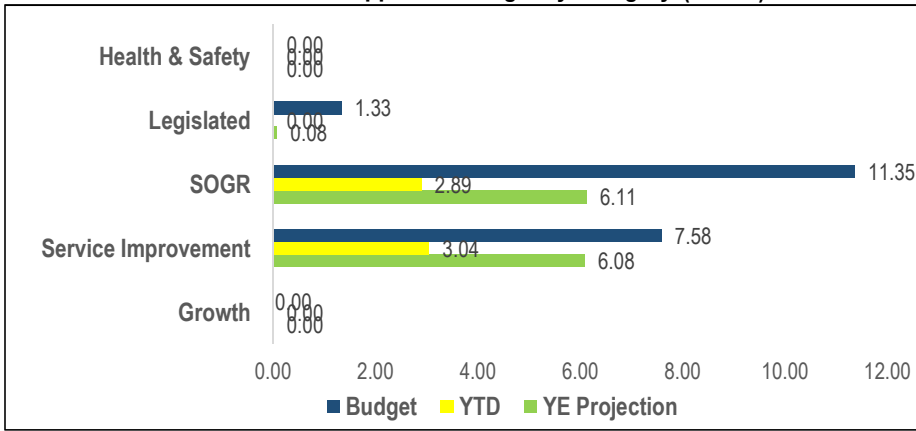


Table 1
2021 Active Projects by Category

Health & Safety	0
Legislated	1
SOGR	6
Service Improvement	1
Growth	0
Total # of Projects	8

Chart 2
Project Status - 8

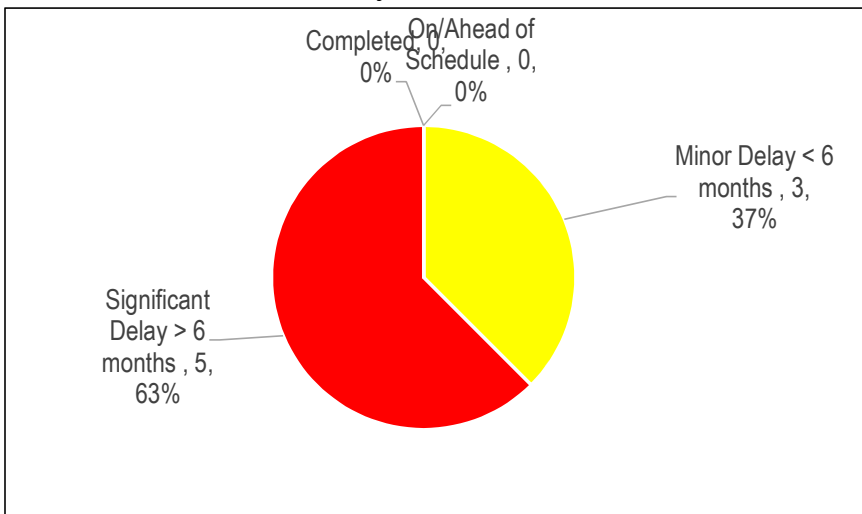


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	1	2
RFQ/RFP Delayed	0	0
Contractor Issues	0	0
Site Conditions	1	1
Co-ordination with Other Projects	0	0
COVID-19 Related	0	0
Community Consultation	0	0
Other*	3	0
Total # of Projects	5	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.00	7.31	12.95	0.00	0.00

Reasons for "Other*" Projects Delay:

- The Winter Accessibility project is delayed due to design complexity and permitting. Scheduled to be completed by September 2022.
- The Welcome Area project is experiencing delays in the design phase to accommodate potential partners and budget changes. Construction to begin in early 2022.

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$5.935 million or 29.3% YTD and is projecting to spend \$12.269 million or 60.6% of its 2021 Council Approved Capital Budget by end of 2021.
- Procurement issues have delayed many Zoo's projects as vendors do not have sufficient supplies to fill increased demand due to the pandemic.
- The majority of 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%	0.075	5.7%	Ⓡ	Ⓡ	#1	1.327	0.000
Sub-Total	1.327	0.000	0.0%	0.075	5.7%	-	-		1.327	0.000
State of Good Repair										
Building and Services	3.828	1.016	26.5%	1.968	51.4%	Ⓢ	Ⓢ	#2	6.608	3.795
Exhibit Refurbishment	2.114	0.222	10.5%	0.414	19.6%	Ⓡ	Ⓢ	#3	2.495	0.603
Grounds & Visitor Improvements	1.366	0.264	19.3%	1.141	83.5%	Ⓢ	Ⓢ	#4	2.440	1.339
Information Systems	2.082	1.237	59.4%	2.082	100.0%	Ⓢ	Ⓡ	#5	2.500	1.655
Welcome Area - Design	1.463	0.143	9.8%	0.500	34.2%	Ⓡ	Ⓡ	#6	1.888	0.568
Welcome Area - Phase A Construction	0.500	0.010	2.0%	0.010	2.0%	Ⓡ	Ⓡ	#6	0.500	0.010
Sub-Total	11.353	2.892	25.5%	6.115	53.9%	-	-		16.431	7.970
Service Improvements										
Orangutan II Outdoor Exhibit	7.579	3.043	40.1%	6.079	80.2%	Ⓢ	Ⓡ	#7	7.820	3.284
Sub-Total	7.579	3.043	40.1%	6.079	80.2%	-	-		7.820	3.284
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	20.259	5.935	29.3%	12.269	60.6%				25.578	11.253

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

Note # 1:

The Winter Accessibility Project is in design, and has been delayed by design complexity and permit considerations. Construction is anticipated to begin in 2022, and be completed by September 2022

Note # 2:

The Building and Services project (2021) is delayed due to issues in the procurement process. The 2020 projects are now complete.

Note # 3:

The Exhibit Refurbishment project is in various stages of design, tender and construction. The project is delayed as a result of COVID-19 and site conditions.

Note # 4:

The 2020 Grounds & Visitor Improvements project is under construction and has been delayed due to COVID.

Note # 5:

The Information Systems project is delayed due to procurement issues.

Note # 6:

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 # 7:

The Orangutan Outdoor Exhibit was delayed previously due to contractor issues. The project was further delayed due to site conditions. It 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%		⚠
	Q2	81.38	14.58	64.80	79.6%	↑	⊙
	Q3	81.45	27.67	59.96	73.6%	↓	⊙
TPA	4M	52.48	0.20	47.12	89.8%		⊙
	Q2	52.48	8.51	25.67	48.9%	↓	Ⓜ
	Q3	52.48	9.16	14.00	26.7%	↓	Ⓜ
Toronto Water	4M	1,330.64	185.21	1,179.25	88.6%		⊙
	Q2	1,330.64	371.74	1,222.30	91.9%	↑	⊙
	Q3	1,330.64	690.81	1,206.09	90.6%	↓	⊙
TOTAL	4M	1,479.32	190.93	1,278.54	86.4%		⊙
	Q2	1,464.50	394.84	1,312.77	89.6%	↑	⊙
	Q3	1,464.57	727.63	1,280.06	87.4%	↓	⊙
⊙ >70% ⚠ between 50% and 70% Ⓜ < 50% or > 100%							

For the nine months ended September 30, 2021, the capital expenditures for Rate Supported Programs totalled \$727.6 million of their collective 2021 Approved Capital Budget of \$1.465 billion. Spending is expected to increase to \$1280.1 million (87.4%) 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 90.6% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 26.7% and 73.6% respectively.

Chart 1
2020 Approved Budget by Category (\$81.45)

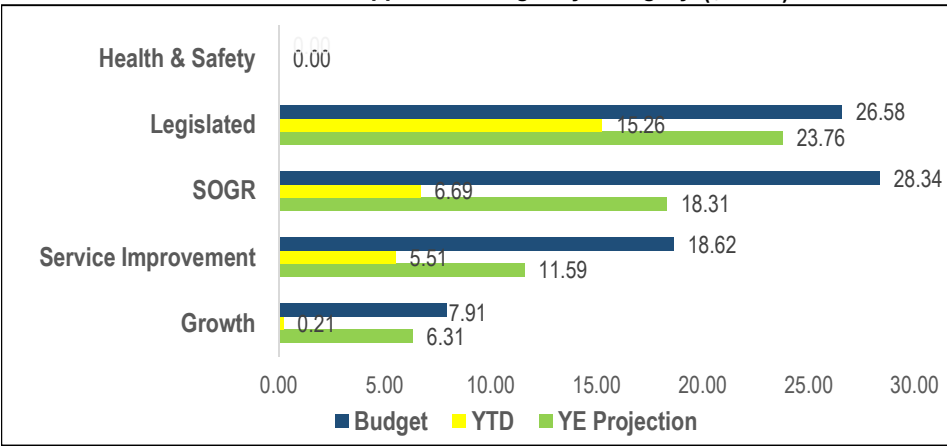


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 23

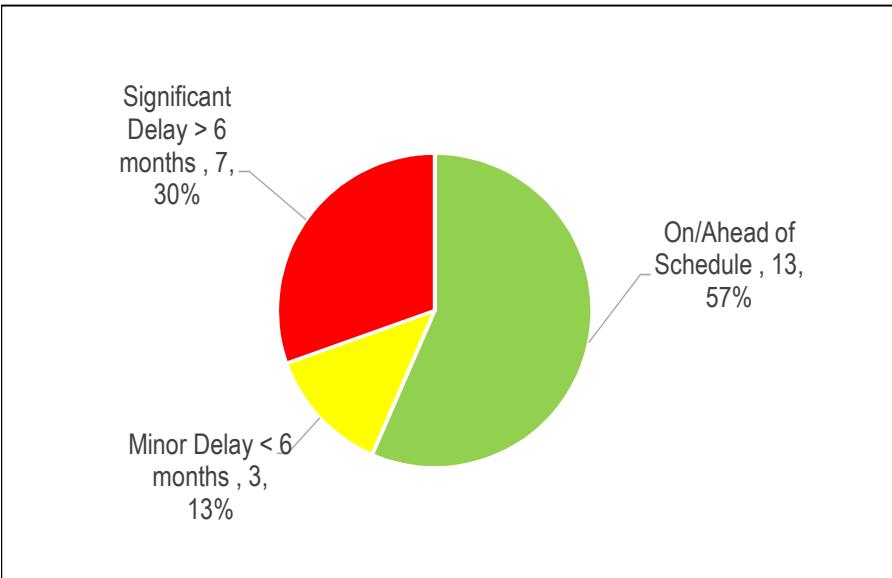


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1.25	
RFQ/RFP Delayed		
Contractor Issues	2	2
Site Conditions		
Co-ordination with Other Projects	0.25	
Community Consultation		
COVID-19 Related	0.25	
Other*	3.25	1
Total # of Projects	7	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.86	3.03	15.56		

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

- 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 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 are 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 (19% of the budget or \$15.6 million) mainly due to staff levels, coordination with other projects, procurement & contractor issues and other issues. 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	16.870	7.977	47.3%	13.715	81.3%	Ⓔ	Ⓔ	#1	192.080	113.241
Perpetual Care of Landfills	8.705	7.180	82.5%	9.544	109.6%	Ⓓ	Ⓔ		94.326	44.243
Landfill Capacity Development	1.000	0.100	10.0%	0.500	50.0%	Ⓕ	Ⓕ		5.000	0.100
Sub-Total	26.575	15.258	57.4%	23.759	89.4%	-	-		291.406	157.584
State of Good Repair										
Collection Yard Asset Management	1.771	0.455	25.7%	1.275	72.0%	Ⓔ	Ⓔ	#2	19.484	2.982
Transfer Station Asset Management	18.407	6.022	32.7%	13.491	73.3%	Ⓔ	Ⓔ		183.164	51.430
Diversion Facilities Asset Management	2.208	0.072	3.3%	1.959	88.7%	Ⓔ	Ⓓ		8.790	0.750
Organics Processing Facility Asset Management	4.185	0.141	3.4%	1.479	35.3%	Ⓓ	Ⓔ	#3	27.561	0.692
Dufferin Waste Facility Site Improvement	1.773	0.000	0.0%	0.102	5.8%	Ⓓ	Ⓕ		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	28.344	6.691	23.6%	18.305	64.6%	-	-		270.349	57.333
Service Improvements										
CNG Refuel Station Installation	0.073	0.042	58.0%	0.066	90.9%	Ⓔ	Ⓓ	#4	1.100	1.031
Diversion Systems	3.640	2.144	58.9%	3.600	98.9%	Ⓔ	Ⓔ		124.253	79.059
Landfill Gas Utilization	1.387	0.065	4.7%	0.070	5.1%	Ⓓ	Ⓔ		67.256	0.398
Construction of Biogas Utilization at Disco & Dufferin	0.258	0.025	9.6%	0.164	63.6%	Ⓕ	Ⓕ		12.371	2.879
Long Term Waste Management Strategy	5.879	1.770	30.1%	4.602	78.3%	Ⓔ	Ⓔ		40.729	15.929
SWM IT Application Initiatives	4.209	0.809	19.2%	1.585	37.7%	Ⓓ	Ⓓ		17.321	5.676
IT Corporate Initiatives	1.276	0.535	42.0%	0.870	68.2%	Ⓕ	Ⓔ		11.399	7.493
Two-Way Radio Replacement	0.050	0.005	9.8%	0.050	100.0%	Ⓔ	Ⓔ		2.875	0.601
Fleet Technology Enhancements	0.500	0.003	0.6%	0.199	39.8%	Ⓓ	Ⓓ		3.850	0.063
Engineering Planning Studies	1.350	0.109	8.1%	0.380	28.1%	Ⓓ	Ⓓ		7.658	2.386
Sub-Total	18.621	5.507	29.6%	11.585	62.2%	-	-		288.812	115.516
Growth Related										
Dufferin OP Facility	7.132	0.171	2.4%	6.257	87.7%	Ⓔ	Ⓓ	#5	82.543	74.689
Disco OP Facility	0.092	0.029	31.7%	0.029	31.2%	Ⓓ	Ⓓ		86.692	62.273
Organics Processing Facility	0.690	0.014	2.0%	0.027	4.0%	Ⓓ	Ⓔ		130.000	0.024
Sub-Total	7.914	0.214	2.7%	6.314	79.8%	-	-		299.236	136.985
Total	81.455	27.670	34.0%	59.963	73.6%				1,149.803	467.418

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:

Perpetual Care of Landfills - Funding for this project includes activities such as construction and grounds maintenance, annual water and leachate monitoring, landfill gas control system monitoring and assessments, air quality monitoring, and both leachate and ground water monitoring well installation and oversight. This project includes engineering services to engage in site monitoring and reporting legislated by the Ministry of Environment & Climate Change, or to conduct studies and to prepare designs for landfill control systems.

Status: Project is on track. Projecting overspending at year-end is due to higher than expected costs for the Keele Valley Landfill Flare Upgrade project and the budget being adjusted for the 2022-2031 capital submission. Future years committed funding to be brought forward - to be confirmed in Q4.

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 PMMD 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: Received draft Change Order No. 9 from AECOM for additional work and schedule extension related to Net Zero and Geothermal work. 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:

SWM IT Application Initiatives - Various SWMS IT projects including the Transfer Station Efficiencies project, the Stakeholder-Customer Relationship Management project, the SWMS Business Intelligence Implementation project and the SWMS Operational Solution Delivery PH1 project.

Delays are greater than 6 months mainly due to Procurement Issues, Co-ordination with Other Corporate IT Projects and project specific timing delays. Some issues revolve around vendor agreement and statements of work, internal data quality issues.

Note # 5:

Dufferin Organics Processing Facility (OPF) -The Organics Processing Facility (OPF) will process 55,000 tonnes/year. Dry commissioning of various individual system components started in April 2018 and Wet commissioning began in May/June of 2018, continued through 2019. Expected completion date is 2022:Q3. One project is complete and in warranty period. The Dufferin facility is more than 6 months delayed due to contractor-related issues. The Plan and Year-end spending forecast includes an in-year budget adjustment approved in the Q2 variance report adding \$4.8M.

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

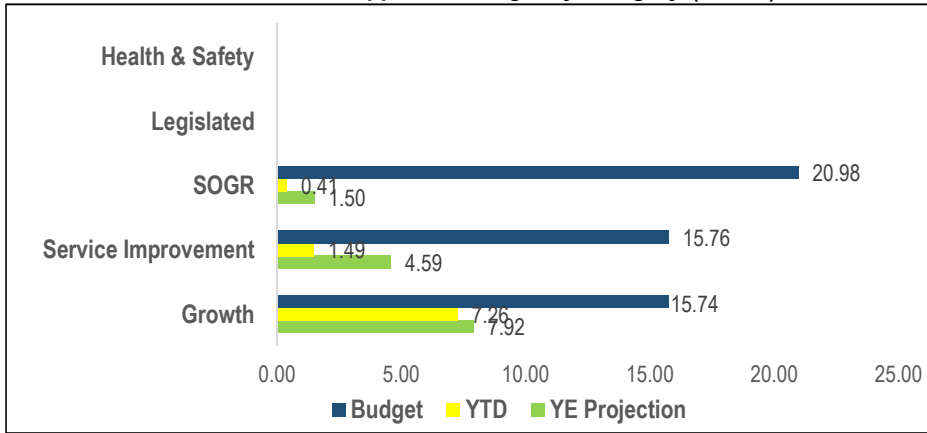


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	32
Service Improvement	47
Growth	14
Total # of Projects	93

Chart 2
Project Status - 93

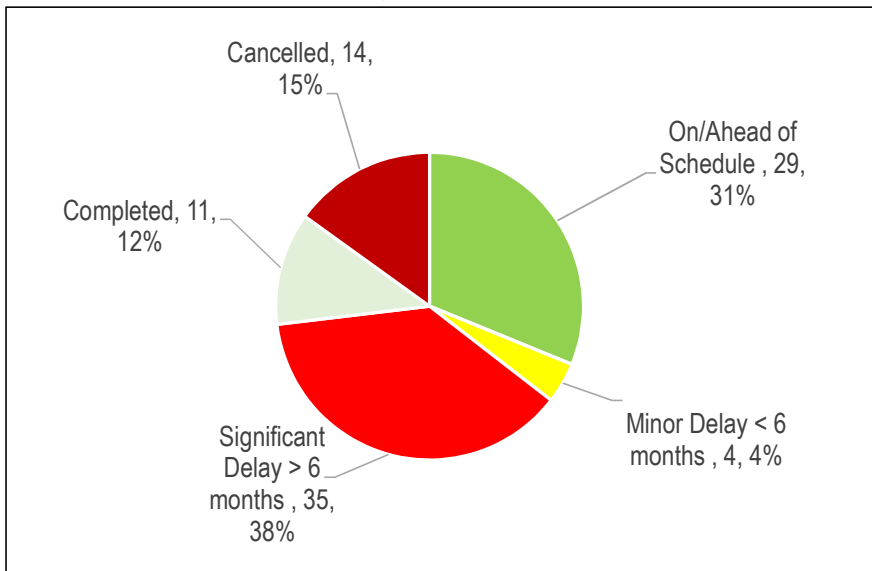


Table 2

Reason for Delay	39	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	1
Procurement Issues	2	
RFQ/RFP Delayed	4	
Contractor Issues	2	
Site Conditions	5	
Co-ordination with Other Projects	13	
Community Consultation		
COVID-19 Related	5	
Other*	2	3
Total # of Projects	35	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.15	5.22	15.68	9.20	2.23

Reasons for "Other*" Projects Delay:

- CP 277- Permanent Construction Surface Lot - Planning still finalizing with the City on the way forward (CPK254-02 anmd CPK254-02).
- Acquisition - Bessarion Community Centre - TPA and PF&R have agreed upon the deferral of parking facility turnover to Q1/Q2 2022.
- CP 11 Structural Concrete Repairs - RFP for condition assessment of ground floor structure was issued on Oct 8. Work to be started early 2022 and to be completed by late summer. Lease renewal decision to be made upon the assessment result. May exit the property but need restore as it was in 60's.
- Acquisition 229 Richmond St. W - Development approval process with City Planning tied with the adjacent property at 241 Richmond St W (which could impact the form of development that occurs on 229 Richmond St W) progresses slower than expected.

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			
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.300	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		22.181	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.000	0.0%	0.080	12.5%	Ⓡ	Ⓢ	10	0.640	0.000
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-02)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		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%	0.150	50.9%	Ⓢ	Ⓢ		1.485	0.035
Sub-Total	15.741	7.265	46.1%	7.917	50.3%	-	-		64.184	13.201
Total	52.476	9.156	17.4%	14.004	26.7%				193.160	43.008

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

Note # 1:

Projects delayed due to COVID-19 - Deferral of non-essential projects (i.e. cash management) - project to (re)commence in 2021 and end by expected completion dates.

Note # 2:

Insufficient Staff Resources

Note # 3:

RFQ/RFP Delayed

Note # 4:

Site Conditions (CP36 - Waterproof/Concrete repairs, condition assessment RFP to be issued by end of October to develop comprehensive repair program strategy). Actual construction to be expected in 2023. (CPK239-01/CPK383-01)

Note # 5:

Contractor Issues - CP 673 - Consultant MSLA has declined latest revised scope of work. Re-tender for consultant is required. Est RFP for consultant services to be awarded in October 2021.

Note # 6:

Co-ordination with other projects.

Note # 7:

CP 277- Permanent Construction Surface Lot - Planning still finalizing with the City on the way forward (CPK254-02 anmd CPK254-02).

Note # 8:

CP 11 Structural Concrete Repairs - RFP for condition assessment of ground floor structure was issued on Oct 8. Work to be started early 2022 and to be completed by late summer. Lease renewal decision to be made upon the assessment result. May exit the property but need restore as it was in

Note # 9:

Acquisition - Bessarion Community Centre - TPA and PF&R have agreed upon the deferral of parking facility turnover to Q1/Q2 2022.

Note # 10:

Acquisition 229 Richmond St. W - Development approval process with City Planning tied with the adjacent property at 241 Richmond St W (which could impact the form of development that occurs on 229 Richmond St W) progresses slower than expected.

Note # 11:

Procurement Issues - Suppliers not able to provide cables as needed

Chart 1
2020 Approved Budget by Category (\$1,330.64)

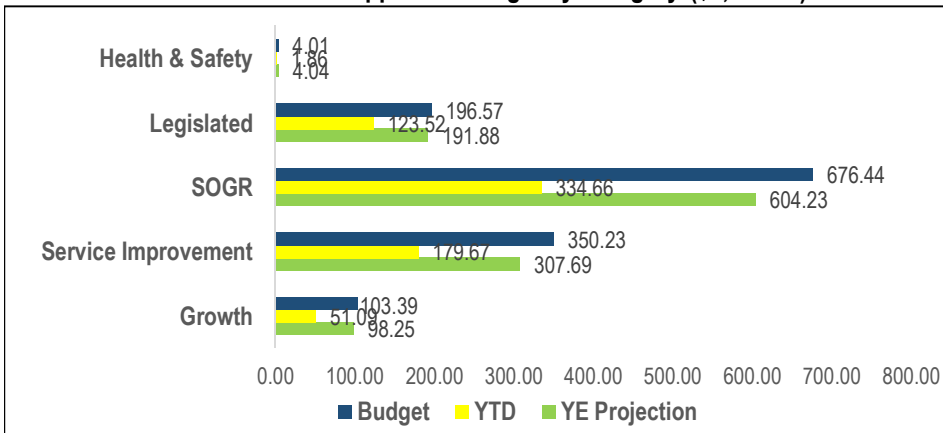


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 64

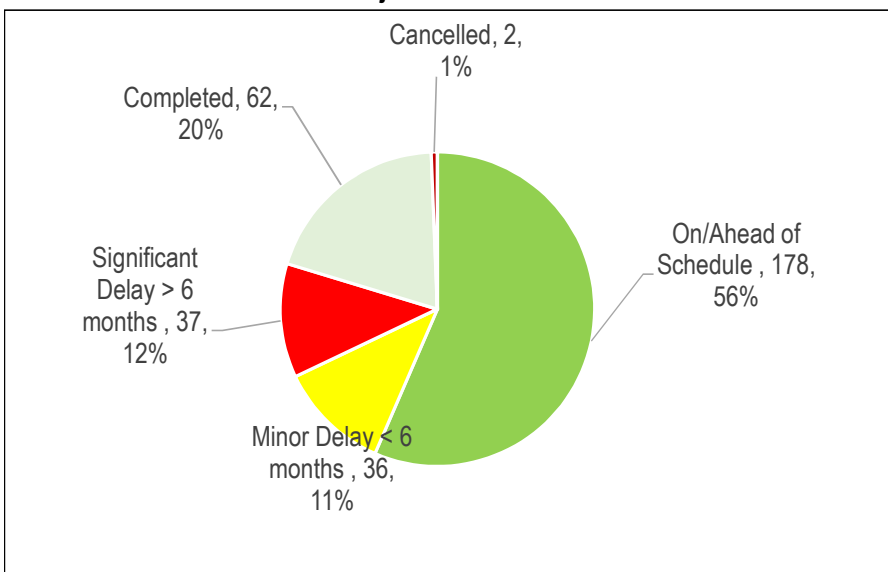


Table 2

Reason for Delay	73	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	1
Procurement Issues	8	6
RFQ/RFP Delayed	4	2
Contractor Issues		1
Site Conditions	4	8
Co-ordination with Other Projects	4	5
Community Consultation		
Covid Related	3	2
Other*	8	11
Total # of Projects	37	36

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,192.09	73.20	42.42	22.44	0.50

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 19 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, slower than forecasted progress of design and/or construction phase, need to reprioritize projects and/or combination of several factors listed above.

Key Discussion Points:

- As of September 30, for year-end, Toronto Water is projecting spending of \$1.206 billion or 90.6% 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.
- 65.9% or \$877.017 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2021.
- \$1.215 billion or 76.2% 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 94.8% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$245.188 million or 48.8% of the 2021 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$143.205 million or 56.1% 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 (\$33.635 million or 64.3% of the 2021 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$29.286 million or 60.3% of the 2021 Approved Capital Budget); Wet Weather Flow (\$102.240 million or 66.9% 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 (\$15.945 million or 42.0% of the 2021 Approved Capital Budget); Trunk Sewer projects (\$27.639 million or 44.6% of the 2021 Approved Budget); and Basement Flooding Program (\$57.967 million or 41.4% 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	1.495	42.7%	3.504	100.0%	Ⓞ	Ⓞ		38.117	26.551
FJ Horgan Treatment Plant	0.090	-	0.0%	-	0.0%	Ⓡ	Ⓡ	#3	0.504	-
Humber Wastewater Treatment	0.410	0.366	89.1%	0.536	130.6%	Ⓡ	Ⓞ	#1	15.230	9.556
Sub-Total	4.005	1.861	46.5%	4.040	100.9%	-	-		53.851	36.107
Legislated										
Ashbridges Bay Treatment Plant	132.037	98.090	74.3%	135.235	102.4%	Ⓡ	Ⓞ	#1	576.384	303.530
RL Clark Treatment Plant	0.075	0.030	40.5%	0.035	46.7%	Ⓡ	Ⓞ	#1	6.056	5.853
Highland Creek Treatment Plant	13.461	6.377	47.4%	10.507	78.1%	Ⓞ	Ⓞ		121.484	84.829
Humber Wastewater Treatment	0.947	0.192	20.3%	0.704	74.3%	Ⓞ	Ⓞ		64.088	53.453
Island Treatment Plant	2.419	0.880	36.4%	1.468	60.7%	Ⓨ	Ⓨ	#2	83.439	22.160
Pumping Stations & Forcemains	4.393	1.186	27.0%	4.003	91.1%	Ⓞ	Ⓞ		73.852	20.957
Water Service Replacement	43.142	16.758	38.8%	39.833	92.3%	Ⓞ	Ⓞ		371.829	266.588
WT - Storage & Treatment	0.100	0.010	10.4%	0.100	100.0%	Ⓞ	Ⓞ		1.771	1.482
Sub-Total	196.574	123.522	62.8%	191.884	97.6%	-	-		1,298.903	758.852
State of Good Repair										
Ashbridges Bay Treatment Plant	105.115	37.463	35.6%	78.292	74.5%	Ⓞ	Ⓨ	#2	1,900.914	651.803
Business & Technology Support	0.078	-	0.0%	-	0.0%	Ⓡ	Ⓞ	#1	0.732	0.574
RL Clark Treatment Plant	0.537	0.128	23.9%	0.411	76.5%	Ⓞ	Ⓞ		98.907	97.061
RC Harris Treatment Plant	10.380	7.910	76.2%	10.186	98.1%	Ⓞ	Ⓞ		63.687	53.640
Highland Creek Treatment Plant	29.175	22.520	77.2%	31.668	108.5%	Ⓡ	Ⓞ	#1	317.206	157.569
FJ Horgan Treatment Plant	1.923	0.514	26.8%	1.140	59.3%	Ⓨ	Ⓡ	#3	21.259	10.191
Humber Wastewater Treatment	38.856	25.807	66.4%	36.702	94.5%	Ⓞ	Ⓞ		416.641	254.185
Island Treatment Plant	17.218	12.314	71.5%	14.510	84.3%	Ⓞ	Ⓞ		61.990	42.211
Linear Engineering	94.934	50.846	53.6%	84.288	88.8%	Ⓞ	Ⓞ		737.034	523.072
Pumping Stations & Forcemains	7.404	4.863	65.7%	6.814	92.0%	Ⓞ	Ⓞ		67.244	22.175
Sewer Rehabilitation	77.905	32.942	42.3%	73.837	94.8%	Ⓞ	Ⓞ		625.849	429.473
Sewer Replacement	16.253	6.927	42.6%	15.113	93.0%	Ⓞ	Ⓞ		60.202	33.909
Trunk Sewers	43.927	20.152	45.9%	40.430	92.0%	Ⓞ	Ⓞ		369.122	188.730
Trunk Watermains	2.030	0.834	41.1%	1.695	83.5%	Ⓞ	Ⓞ		55.163	36.694
Watermain Rehabilitation	77.911	38.586	49.5%	79.627	102.2%	Ⓡ	Ⓞ	#1	744.694	548.379
Watermain Replacement	97.066	48.870	50.3%	85.360	87.9%	Ⓞ	Ⓞ		513.908	385.771
Water Service Replacement	8.636	3.043	35.2%	7.341	85.0%	Ⓞ	Ⓞ		40.834	28.183
WT - Storage & Treatment	19.006	7.674	40.4%	11.694	61.5%	Ⓨ	Ⓡ	#3	205.148	110.369
WTP - Plantwide	6.329	1.714	27.1%	6.322	99.9%	Ⓞ	Ⓞ		47.103	2.568
WWF - Implementation Projects	7.290	5.910	81.1%	6.452	88.5%	Ⓞ	Ⓞ		66.385	34.248
WWF - Stream Restoration	13.592	5.613	41.3%	12.236	90.0%	Ⓞ	Ⓞ		107.315	56.559
Yards & Facilities	0.874	0.032	3.6%	0.108	12.4%	Ⓡ	Ⓡ	#3	4.120	3.278
Sub-Total	676.437	334.663	49.5%	604.226	89.3%	-	-		6,525.457	3,670.642
Service Improvements										
Ashbridges Bay Treatment Plant	13.389	5.463	40.8%	9.963	74.4%	Ⓞ	Ⓞ		89.783	19.578
Water Meter Program (AMR)	2.420	1.209	50.0%	1.303	53.8%	Ⓨ	Ⓡ	#3	241.741	220.717
Business & Technology Support	14.683	4.874	33.2%	12.187	83.0%	Ⓞ	Ⓞ		98.847	52.857
Basement Flooding Program	140.181	57.967	41.4%	116.499	83.1%	Ⓞ	Ⓞ		1,818.250	515.083
RC Harris Treatment Plant	1.308	0.732	56.0%	0.837	64.0%	Ⓨ	Ⓡ	#3	13.029	4.435
Highland Creek Treatment Plant	7.095	4.737	66.8%	7.194	101.4%	Ⓡ	Ⓞ	#1	206.872	41.355
FJ Horgan Treatment Plant	2.338	0.045	1.9%	1.450	62.0%	Ⓨ	Ⓡ	#3	9.042	0.765
Humber Wastewater Treatment	8.321	2.921	35.1%	7.608	91.4%	Ⓞ	Ⓞ		129.830	50.049
Island Treatment Plant	3.000	0.972	32.4%	2.244	74.8%	Ⓞ	Ⓞ		9.163	2.112
Linear Engineering	1.753	0.575	32.8%	1.319	75.3%	Ⓞ	Ⓞ		15.437	5.890
Pumping Stations & Forcemains	0.013	0.002	13.5%	0.012	91.0%	Ⓞ	Ⓞ		3.441	3.377
Sewer Replacement	2.893	2.894	100.0%	2.894	100.0%	Ⓞ	Ⓞ		31.300	31.300

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			
Trunk Sewers	0.067	-	0.0%	-	0.0%	R	R	#3	29.092	-
Trunk Watermains	3.690	1.617	43.8%	2.668	72.3%	G	G		8.859	4.774
WT - Storage & Treatment	2.838	0.667	23.5%	1.663	58.6%	Y	G	#1	44.426	39.717
WTP - Plantwide	6.514	1.035	15.9%	4.060	62.3%	Y	R	#3	93.092	4.345
WWF - Implementation Projects	117.677	80.029	68.0%	115.454	98.1%	G	G		793.149	459.207
WWF -TRCA	14.319	10.689	74.6%	14.269	99.7%	G	G		123.692	118.994
Yards & Facilities	7.728	3.242	41.9%	6.066	78.5%	G	G		86.492	34.890
Sub-Total	350.226	179.669	51.3%	307.690	87.9%	-	-		3,845.537	1,609.445
Growth Related										
Ashbridges Bay Treatment Plant	1.265	0.693	54.8%	1.250	98.8%	G	G		213.418	0.736
Highland Creek Treatment Plant	2.550	-	0.0%	-	0.0%	R	R	#3	9.711	7.161
Island Treatment Plant	0.700	-	0.0%	0.400	57.1%	Y	Y	#2	5.970	-
Linear Engineering	0.600	0.012	2.0%	0.348	57.9%	Y	Y	#2	2.962	0.524
New Service Connections	54.580	29.611	54.3%	54.166	99.2%	G	G		514.391	364.387
New Sewers	7.910	2.368	29.9%	7.247	91.6%	G	G		55.833	9.469
Pumping Stations & Forcemains	5.577	1.381	24.8%	5.278	94.6%	G	G		25.873	11.989
Trunk Sewers	0.544	0.055	10.1%	0.077	14.2%	R	Y	#2	577.870	3.772
Trunk WM	10.251	5.142	50.2%	10.438	101.8%	R	G	#1	102.859	36.084
Water Efficiency Plan	0.633	0.072	11.4%	0.538	85.0%	G	G		13.707	11.868
Watermain Replacement	18.764	11.756	62.7%	18.511	98.6%	G	G		129.131	89.734
WT - Storage & Treatment	0.020	-	0.0%	-	0.0%	R	Y	#2	6.000	-
Sub-Total	103.394	51.092	49.4%	98.252	95.0%	-	-		1,657.725	535.724
Total	1,330.638	690.807	51.9%	1,206.092	90.6%				13,381.473	6,610.770

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 or slightly higher than planned costs in 2021. Several projects are proceeding ahead of schedule including the Security Upgrades Project at Humber Wastewater Treatment Plant, the Disinfection System Construction Project at Ashbridges Bay Wastewater Treatment Plant, Liquid Train Engineering Project at Highland Creek Wastewater Treatment Plant, and SOGR projects within Watermain Rehabilitation (Watermain Structural Lining). Additional 2021 spending is forecasted to address site conditions as part of the Biosolids Management Plan Implementation Project at Highland Creek Wastewater Treatment Plant and Downsview Main (Keele Pumping Station to Downsview) Project.

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to address unforeseen site conditions (Chemical and Residuals Management at Island Water Treatment Plant, Downsview Pumping Station - Construction), delayed construction activities due to longer than forecasted timelines to obtain certain materials (SOGR projects at Ashbridges Bay Wastewater Treatment Plant), extended design phase to address additional scope, complexity and utility coordination (Island Photovoltaic System project at Island Water Treatment Plant), extended proposal evaluation phase (Trunk Sewers - Black Creek Design & Construction Phase), and need to coordinate projects with Region of York.

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 and to undertake study to confirm project scope (Plant Chemical Systems and Service Water Modification projects as well as Building Fire, HVAC, Lighting Upgrades at FJ Horgan Water Treatment, Trunk Sewers - Lower Simcoe Combined Sewer Overflow), need to extend design phase to address unforeseen site conditions (Emergency Standby Power at RC Harris Water Treatment Plant, the Raw Water Pump Upgrades Project at FJ Horgan Water Treatment Plant), 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), pending execution of legal agreements (AMR Pilot project) and expropriation process (Trunks Sewer Odour and Corrosion Control Project), and delayed design phase related to utility works (Highland Creek Wastewater Treatment Plant Transformers and Switchgear project).