

APPENDIX 4
Capital Dashboard by Program/Agency
For the Period ended December 31, 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)
			YE Actual	% at Year End		
Children's Services	4M	17.58	15.07	85.7%		Ⓞ
	Q2	17.92	15.04	83.9%	↓	Ⓞ
	Q3	17.92	12.55	70.0%	↓	Ⓞ
	Q4	18.36	13.51	73.6%	↑	Ⓞ
EDC	4M	25.54	21.26	83.2%		Ⓞ
	Q2	25.62	17.89	69.8%	↓	Ⓢ
	Q3	25.62	15.51	60.5%	↓	Ⓢ
	Q4	25.64	12.73	49.6%	↓	Ⓡ
Long Term Care	4M	31.93	14.11	44.2%		Ⓡ
	Q2	31.93	12.65	39.6%	↓	Ⓡ
	Q3	24.23	6.21	25.6%	↓	Ⓡ
	Q4	24.23	4.32	17.8%	↓	Ⓡ
PFR	4M	247.73	156.94	63.3%		Ⓢ
	Q2	250.48	151.05	60.3%	↓	Ⓢ
	Q3	251.87	153.20	60.8%	↑	Ⓢ
	Q4	252.30	136.47	54.1%	↓	Ⓢ
SSHA	4M	248.97	227.31	91.3%		Ⓞ
	Q2	248.97	219.72	88.3%	↓	Ⓞ
	Q3	248.97	207.67	83.4%	↓	Ⓞ
	Q4	248.97	193.38	77.7%	↓	Ⓞ
HS	4M	334.38	319.04	95.4%		Ⓞ
	Q2	334.38	303.97	90.9%	↓	Ⓞ
	Q3	334.38	238.98	71.5%	↓	Ⓞ
	Q4	330.37	186.46	56.4%	↓	Ⓢ
TESS	4M	10.86	10.72	98.8%		Ⓞ
	Q2	10.86	9.90	91.1%	↓	Ⓞ
	Q3	10.86	9.25	85.2%	↓	Ⓞ
	Q4	10.86	7.43	68.4%	↓	Ⓢ
Paramedics Services	4M	7.69	6.23	81.1%		Ⓞ
	Q2	7.69	5.48	71.3%	↓	Ⓞ
	Q3	7.69	3.03	39.4%	↓	Ⓡ
	Q4	7.69	2.69	35.0%	↓	Ⓡ
TOTAL	4M	924.69	770.68	83.3%		
	Q2	927.86	735.70	79.3%	↓	
	Q3	921.54	646.40	70.1%	↓	Ⓞ
	Q4	918.43	556.99	60.6%	↓	Ⓢ
		Ⓢ	between 50% and 70%		Ⓡ	< 50% or > 100%

For the twelve months ended December 31, 2021, the capital expenditures for Community and Social Services totalled \$557.0 million of their collective 2021 Approved Capital Budget of \$918.4 million. 2 Programs in this service area have the year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

Chart 1
2021 Approved Budget by Category (\$18.36)

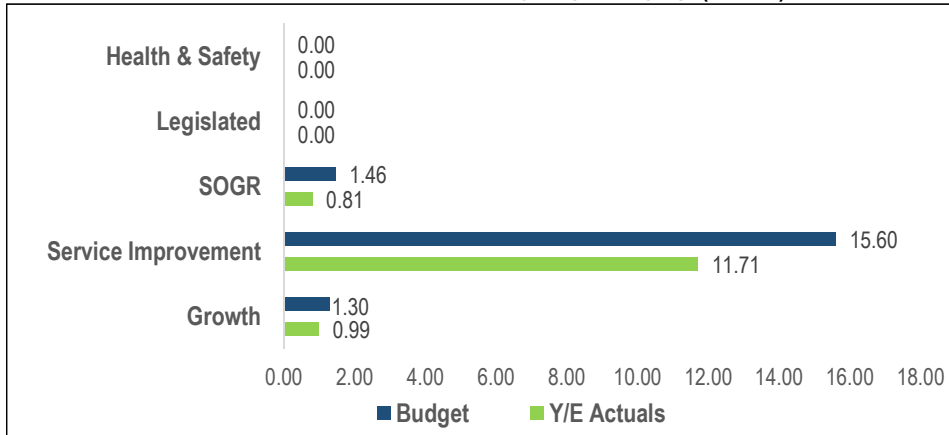


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 20

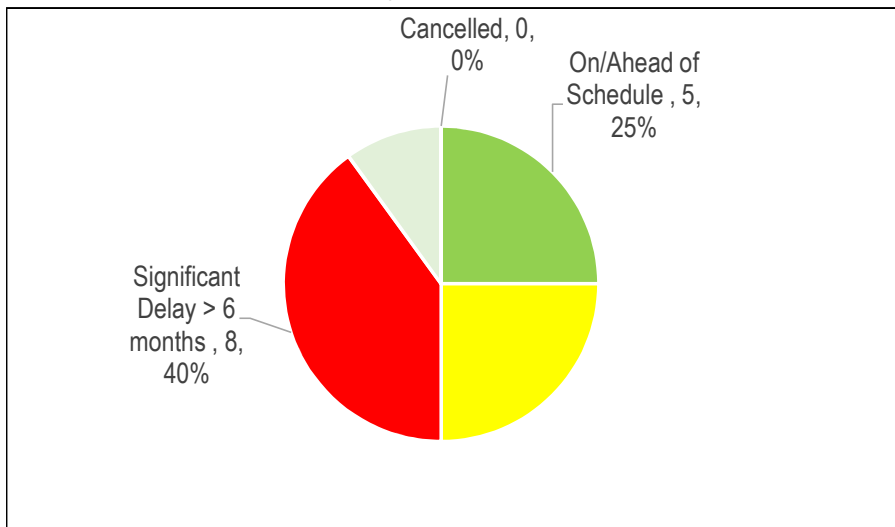


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.31	8.67	3.18	0.20	

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 3'rd party delays. Six are in the planning/ design stage; 7 are under construction; and 1 centre has been completed 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	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2019	0.092	0.000	0.0%	Ⓡ	Ⓞ	1	1.285	1.193
TELCCS SOGR 2021	1.367	0.805	58.9%	Ⓨ	Ⓨ	2	1.367	0.805
Sub-Total	1.459	0.805	55.2%	-	-		2.652	1.998
Service Improvements								
St. John the Evangelist Catholic School	0.167	0.025	15.0%	Ⓡ	Ⓡ	3	2.100	1.966
Block 31 Child Care Centre	0.972	0.322	33.1%	Ⓡ	Ⓡ	4	4.733	4.039
Stanley Public School	2.053	2.053	100.0%	Ⓞ	Ⓞ		3.900	3.048
St. Barnabas Catholic School	1.688	1.943	115.1%	Ⓡ	Ⓞ	5	3.500	2.478
St. Roch Catholic School	1.730	1.611	93.1%	Ⓞ	Ⓞ		4.000	1.866
St Bartholome Catholic School	0.667	0.466	69.9%	Ⓨ	Ⓨ	6	3.800	0.666
North East Scarborough Centre	0.688	0.687	99.9%	Ⓞ	Ⓞ		7.300	0.366
Mount Dennis Child Care Centre	4.231	3.379	79.9%	Ⓞ	Ⓨ	7	19.830	10.385
David and Mary Thompson (Centre 7)	0.050	0.000	0.0%	Ⓡ	Ⓡ	8	5.000	0.000
TCH Needle Firway	0.100	0.000	0.0%	Ⓡ	Ⓡ	9	5.000	0.075
Gilder Child Care Centre (Centre 11)	1.100	0.740	67.3%	Ⓨ	Ⓨ	10	3.900	2.719
Anishnabe Child Care Centre	0.950	0.255	26.8%	Ⓡ	Ⓡ	11	8.709	0.705
Bendale Child Care Centre	0.112	0.000	0.0%	Ⓡ	Ⓞ	12	3.075	3.040
Wallace Emerson Child Care Centre	0.498	0.005	1.0%	Ⓡ	Ⓡ	13	8.200	0.267
Western North York Child Care	0.272	0.059	21.7%	Ⓡ	Ⓡ	14	7.300	0.096
Bayside Child Care	0.150	0.165	110.0%	Ⓡ	Ⓞ	15	0.700	0.165
Woodbine Child Care Centre	0.175	0.000	0.0%	Ⓡ	Ⓡ	16	5.000	0.000
Sub-Total	15.603	11.710	75.0%				96.047	31.881
Growth Related								
TCS Growing Child Care	1.300	0.990	76.2%	Ⓞ	Ⓨ	17	4.764	3.290
Sub-Total	1.300	0.990	76.2%				4.764	3.290
Total	18.362	13.505					103.463	37.169

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	Ⓡ

Note # 1:

This project has been completed, with unspent carry-fwd budget to be returned to funding source.

Note # 2:

Expenditures for SOGR upgrades are lower than budget, reflecting delays in both issuing RFPs and accessing sites due to impact of COVID.

Note # 3:

The St. John project is part of larger school re-build managed by the Toronto Catholic District School Board. Construction was delayed due to COVID; underspending has been carried forward, with the project budgeted for completion in 2022.

Note # 4:

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

Note # 5:

The St. Barnabas Catholic School project was overspent at the end of 2021, as portions of the project were completed ahead of the budget; the 2022 budget has been adjusted to accommodate the revised cash flow funding requirements, with the project budgeted for completion in 2023.

Note # 6:

Construction for St. Bartholome commencing in Q3, with the project on track for completion in 2023.

Note # 7 :

Project delayed by COVID supply chain issues. The underspent cash flow will be carried forward into 2023.

Note # 8:

This project remains in the planning stage, with Toronto District School Board and Parks, Forestry and Recreation coordinating 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, with construction is budgeted to commence in 2022, with the project scheduled for completion in 2024.

Note # 10:

Construction for this project is well under way, although the timing of the construction has been delayed due to COVID. This project remains on track, and is scheduled for completion in 2023.

Children's Services (CHS)

Note #11:

Construction begin in Q4, with the completion date anticipated in 2024.

Note # 12:

This project has been completed, with unused carry forward funding to be returned to source (XR1103) 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 # 13:

This project is in the design stage, with construction anticipated to commence in 2023; project completion is scheduled for 2025.

Note # 14:

This joint project with PF&R has been tendered; due primarily to the inflationary impact of the cost of construction and zero-emission upgrades, the project cost was revised from \$5.0 million to \$7.3 million. The project is scheduled for completion in 2024.

Note # 15:

This project was overspent at the end of 2021, as portions of the project were completed ahead of the budget; the 2022 budget has been adjusted to accommodate the revised cash flow funding requirements, with the project budgeted for completion in 2023.

Note # 16:

This project is in the planning stage with Toronto Community Housing; operating agreements are still being negotiated with 3rd 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 2024.

Chart 1
2021 Approved Budget by Category (\$25.64)

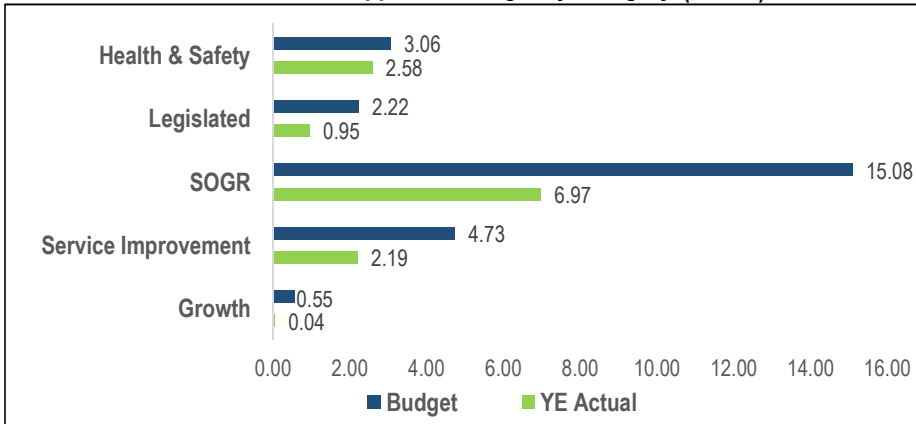


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

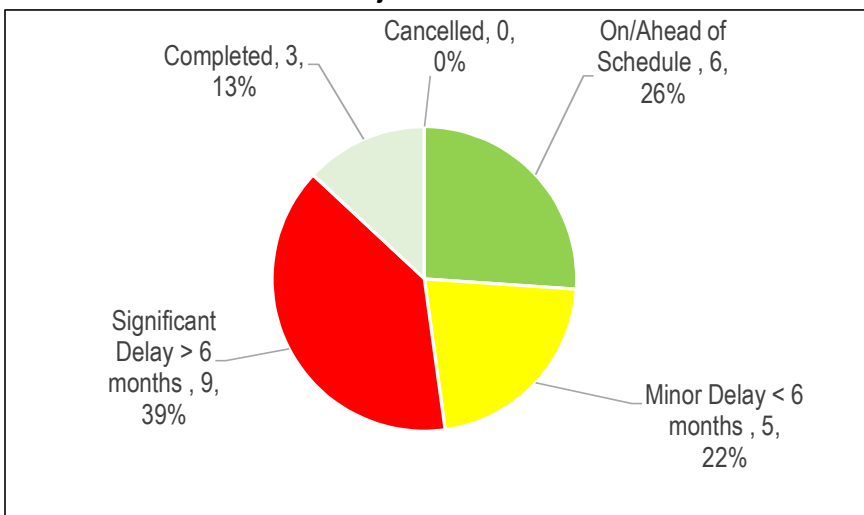


Table 2

Reason for Delay	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed		
Contractor Issues	3	
Site Conditions		1
Co-ordination with Other Projects		
COVID-19 Related		1
Community Consultation	1	
Other*	2	3
Total # of Projects	9	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.90	12.82	9.75	0.18	

Reasons for "Other*" Projects Delay:

- The *Public Art - Development Dundas-Islington* suffered delays due to the artist responsible for the project passing away after the design was complete but before fabrication and installation had taken place. In 2021, EDC undertook two competitive processes to identify a vendor to complete fabrication and installation based on the late artist's designs. However, neither process was successful in attracting bidders. EDC staff have recently completed market sounding to identify a prospective vendor through a non-competitive process and the project is expected to resume in 2022.
- 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* and the *PAR Wilson Village* projects are delayed and in the planning stage.
- The *Wexford Heights BIA Gateway Park* project has been delayed due to design issues. An expansion to the scope of work is currently being reviewed and will result in delays to the project timeline.

Economic Development and Culture (ECT)

Key Discussion Points (cont'd):

Economic Development and Culture spent \$12.729 million or 49.6% of its 2021 Council Approved Capital Budget at year-end. Explanations for variances include:

- The *Legislated Mechanical & Electrical* was delayed due to no site visits during COVID-19 shut downs in the spring of 2021. The procurement process was slow. The contractor is on site now and there are no delays anticipated due to site conditions. Project is still on schedule for completion Dec 31, 2022.
- The *Berkeley Theatre - Capital Maintenance* was delayed due to changes to the scope of the project before tender. The tender has now closed and the award is imminent. The project estimated to be complete by December 31, 2022.
- The *St. Lawrence Market Neighborhood Wellington Streetscape* 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Casa Loma Exterior Restoration	3.058	2.581	84.4%	Ⓞ	Ⓜ	#1	5.874	5.457
Sub-Total	3.058	2.581	84.4%	-	-		5.874	5.457
Legislated								
Collections Care	0.088	0.087	99.5%	Ⓞ	Ⓞ		0.372	0.372
Cultural Infrastructure Development	1.321	0.560	42.4%	Ⓡ	Ⓡ	#2	3.317	0.977
Major Maintenance	0.812	0.299	36.8%	Ⓡ	Ⓞ	#3	0.901	0.409
Sub-Total	2.220	0.946	42.6%	-	-		4.590	1.758
State of Good Repair								
Cultural Infrastructure Development	0.473	0.105	22.2%	Ⓡ	Ⓡ	#4	1.260	0.849
Major Maintenance	1.433	0.254	17.7%	Ⓡ	Ⓡ	#5	3.791	2.214
Refurbishment and Rehabilitation	0.086	0.085	98.8%	Ⓞ	Ⓞ		0.191	0.190
Restoration and Preservation of Heritage Elements	6.103	3.078	50.4%	Ⓜ	Ⓜ	#6	11.332	6.169
Streetscape Master Plan Program	0.017	0.003	20.4%	Ⓡ	Ⓡ	#7	0.685	0.657
BIA Planning Act Revenue	3.567	1.217	34.1%	Ⓡ	Ⓡ	#8	5.789	3.388
BIA Equal Share Funding	3.284	2.153	65.5%	Ⓜ	Ⓜ	#9	4.003	2.871
Mural Program	0.120	0.075	62.4%	Ⓜ	Ⓜ	#10	0.120	0.080
Sub-Total	15.084	6.970	46.2%	-	-		27.171	16.419
Service Improvements								
BIA Financed Funding Project	0.250	0.000	0.0%	Ⓡ	Ⓜ	#11	1.000	0.000
BIA Special Project	0.317	0.284	89.6%	Ⓞ	Ⓞ		0.568	0.284
Cultural Infrastructure Development	1.331	1.086	81.6%	Ⓞ	Ⓡ	#12	7.762	7.504
Economic Competitiveness Data Management System	0.614	0.242	39.5%	Ⓡ	Ⓡ	#13	1.700	1.079
Indigenous Centre for Innovation and Entrepreneurship	0.750	0.000	0.0%	Ⓡ	Ⓞ	#14	7.853	0.000
Refurbishment and Rehabilitation	0.100	0.000	0.0%	Ⓡ	Ⓞ	#15	0.100	0.000
Service Enhancement	0.439	0.041	9.4%	Ⓡ	Ⓡ	#16	1.340	0.552
Streetscape Master Plan Program	0.051	0.022	42.3%	Ⓡ	Ⓞ	#17	0.051	0.022
Commercial Façade Improvement Program	0.867	0.509	58.7%	Ⓜ	Ⓞ	#18	1.967	1.340
Mural Program	0.010	0.010	100.0%	Ⓞ	Ⓞ		0.050	0.050
Sub-Total	4.729	2.195	46.4%	-	-		22.391	10.829
Growth Related								
Cultural Infrastructure Development	0.553	0.037	6.7%	Ⓡ	Ⓡ	#19	1.276	0.760
Sub-Total	0.553	0.037	6.7%	-	-		1.276	0.760
Total	25.644	12.729	49.6%				61.302	35.222

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 *Public Art Development - 11 Wellesley* project is delayed due to contractor issues with the administrative requirements by the

Note # 3:

The *Legislated Mechanical and Electrical* project is underspent due to a 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 *Public Art - TTC Leslie Barns* project is pending final negotiations between the artist and CreateTO to identify a suitable location.

Economic Development and Culture (ECT)

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

Note # 5:

The *Young People's Theatre* project is delayed due to co-ordination with other projects but the project is estimated to be completed by December 31, 2023.

Note # 6:

The *Fort York Restoration* project is delayed due to weather and delays in material delivery. The project is estimated to be completed by June 30, 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 run into conflicts with utility coordination and Toronto Hydro approvals and has been put on hold until conflicts can be resolved

Note # 9:

Almost all of the *BIA Equal Share Funding* projects have been tendered and construction has begun for over half of the streetscape

Note # 10:

The *Mural Program* project is experiencing delays due to supply chain issues caused by COVID-19.

Note # 11:

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

Note # 12:

The *Public Art Development Dundas-Islington* project is delayed due to procurement issues as a strategy is being developed to find a vendor to complete plans based on the artist's designs.

Note # 13:

The *Museum Sites POS Systems* is delayed due to co-ordination with other projects as Museums is reviewing the original scope of the project to determine if anything can be implemented in parallel.

Note # 14:

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 project is still on schedule to be completed by December 31st, 2023.

Note # 15:

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

Note # 16:

The *Market Gallery* project is delayed due to procurement issues caused by the need to re-tender the project due to high tender bids exceeding the project budget. The design was reviewed and a decision was made to reduce the scope of the project. Construction is expected to be complete by September 2022.

Note # 17:

The *2021 Streetscape Master Plan Program* was allocated to Church Wellesley Business Improvement Area. The final design presentation was scheduled for late November 2021 and had to be pushed to March 2022 due to staffing constraints.

Note # 18:

The *Commercial Façade Improvement Program* was fully committed, however, due to COVID-19, there were delays in getting all of the funds spent by year due to supply chain issues, applicant drop-outs and extension requests into 2022.

Note # 19:

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 (\$252.30)

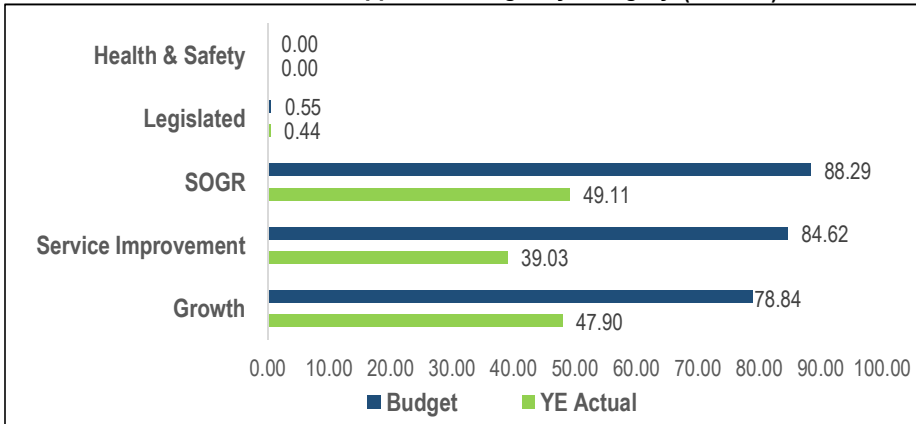


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	51
Service Improvement	177
Growth	49
Total # of Projects	280

Chart 2
Project Status - 280

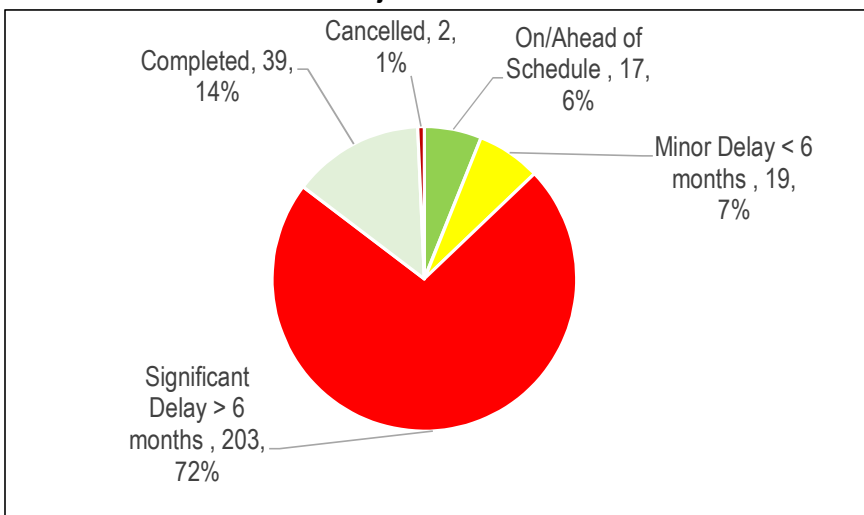


Table 2

Reason for Delay	222	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	2
Procurement Issues	2	
RFQ/RFP Delayed	1	
Contractor Issues		
Site Conditions	3	
Co-ordination with Other Projects	111	12
COVID-19 Related		
Community Consultation	6	1
Other*	79	4
Total # of Projects	203	19

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.58	10.68	205.49	13.85	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 spent \$136.474 million, or 54.1% of its 2021 Approved Capital Budget of \$252.298 million at year-end.
- A total of \$49.107 million or 55.6% was spent on State of Good Repair projects, including 56.9% on the *Capital Asset Management Program*.
- In comparison to 2020, overall spending increased by 23.8% from \$110.197 million in 2020 to \$136.474 million in 2021.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- In addition, there are many ways COVID-19 has caused delays to projects:
 - ❑ 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 staffing challenges
 - ❑ 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)
 - ❑ Delay in confirmation of infrastructure funding, for example \$6.2 million for Ravine Strategy projects
- As of December 31, 2021, Parks, Forestry and Recreation reported 17 projects currently on-track (\$21.584 million) and 39 completed projects. These projects were completed under budget (\$60.195 million out of total budget of \$100.848 million)
- 222 projects (\$216.163 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)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Legislated Project Name					Ⓞ			
LAND ACQUISITION	0.549	0.438	79.7%	Ⓞ	Ⓞ		5.410	4.350
Sub-Total	0.549	0.438	79.7%	-	-		5.410	4.350
State of Good Repair								
ARENA	18.077	10.339	57.2%	Ⓜ	Ⓡ	#1	82.343	47.473
COMMUNITY CENTRES	5.157	5.157	100.0%	Ⓞ	Ⓞ		60.850	50.900
ENVIRONMENTAL INITIATIVES	5.323	2.610	49.0%	Ⓡ	Ⓡ	#3	14.312	8.599
OUTDOOR RECREATION CENTRE	3.457	1.702	49.2%	Ⓡ	Ⓡ	#4	11.181	8.403
PARK DEVELOPMENT	5.250	4.072	77.6%	Ⓞ	Ⓡ	#5	10.293	9.104
PARKING LOTS & TENNIS COURTS	2.468	2.218	89.9%	Ⓞ	Ⓡ	#6	14.134	7.432
PLAYGROUNDS/WATERPLAY	3.320	2.051	61.8%	Ⓜ	Ⓡ	#7	7.374	3.254
POOL	4.039	2.736	67.7%	Ⓜ	Ⓡ	#12	27.148	10.278
SPECIAL FACILITIES	27.735	10.445	37.7%	Ⓡ	Ⓡ	#8	90.418	40.258
FACILITY COMPONENTS	6.934	4.048	58.4%	Ⓜ	Ⓡ	#9	18.583	14.849
TRAILS & PATHWAYS	6.532	3.729	57.1%	Ⓜ	Ⓡ	#10	20.276	14.648
Sub-Total	88.292	49.107	55.6%	-	-		356.910	215.197
Service Improvements								
ARENA	0.708	0.000	0.0%	Ⓡ	Ⓡ	#1	11.175	4.767
COMMUNITY CENTRES	1.148	0.291	25.3%	Ⓡ	Ⓜ	#2	72.195	3.799
ENVIRONMENTAL INITIATIVES	6.101	0.232	3.8%	Ⓡ	Ⓡ	#3	11.290	4.821
INFORMATION TECHNOLOGY	9.553	5.301	55.5%	Ⓜ	Ⓡ	#11	56.190	28.006
OUTDOOR RECREATION CENTRE	9.257	1.929	20.8%	Ⓡ	Ⓡ	#4	23.966	9.526
PARK DEVELOPMENT	38.127	19.930	52.3%	Ⓜ	Ⓡ	#5	172.679	67.271
PLAYGROUNDS/WATERPLAY	10.219	5.162	50.5%	Ⓜ	Ⓡ	#7	32.501	20.243
POOL	0.192	0.072	37.4%	Ⓡ	Ⓡ	#12	22.167	19.880
SPECIAL FACILITIES	3.513	2.061	58.7%	Ⓜ	Ⓡ	#8	34.608	9.118
FACILITY COMPONENTS	3.708	3.001	80.9%	Ⓞ	Ⓡ	#9	13.750	7.828
TRAILS & PATHWAYS	2.094	1.047	50.0%	Ⓡ	Ⓡ	#10	15.783	8.030
Sub-Total	84.621	39.026	46.1%	-	-		466.304	183.289
Growth Related								
ARENA	0.100	0.006	6.0%	Ⓡ	Ⓜ	#1	1.785	0.006
COMMUNITY CENTRES	48.808	28.468	58.3%	Ⓜ	Ⓡ	#2	476.011	129.710
LAND ACQUISITION	20.506	13.915	67.9%	Ⓜ	Ⓡ	#13	231.882	19.297
OUTDOOR RECREATION CENTRE	0.158	0.018	11.6%	Ⓡ	Ⓡ	#4	2.055	0.095
PARK DEVELOPMENT	8.204	4.624	56.4%	Ⓜ	Ⓡ	#5	34.751	7.429
PARKING LOTS & TENNIS COURTS	0.020	0.000	0.0%	Ⓡ	Ⓡ	#6	0.300	0.000
PLAYGROUNDS/WATERPLAY	0.040	0.007	18.1%	Ⓡ	Ⓜ	#7	0.700	0.007
POOL	1.000	0.865	86.5%	Ⓞ	Ⓜ	#12	2.100	0.865
Sub-Total	78.836	47.903	60.8%	-	-		749.583	157.410
Total	252.298	136.474	54.1%				1,578.208	560.246

Parks, Forestry & Recreation (PKS)

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

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:

ARENA: underspending of \$8.540 million, including \$7.738 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 CRC proposed for the same site.

Note # 2:

COMMUNITY CENTRES (CC): underspending of \$21.197 million, including \$4.559 million for the *Ethennonhawahstihnen Facility and Indoor Play Space* due to contractor and site condition issues and coordination with other projects; \$5.751 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; \$5.000 million for the *Wallace Emerson Galleria Redevelopment* as a result of delays with the construction management agreement and contract award; \$0.973 million for the *40 Wabash New CC Design* and \$0.964 million for the *Western North York New CC Design*, both due to additional project work and community consultation; and \$0.411 million for *York Community Centre* green roof and blind installation projects that are delayed due to ongoing contractor issues.

Note # 3:

ENVIRONMENTAL INITIATIVES: underspending of \$8.582 million, including \$0.508 million for the *City Wide Environmental Initiatives* project due to coordination with other projects; \$0.625 million for *Phase 2 and 3 of Wilket Creek Park*; and \$1.780 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): underspending of \$9.223 million, including \$1.546 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; \$0.503 million for the *Clydesdale Tennis Clubhouse Improvements* as a result of community consultation; \$1.413 million for the *State of Good Repair of Outdoor Recreation Centres* and \$0.343 million for the *Sports Field Program* as a result of coordination with other projects.

Note # 5:

PARK DEVELOPMENT: underspending of \$22.956 million, including \$11.249 million for delays as a result of Co-ordination with Other Projects (*Parks Plan, Lawrence Heights Parks including PH1A Baycrest, Greenway and Local Neighbourhood, Market Lane Parkette and South Market Park*); \$1.032 million as a result of additional project work and community consultation (*St. Jamestown Open Space Design, Toronto Island Park Implementation, Viola Desmond Park, and Donalda Park*); \$0.669 million for projects cancelled; \$0.127 million for projects completed under budget; and \$9.879 million for various Park Development projects due to various approval delays, technical challenges, site conditions, and conveyance of land.

Note # 6:

PARKING LOTS & TENNIS COURTS: Division spent 89.2% of the budget as a result of \$0.250 million in under-spending for various *Parking Lot, Tennis Courts and Sports Pad State of Good Repair* projects due to coordination with other projects.

Note # 7:

PLAYGROUNDS/WATERPLAY: underspending of \$6.360 million, including \$2.676 million for the *Play Enhancement Program* due to a shortage of materials and supplier delivery issues as a result of the COVID-19 Pandemic, \$0.869 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, \$0.735 million for *Fred Hamilton Playground Wading Pool Conversion* as the installation and site restoration is weather-dependent, and \$1.270 million for *CAMP State of Good Repair of Water plays (Wading Pools)* due to co-ordination with various projects.

Note # 8:

SPECIAL FACILITIES: underspending of \$18.741 million, including \$5.024 million for the *CAMP SOGR Harbourfront, Marine, Fountains & Seawalls* and \$4.547 million for the *CAMP SOGR Special Facilities Buildings and Structures*, both due to coordination with other projects; \$3.297 million for *2017 High Lake Effect Flooding Damages* due to alignment with the Toronto Island Environmental Assessment, Master Plan completion and Shoreline improvement negotiations not finalized; and \$2.060 million for *2018 Wind Storm Damages* due to COVID-19 and the availability of specialized equipment.

Note # 9:

FACILITY COMPONENTS: underspending of \$3.593 million, including \$2.886 million for the *Facility Rehabilitation Program*, \$0.513 million for *Accessibility* projects, and \$0.195 million for *Investigation & Pre-Engineering* due to co-ordination with other projects.

Note # 10:

Parks, Forestry & Recreation (PKS)

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

TRAILS & PATHWAYS: underspending of \$3.850 million, including \$0.625 million for the *York Beltline Trail Improvements* as a result of insufficient staff resources; \$0.194 million for *Beltline Trail Access in Moore Park Ravine* and \$2.802 million for *CAMP State of Good Repair of Trails, Pathways and Bridges* due to coordination with other projects; and \$0.076 million for projects completed under budget at year-end.

Note # 11:

INFORMATION TECHNOLOGY: underspending of \$4.251 million, mainly driven by \$1.441 million for *Registration, Permitting & Licensing (CLASS)* due to vendor issues; \$1.187 million for the *Enterprise Work Management System* due to program delays; and \$0.900 million for *Public Wi-Fi Initiative* due to equipment availability (global supply chain) and contracted technical resource availability.

Note # 12:

POOL: Division spent 70.2% of the budget as a result of underspending on the following: \$0.135 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 \$1.303 million for *CAMP SOGR Pools* due to coordination with other projects.

Note # 13:

LAND ACQUISITION: underspending of \$6.703 million, mainly driven by the protracted negotiation processes for various *Parkland Acquisitions*.

Seniors Services and Long-Term Care (HOM)

Chart 1
2021 Approved Budget by Category (\$24.23)

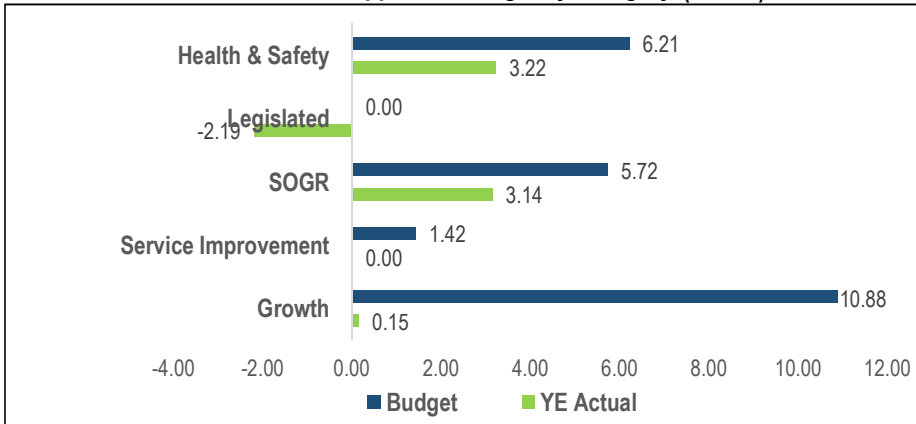


Table 1
2021 Active Projects by Category

Health & Safety	5
Legislated	2
SOGR	3
Service Improvement	2
Growth	1
Total # of Projects	13

Chart 2
Project Status - 13

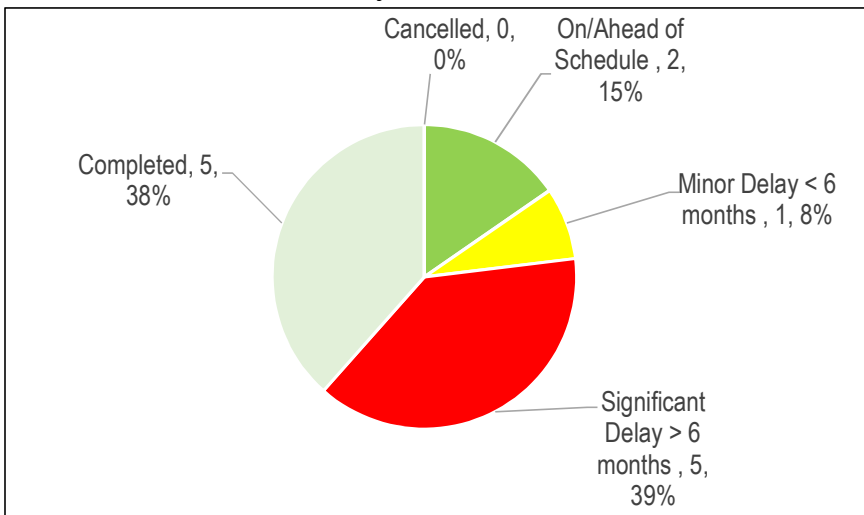


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.80	1.99	20.08	0.36	

Key Discussion Points: (Please provide reason for delay)

- Majority of the project delays are related to COVID-19 including the division's response to COVID-19 and delayed Corporate review as a result of COVID-19.
- The procurement process planned for the Carefree Lodge Redevelopment growth project has been delayed due to the division's 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. Environmental assessments are in progress and plans are in place for demolition of existing building by Q4 2022.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Electrical - Life Safety Systems	0.177	0.177	100.0%	Ⓞ	Ⓞ		1.400	1.400
Mechanical - HVAC Repairs/Upgrades	1.671	1.600	95.8%	Ⓞ	Ⓞ		7.561	7.490
Specialty Systems & Elevator Upgrades	0.070	0.070	100.0%	Ⓞ	Ⓞ		1.330	1.330
Building Health & Safety	1.991	1.269	63.7%	Ⓜ	Ⓜ	#1	3.741	1.537
Building H&S COVID 19 Infrastructure 2021	2.300	0.105	4.6%	Ⓡ	Ⓡ	#2	2.300	0.105
Sub-Total	6.209	3.221	51.9%	-	-		16.332	11.862
Legislated								
Kipling Acres - Redevelopment	0.000	0.000			Ⓞ	#6	4.500	4.330
Kipling Acres - Phase 3	0.000	-2.189			Ⓞ	#6	47.500	45.310
Sub-Total	0.000	-2.189		-	-		52.000	49.640
State of Good Repair								
Building Upgrades	0.131	0.125	95.6%	Ⓞ	Ⓞ		6.800	6.795
Specialty Systems	0.111	0.111	100.4%	Ⓞ	Ⓞ		1.635	1.635
Building SOGR	5.484	2.908	53.0%	Ⓜ	Ⓡ	#1	13.672	4.920
Sub-Total	5.725	3.144	54.9%	-	-		22.107	13.350
Service Improvements								
Electronic Health Care System	1.174	0.000	0.0%	Ⓡ	Ⓡ	#3	3.152	1.977
Kronos Feasibility Study	0.250	0.000	0.0%	Ⓡ	Ⓡ	#4	0.250	0.000
Sub-Total	1.424	0.000	0.0%	-	-		3.402	1.977
Growth Related								
Carefree Lodge Redevelopment	10.875	0.146	1.3%	Ⓡ	Ⓡ	#5	175.970	0.146
Sub-Total	10.875	0.146	1.3%	-	-		175.970	0.146
Total	24.233	4.322	17.8%				269.811	76.975

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 public health measures implemented as a result of COVID-19, plans for SOGR and H&S projects to conduct repairs/maintenance inside of the 10 LTC homes were delayed or deferred in 2021. Project and staffing resources are currently being adjusted to enable the division to complete the work safely and to adhere to provincial directives.

Note # 2:

The project is to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began after receiving approval from Infrastructure Canada in early May 2021. The project has delays in awarding bid. The vendor contract has been awarded and the plan is to get the work done as soon as possible. Ministry has extended the timelines to complete by end of 2023.

Note # 3:

The Electronic Health Care System was mostly completed in 2020 and was pending several enhancements in 2021 to better respond to COVID-19 including Document Management and Infection Prevention and Control modules which are expected to be completed by P4 of 2022. Additional modules, including Skin and Wound, Canadian Analytics (decision support) and LTCeConnect functionality which links Connecting Ontario (provincial portal that has lab results, consult notes) are planned to be implemented by the end of 2022.

Note #4:

The Kronos Feasibility Study (Time & Attendance System Review), led corporately by I&T, has been temporarily suspended, pending for Corporate review, as a result of COVID-19. SSLTC expects to continue the project in 2022.

Note #5:

The procurement process planned for the Carefree Lodge Redevelopment growth project has been delayed due to the division's 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. Environmental assessments are in progress and Plans are in place for demolition of existing building by Q4 2022.

Note #6:

The project has been completed. With the passing of statute of limitation, the project will be closed with funds returned to the source.

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

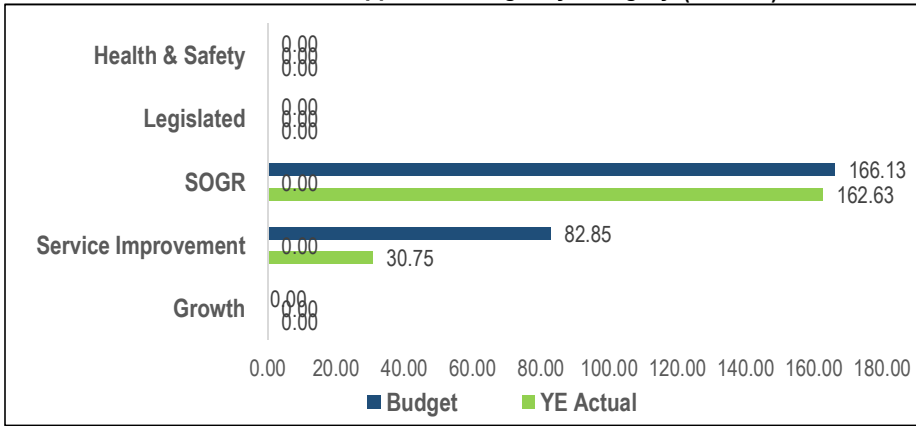


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

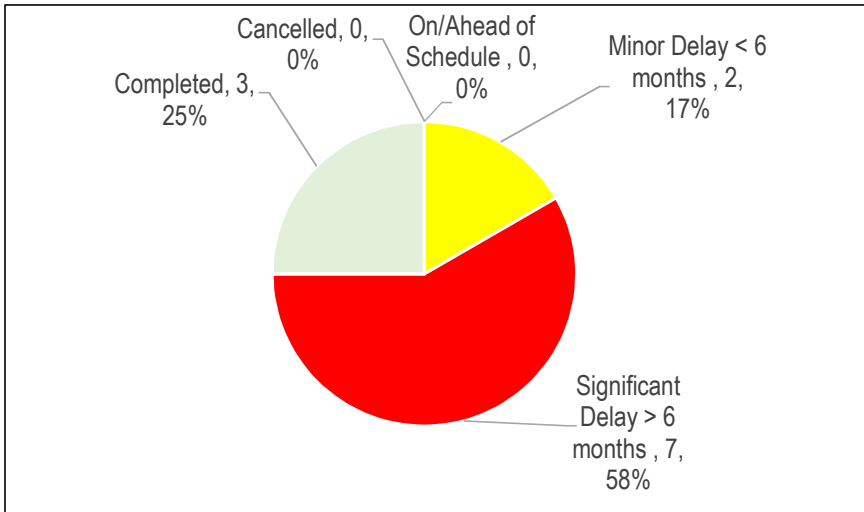


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	5	
COVID-19 Related	1	
Community Consultation		
Other*		
Total # of Projects	7	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	13.89	72.91	162.17	

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
SSHA - SOGR	6.126	2.627	42.9%	Ⓡ	Ⓢ	#1	6.126	2.627
TCHC-SOGR	160.000	160.000	100.0%	Ⓢ	Ⓢ		160.000	160.000
Sub-Total	166.126	162.627	97.9%	-	-		166.126	162.627
Service Improvements								
Red Door Shelter	0.466	0.157	33.8%	Ⓡ	Ⓢ		7.800	7.710
George Street Revitalization (GSR)	18.347	6.945	37.9%	Ⓡ	Ⓡ	#2	587.112	76.366
Choice Based Housing Access System	2.989	1.478	49.4%	Ⓡ	Ⓡ	#3	6.970	5.458
Addition Of 1000 New Shelter Beds	44.710	19.719	44.1%	Ⓡ	Ⓡ	#4	112.139	75.802
Central Intake Call Centre	1.101	0.278	25.2%	Ⓡ	Ⓡ	#5	1.736	0.912
AODA	1.579	0.211	13.3%	Ⓡ	Ⓡ	#6	7.947	1.241
625 Church St.- Modernization	4.088	0.121	3.0%	Ⓡ	Ⓡ	#7	4.931	0.964
COVID - 19 Resilience Response	7.761	0.135	1.7%	Ⓡ	Ⓢ	#8	7.761	0.135
Tower Renewal	0.100	0.000	0.0%	Ⓡ	Ⓡ	#9	13.508	0.000
TCHC - SHAIIP	1.707	1.707	100.0%	Ⓢ	Ⓢ		133.111	133.111
Sub-Total	82.847	30.750	37.1%	-	-		883.015	301.699
Total	248.973	193.377	77.7%				1,049.141	464.325

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:

Contracts awards for this project has been delayed due to necessary design and scope changes. Project completion at a number of sites have therefore been extended to 2022.

Note # 2:

The GSR project continues to experience delays, both in the construction and renovation of transition sites as well as the release of the project RFP for the Construction phase of the project. Work on the Project Output Specification document (PSOS) which will inform the issuance of the project RFP was delayed due to COVID-19 related restrictions. Construction at two transition sites (705 Progress and 76 Church Street) will conclude in 2022. As well, release of the project RFP for the construction phase of the project is anticipated at the end of June 2022.

Note # 3:

Project continues to experience delays due to 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 # 4:

Project is experiencing construction and renovation delays at two sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision still waited from TLAB. Construction and renovation starts at the aforementioned sites and project completion will be informed by determination of the TLAB appeal. Accordingly, project cashflows have been realigned to 2022, 2023 and 2024 to account for the delay in construction start.

Note # 5:

This project was delayed in 2021 because of the need to redeploy staff resources to support the City's COVID-19 response. Work has resumed and the project is on track for completion by Q4 of 2022.

Note # 6:

Renovation work to comply with provincial AODA legislation at 12 locations resumed in 2021 following COVID-19 related delays. Accordingly, project cashflows have been carried forward and realigned to support project activities anticipated to occur from 2022 to 2025 when the project is expected to conclude.

Note # 7:

Project is currently delayed to incorporate new design requirements necessitated by the ModernTO initiative.

Note # 8:

Contracts have been awarded and work has begun at identified sites. The federal government approved extension of the project term beyond December 2021 due to contract award and material delivery (supply chain) delays. Project completion is now anticipated by the end of June 2022.

Note # 9:

Project was delayed to allow for the development of a program model and to ensure adequate time to negotiate with the Federation of Canadian Municipalities which is providing funding to support its implementation (per item IE23.3, July 2021). Further, as part of the ongoing transformation of the Housing Secretariat, this project will be transferred to Housing Secretariat's Capital Budget and Plan in Q1-2022 for implementation and will be reported out by Housing Secretariat going forward.

Chart 1
2021 Approved Budget by Category (\$330.37)

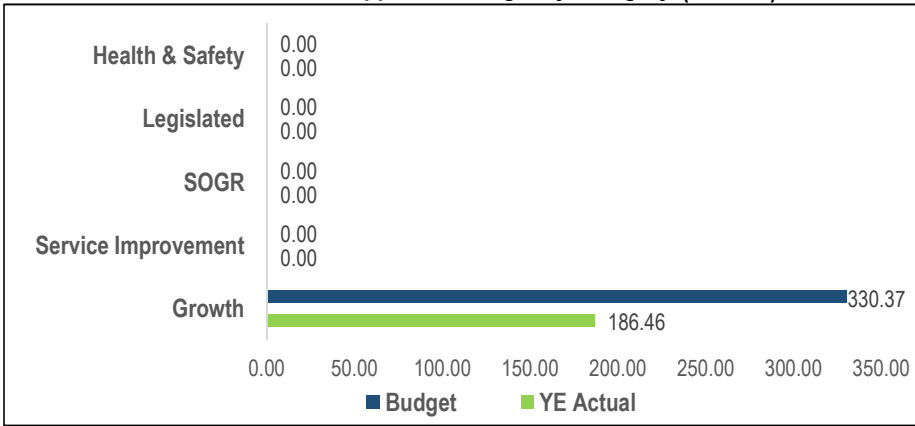


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 5

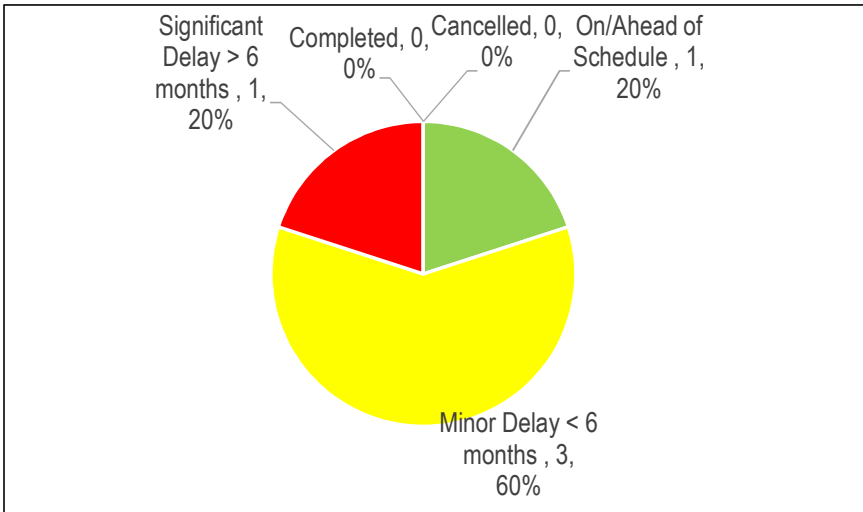


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
47.36	265.86	17.16		

Housing Secretariat (HSE)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Service Improvements								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Growth Related								
Housing Now	29.668	8.284	27.9%	Ⓡ	Ⓨ	#1	50.669	8.284
Rental Development	17.156	0.167	1.0%	Ⓡ	Ⓡ	#2	17.156	0.167
Modular Housing	26.600	12.427	46.7%	Ⓡ	Ⓨ	#3	26.600	12.427
Rapid Housing Initiative (RHI)	209.591	146.578	69.9%	Ⓨ	Ⓨ	#4	218.446	141.599
Emergency Housing Action (EHI)	47.355	19.007	40.1%	Ⓡ	Ⓢ	#5	60.300	14.003
Sub-Total	330.370	186.462	56.4%	-	-		373.171	176.479
Total	330.370	186.462	56.4%				373.171	176.479

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:

Pre-construction due diligence continued in 2021 at 19 independent sites. Project spending was however below anticipated levels primarily due to delays in completion of pre-development work at some sites due to additional design changes and other requirements identified during stakeholder engagement meetings. Spending ramped up in Q4 2021 and is expect to continue in 2022 as work progresses on all identified sites.

Note # 2:

Project delayed in 2021 due to COVID impacts which affected construction schedules. Construction is now expected to proceed in 2022. Accordingly, 2021 approved project cash flows have been carried forward to 2022.

Note # 3:

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

Note # 4:

Some projects are experiencing delays primarily due to site and market conditions. Despite these delays, majority of projects remain on schedule for completion in 2022.

Note # 5:

Some projects are experiencing delays primarily due to site and market conditions. Despite these delays, projects remain on schedule for completion in Q1 and Q2 of 2022.

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

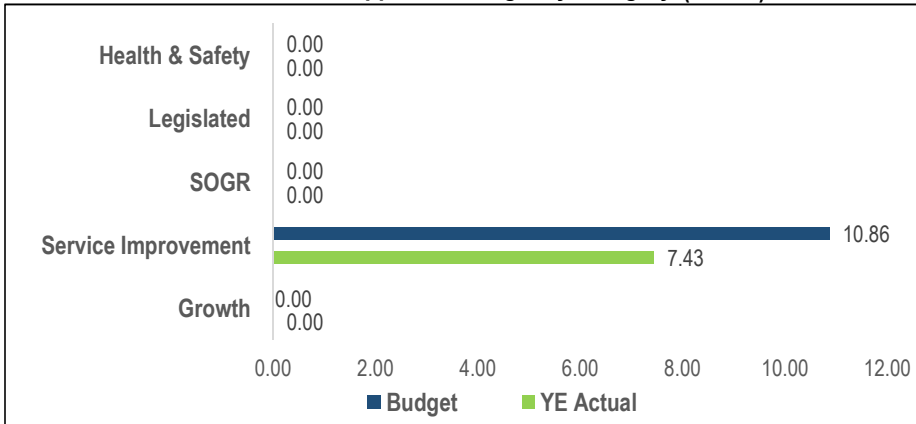


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 4

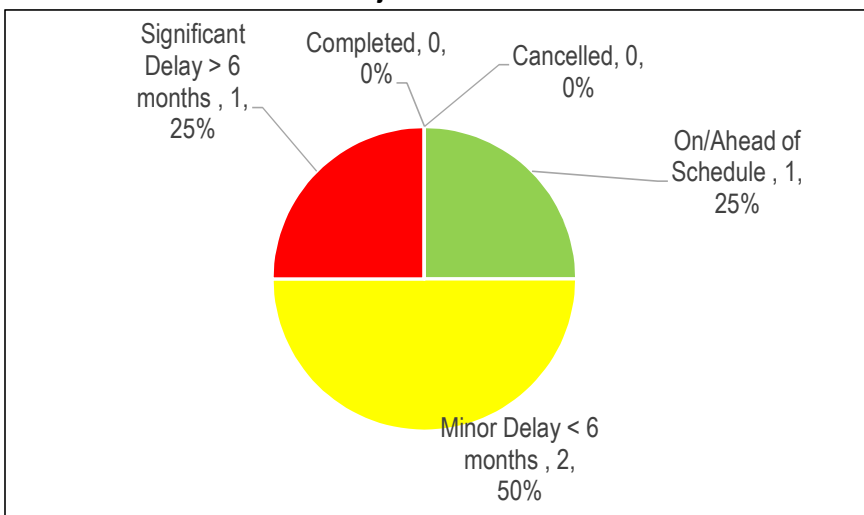


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.82	4.58	3.45		

Key Discussion Points:

- The Human Services Integration (HSI) Phase 2 project faced delays in hiring due to COVID-19 impacts. The project also absorbed additional scope including the Fair Pass Program Expansion and the Toronto Grant Rebate and Incentive Programs implementation. The project completion date has been revised from Dec 2021 to Q3 2022.
- The Bridlewood Leasehold Improvement project faced delays in the procurement process as a result of COVID-19 impacts. Construction was completed and the office opened in Q1 2022.
- The Yonge St. Leasehold Improvement project faced delays in the procurement process as a result of COVID-19 impacts. The construction work began in Q4 2021. The office is on track to open in Q2 2022.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				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
State of Good Repair								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Service Improvements								
HSI Project - Phase 2	3.453	1.897	54.9%	Y	R	#1	9.823	8.267
Bridlewood Leasehold Improvement	3.504	2.914	83.2%	G	Y	#2	4.380	2.914
Dufferin Mall Leasehold Improvement	2.820	2.614	92.7%	G	G		3.500	2.614
Yonge St. Leasehold Improvement	1.081	0.007	0.67%	R	Y	#3	2.161	0.007
Sub-Total	10.857	7.432	68.4%	-	-		19.864	13.802
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	10.857	7.432	68.4%				19.864	13.802

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 faced staffing challenges as a result of COVID-19 impacts, in addition to increased project scope. The revised project completion date is Q2 2022.

Note # 2:

The project faced delays in the procurement process as a result of COVID-19 impacts. Construction was completed and the office opened in Q1 2022.

Note # 3:

The year-end underspending was due to delays in the procurement process as a result of COVID-19 impacts. Construction is underway and the office is expected to open in Q2 2022.

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

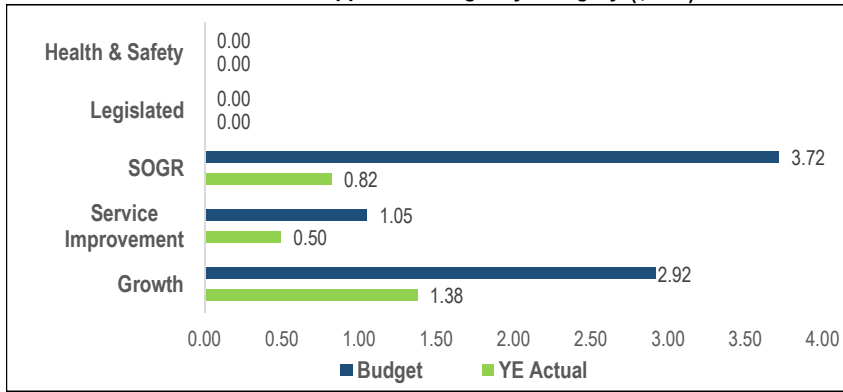


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

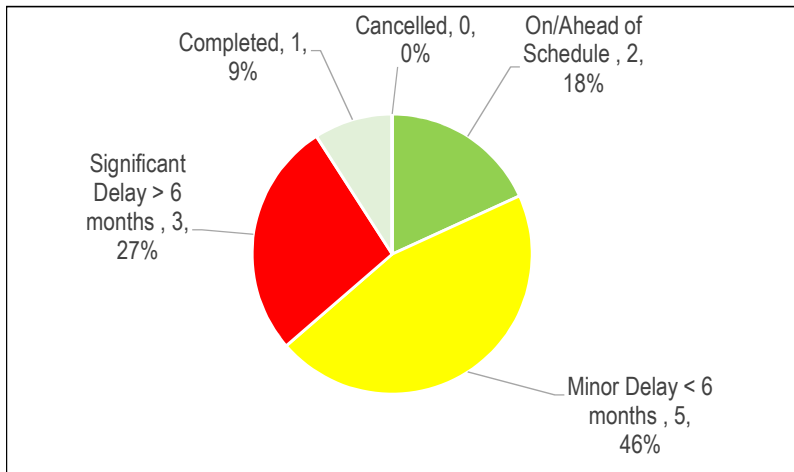


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.54	3.68	2.44	0.04	

Reasons for "Other*" Projects Delay:

- 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.

Key Discussion Points:

- The Medical Equipment Replacement project faced delays in the RFQ process as a result of deferred specifications of helmets and oxygen carriers. Contract award and delivery are expected in Q4 2022.
- The Dispatch Console Replacement project faced delays in the installation process due to COVID-19 protocols. Project roll out is in progress. Shipments of Telecommunication Consoles and equipment are expected throughout 2022 till 2024.
- 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 completed by Q2 2022.
- The Capital Asset Management project faced delayed in hiring three positions as a result of COVID-19 impacts. Two positions have been filled, with the third on track to be filled by Q2 2022.
- The procurement of the Additional Ambulances project faced delays 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 Q4 2022.
- The 330 Bering Ave. Ambulance Post project was underspent due to unanticipated funding from CREM for the construction. Additionally, the project faced construction complications resulting in schedule delays. Substantial project completion is expected in Q3 2022.
- The PPE Reprocessing Facility project was underspent due to unanticipated funding from CREM for the construction. Additionally, there were delays in assigning a design consultant for the office section. The consultant RFQ was completed in Q4 2021 and the architectural design process has started. The office section design will be completed in Q1 2022, with construction expected to start in Q4 2022.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
MOBILE DATA COMMUNICATIONS - 2020	0.037	0.037	100.0%	Ⓞ	Ⓞ		0.300	0.300
MOBILE DATA COMMUNICATIONS - 2021	0.500	0.378	75.5%	Ⓞ	Ⓞ		0.500	0.378
MEDICAL EQUIPMENT REPLACEMENT	1.487	0.020	1.4%	Ⓡ	Ⓡ	#1	5.643	4.023
DISPATCH CONSOL REPLACEMENT	1.693	0.386	22.8%	Ⓡ	Ⓨ	#2	2.610	0.729
Sub-Total	3.717	0.821	22.1%	-	-		9.053	5.430
Service Improvements								
ADDITIONAL ERV (2020)	0.600	0.183	30.5%	Ⓡ	Ⓨ	#3	0.600	0.183
CAPITAL ASSET MANAGEMENT PLANNING	0.450	0.312	69.4%	Ⓨ	Ⓡ	#4	0.450	0.312
Sub-Total	1.050	0.495	47.1%	-	-		1.050	0.495
Growth Related								
ADDITIONAL AMBULANCES (2020)	0.707	0.570	80.6%	Ⓞ	Ⓨ	#5	1.750	1.613
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.039	0.749	72.1%	Ⓞ	Ⓞ		40.245	1.292
AMBULANCE POST - REXDALE	0.175	0.015	8.7%	Ⓡ	Ⓨ	#6	1.800	0.240
AMBULANCE POST - 330 BERING AVE	0.500	0.041	8.1%	Ⓡ	Ⓨ	#7	0.500	0.049
PPE RE-PROCESSING FACILITIES	0.500	0.002	0.5%	Ⓡ	Ⓡ	#8	0.500	0.002
Sub-Total	2.921	1.378	47.2%	-	-		44.795	3.197
Total	7.689	2.694	35.0%				54.898	9.122

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

Note # 1:

Underspending is due to delays in the RFQ process as a result of deferred specifications of specialized equipment. Contract award and delivery are expected in Q4 2022.

Note # 2:

Underspending is due to delays in the installation process resulting from COVID-19 impacts.

Note # 3:

Underspending is a result of delays due to the unanticipated shortage of specialized equipment. Purchase is expected to be complete in Q2 2022.

Note # 4:

Underspending is due to staffing challenges as a result of COVID-19 impacts. All positions are expected to be filled by Q2 2022.

Note # 5:

Underspending is a result of procurement delays due to the unanticipated shortage of specialized equipment. Purchase is expected to be complete by Q4

Note # 6:

Delays in the project and 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 # 7:

Underspending is a result of CREM funding the construction. The project also faced delays in construction due to complications in rerouting hydro and storm drainage issues. Substantial project completion is expected in Q3 2022.

Note # 8:

Underspending is a result of CREM funding the construction. There were also delays in assigning a design consultant for the office section of the project. The consultant RFQ was completed in Q4 2021 and the architectural design process has started. Construction is expected to start in Q4 2022.

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

Program		2021 Approved Cash Flow	2021 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
City Planning	4M	7.57	5.07	66.9%		⊙
	Q2	7.57	5.07	66.9%	□	⊙
	Q3	7.57	4.78	63.1%	↓	⊙
	Q4	7.57	3.87	51.2%	↓	⊙
Fire Services	4M	19.12	15.41	80.6%		⊙
	Q2	19.12	12.72	66.6%	↓	⊙
	Q3	19.12	9.65	50.4%	↓	⊙
	Q4	19.12	9.08	47.5%	↓	Ⓡ
Transit Expansion	4M	47.39	19.99	42.2%		Ⓡ
	Q2	47.39	17.52	37.0%	↓	Ⓡ
	Q3	47.39	17.52	37.0%	□	Ⓡ
	Q4	47.39	4.68	9.9%	↓	Ⓡ
Transportation	4M	458.29	382.52	83.5%		⊙
	Q2	458.68	376.69	82.1%	↓	⊙
	Q3	458.73	368.55	80.3%	↓	⊙
	Q4	463.09	373.34	80.6%	↑	⊙
Waterfront Revitalization	4M	129.24	102.01	78.9%		⊙
	Q2	129.24	91.32	70.7%	↓	⊙
	Q3	109.70	80.66	73.5%	↑	⊙
	Q4	109.70	72.01	65.6%	↓	⊙
TOTAL	4M	661.61	525.01	79.4%		⊙
	Q2	662.00	503.33	76.0%	↓	⊙
	Q3	642.51	481.15	74.9%	↓	⊙
	Q4	646.87	462.98	71.6%	↓	⊙
			0% and 70%			• 100%

For the twelve months ended December 31, 2021, the capital expenditures for Infrastructure and Development Services totalled \$463.0 million of their collective 2021 Approved Capital Budget of \$646.9 million. One Program in this Cluster have the year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Transportation Services has a year-end spending rate of 80.6% ,which is above 70%.

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

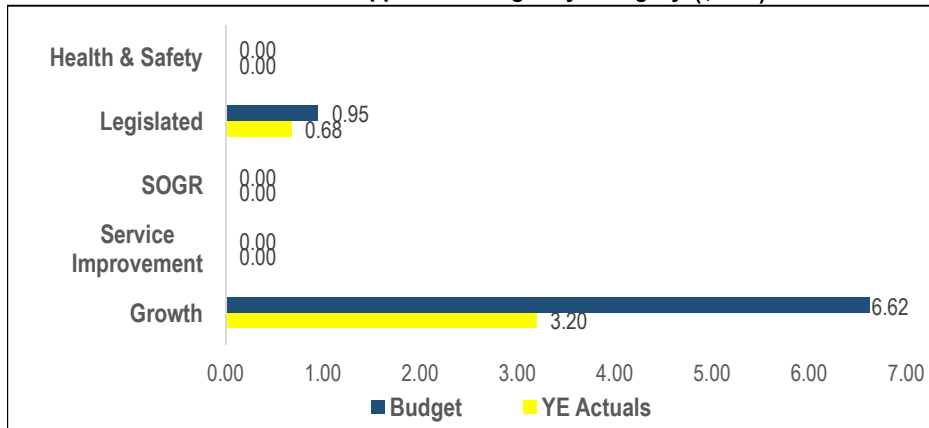


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 19

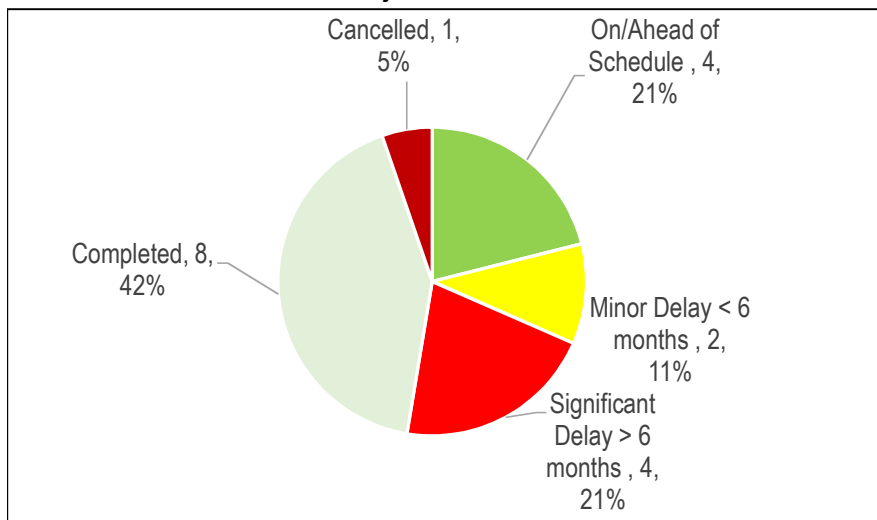


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.342	0.900	3.987	1.35	

Reasons for "Other*" Projects Delay:

- Funding for Secondary Plan Implementation (recoveries for 5 staff in SIPA unit) had 2 vacancies by end of 2021. Unspend amount will be carried for completion in 2022.

City Planning (PLN)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Official Plan Conformity Review	0.220	0.025	11.5%	Ⓡ	Ⓡ	1	0.260	0.025
5 Year Review of the Official Plan	0.730	0.650	89.0%	Ⓢ	Ⓢ		2.290	1.565
Sub-Total	0.950	0.676	71.1%	-	-		2.550	1.590
Growth Related								
Growth Studies	1.703	0.935	54.9%	Ⓢ	Ⓡ	2	6.004	2.886
Transportation & Transit Studies	0.494	0.387	78.3%	Ⓢ	Ⓢ		0.907	0.478
St. Lawrence Market North- Archaeological	0.100	0.000	0.0%	Ⓡ	Ⓡ	3	0.300	0.099
Avenue/Area Studies	0.175	0.130	74.5%	Ⓢ	Ⓢ		0.197	0.168
Heritage Conservation District Studies	0.610	0.492	80.7%	Ⓢ	Ⓢ	4	2.203	1.097
Secondary Plan Implementation	0.622	0.350	56.2%	Ⓢ	Ⓢ	5	1.643	1.259
Places - Civic Improvements	2.919	0.904	31.0%	Ⓡ	Ⓡ	6	18.846	11.875
Sub-Total	6.623	3.198	48.3%	-	-		30.100	17.862
Total	7.574	3.874	51.2%				32.650	19.452

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 was issued Feb 2022.
- Note # 2:**
Delays with issuing some of the RFQ/RFP for the 2021 work plan, in part due to COVID.
- Note # 3:**
Funding for the Heritage Interpretation Plan. Project delayed in 2022 due to construction schedule for the St. Lawrence Market North
- Note # 4:**
Delays with issuing some of the RFQ/RFP for the 2021 work plan, in part due to COVID.
- Note # 5:**
Funding for Secondary Plan Implementations (recoveries for 5 staff in SIPA unit) had 2 vacancies by end of 2021. Unspent amount will be carried for completion in 2022.
- Note # 6:**
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.

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

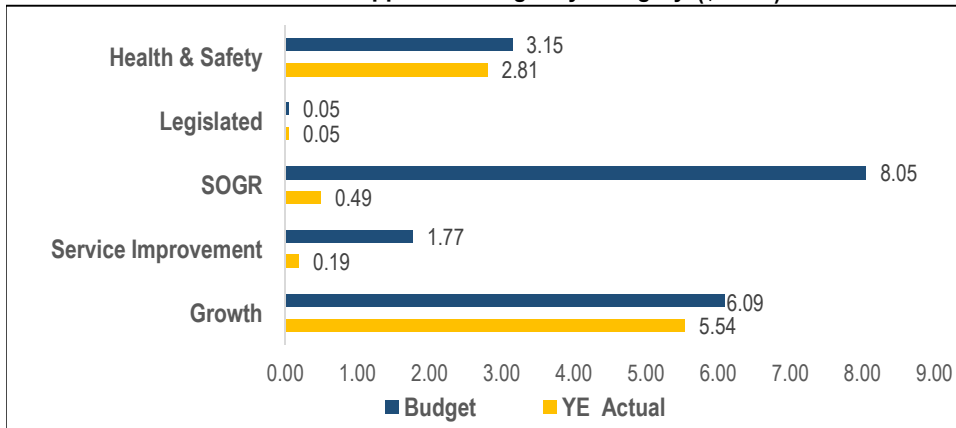


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 15

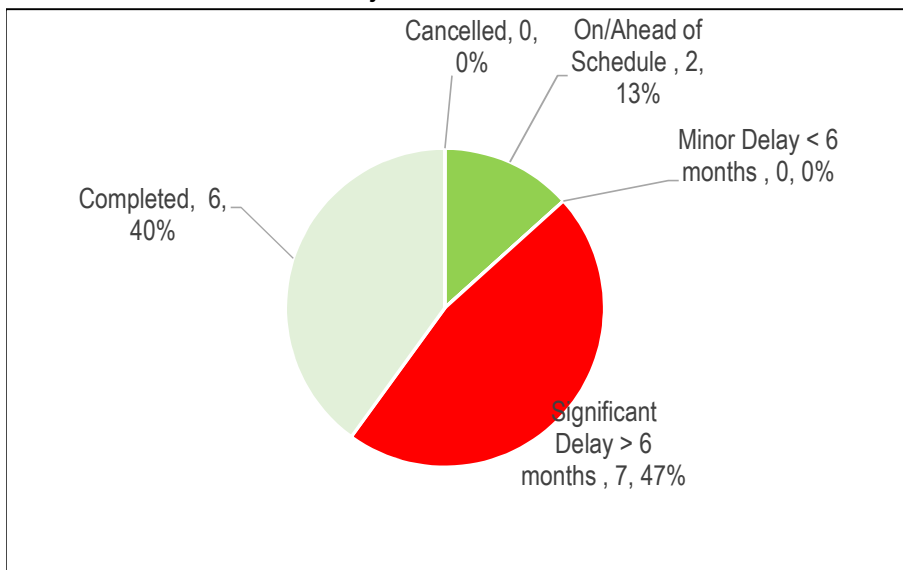


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.43		10.63	8.06	

Key Discussion Points:

- Station B (Downsview): Construction for this project was substantially completed by year-end and officially opened on February 1, 2022.
- Six of the 15 projects have been completed; 7 projects are experiencing major delays with spending below 50% of the budgeted cash flow.
- One of the two new fire trucks has been delivered, with the remaining truck scheduled to be delivered in 2022.

Fire Services (FIR)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Next Generation 911 Project	0.350	0.284	81.1%	Ⓞ	Ⓞ			
Personal Protection Equipment	2.380	2.322	97.6%	Ⓞ	Ⓞ			
Firefighting Particulate Hoods	0.261	0.157	60.2%	Ⓜ	Ⓞ			
Breathing Air Compressor Replacement 2020	0.078	0.042	53.8%	Ⓜ	Ⓞ			
Breathing Air Compressor Replacement 2021	0.080	0.000	0.0%	Ⓡ	Ⓡ			
Sub-Total	3.149	2.805						
Legislated								
Replacement of HUSAR Equip - 2021	0.050	0.050	100.0%	Ⓞ	Ⓞ			
Sub-Total	0.050	0.050						
State of Good Repair								
Fire Prevention Office Space Accommodation (3 Dohme)	4.545	0.000	0.0%	Ⓡ	Ⓡ			
HUSAR Bldg Expansion								
Training Simulators Rehabilitation	0.100	0.034	34.0%	Ⓡ	Ⓡ			
Toronto Radio Infrastructure Project (TRIP)	2.479	0.305	12.3%	Ⓡ	Ⓡ			
CAD Upgrade	0.930	0.154	16.6%	Ⓡ	Ⓡ			
Sub-Total	8.054	0.493						
Service Improvements								
Fire Prevention Integration Project	1.692	0.120	7.1%	Ⓡ	Ⓡ			
Operational BI Data Architecture Modernization	0.080	0.072	90.0%	Ⓞ	Ⓞ		0.770	0.762
Sub-Total	1.772	0.192	10.8%	-	-		2.780	1.200
Growth Related								
Station B (Stn 144) Keele/ Sheppard	2.294	2.281	99.4%	Ⓞ	Ⓞ			
Fire Apparatus for Station B	0.800	0.345	43.1%	Ⓡ	Ⓡ	8		
High Density Urban Aerial Truck	3.000	2.918	97.3%	Ⓞ	Ⓞ		3.000	2.918
Sub-Total	6.094	5.544	91.0%	-	-		15.485	14.769
Total	19.119	9.084					41.467	22.194

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	Ⓡ

Note #1:

Projects have been completed, with unspent funds to be returned to source.

Note # 2:

Project has been deferred as repairs have extended the life of the equipment.

Note # 3:

This 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 project to be completed by the end of 2023.

Note # 4:

This project completion has been delayed to co-ordinate the completion with other projects; the project is projected to be completed by the end of 2022.

Note # 5:

Complications associated with the original design required a number of change orders with the vendor, which have all been executed. Significant spending is projected for 2022, with the project on target for the original completion date of 2025.

Note: #6

The delay in hardware acquisition has impacted project timelines with completion now targeted for Q1 2023.

Note # 7:

The Statement of Work (SOW) has been revised and continues to be refined, with the functional requirements continuing to be validated. As a result, funding has been carried forward from 2021 into 2022, with the project still on target for completion in 2022.

Note # 8:

The vehicle has been ordered, with delivery anticipated in 2022.

Transportation Services (TRN)

Chart 1
2020 Approved Budget by Category (\$463.09)

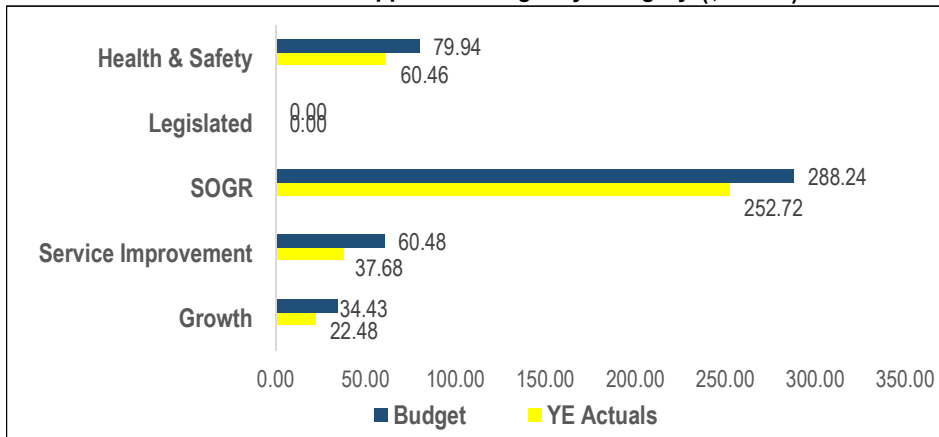


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 88

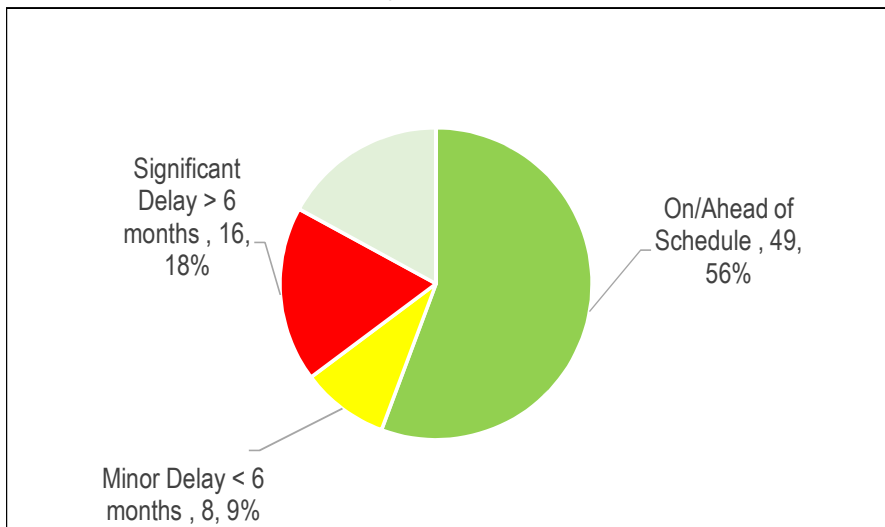


Table 2

Reason for Delay	24	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	1	2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	2	
COVID-19 Related	2	
Other*	11	5
Total # of Projects	16	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
405.17	22.79	34.10	1.02	

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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
City Bridge Rehabilitation (Critical)	42.611	36.763	86.3%	Ⓞ	Ⓞ		176.240	95.034
Glen Road Pedestrian Bridge	8.570	0.245	2.9%	Ⓡ	Ⓡ	#1	18.436	1.012
Guide Rail Program	1.326	1.326	100.0%	Ⓞ	Ⓞ		8.607	5.508
Road Safety Plan	27.433	22.123	80.6%	Ⓞ	Ⓞ			
Sub-Total	79.940	60.457	75.6%					
State of Good Repair								
City Bridge Rehabilitation	32.483	30.872	95.0%	Ⓞ	Ⓞ			
Critical Interim Road Rehabilitation	8.120	6.396	78.8%	Ⓞ	Ⓞ			
Ditch Rehabilitation & Culvert Reconstruction	1.580	1.356	85.8%	Ⓞ	Ⓞ			
Don Valley Parkway Rehabilitation	1.871	1.423	76.1%	Ⓞ	Ⓞ			
F.G. Gardiner	86.789	70.078	80.7%	Ⓞ	Ⓞ		2,307.210	370.870
Facility Improvements	1.800	0.732	40.7%	Ⓡ	Ⓡ	#2		
Laneways	0.722	0.722	100.0%	Ⓞ	Ⓞ			
Local Road Rehabilitation	79.608	79.608	100.0%	Ⓞ	Ⓞ			
Major Road Rehabilitation	44.040	39.719	90.2%	Ⓞ	Ⓞ			
Major SOGR Pooled Contingency	3.800	2.163	56.9%	Ⓨ	Ⓞ			
Retaining Walls Rehabilitation	0.768	0.704	91.7%	Ⓞ	Ⓞ			
Sidewalks	15.850	12.214	77.1%	Ⓞ	Ⓞ			
Signs & Markings Asset Management	3.882	3.543	91.3%	Ⓞ	Ⓞ			
Traffic Plant Requirements / Signal Asset Management	6.925	3.193	46.1%	Ⓡ	Ⓨ	#3		
Sub-Total	288.239	252.722	87.7%					
Service Improvements								
Cycling Infrastructure	19.915	16.573	83.2%	Ⓞ	Ⓞ			
Engineering Studies	6.356	6.040	95.0%	Ⓞ	Ⓞ			
LED Signal Module Conversion	1.574	0.031	2.0%	Ⓡ	Ⓡ	#4		
Mapping & GIS Repository	0.723	0.283	39.1%	Ⓡ	Ⓨ	#5	1.950	0.479
MoveTO	4.452	1.925	43.2%	Ⓡ	Ⓨ	#6	38.815	1.925
Neighbourhood Improvements	3.872	2.389	61.7%	Ⓨ	Ⓞ			
PTIF Projects	4.667	2.645	56.7%	Ⓨ	Ⓡ	#7	73.595	60.118
Quick Clear Squad Vehicles	0.365	0.365	100.0%	Ⓞ	Ⓞ		0.365	0.365
Surface Network Transit Plan	9.752	0.435	4.5%	Ⓡ	Ⓡ	#8	61.505	0.435
System Enhancements for Road Repair & Permits	3.000	1.809	60.3%	Ⓨ	Ⓨ		7.898	4.970
TO360 Wayfinding	0.722	0.722	100.0%	Ⓞ	Ⓞ		4.271	1.400
Traffic Congestion Management	5.080	4.466	87.9%	Ⓞ	Ⓞ		42.917	32.249
Sub-Total	60.479	37.682	62.3%					
Growth Related								
Emery Village Improvements	0.261	0.261	100.0%	Ⓞ	Ⓞ		1.811	0.261
John Street Revitalization Project	2.258	2.258	100.0%	Ⓞ	Ⓞ		54.915	2.836
King Liberty Cycling Pedestrian Bridge	2.248	2.248	100.0%	Ⓞ	Ⓞ		17.086	15.209
Lawrence-Allen Revitalization Project	1.999	0.750	37.5%	Ⓡ	Ⓡ	#9	11.246	3.061
Metrolinx Additional Infrastructure	1.585	-0.048	0.0%	Ⓡ	Ⓡ	#10	12.585	2.328
North York Service Road	2.303	2.287	99.3%	Ⓞ	Ⓞ		37.910	32.014
Port Union Road	0.436	0.436	100.0%	Ⓞ	Ⓞ		12.174	0.828
Regent Park Revitalization	1.608	0.000	0.0%	Ⓡ	Ⓡ	#11	6.421	4.677
Scarlett / St. Clair / Dundas	5.462	0.503	9.2%	Ⓡ	Ⓨ	#12	44.181	2.814
Six Points Interchange Redevelopment	2.950	2.296	77.8%	Ⓞ	Ⓞ		74.033	64.896
Steeles Widening (Tapscott Rd - Beare Rd)	0.338	0.015	4.5%	Ⓡ	Ⓡ	#13	45.099	0.967
Third Party Signals	0.300	0.000	0.1%	Ⓡ	Ⓞ	#14		

Transportation Services (TRN)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual		On Budget		Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Work for TTC & Others	11.003	9.794	89.0%	Ⓢ	Ⓢ			
York Street Tunnel	1.676	1.675	100.0%	Ⓢ	Ⓢ		1.676	1.675
Sub-Total	34.428	22.477	65.3%	-	-			
Total	463.086	373.338	80.6%					

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

Note # 4:

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

Note # 5:

Delay in project delivery due to capacity and resourcing issues within Technology Services division.

Note # 6:

Project experienced delay as result of additional time required to procure vendor and establish agreement to deliver works. Work to continue in 2022.

Note # 7:

Project delayed until 2022 due to additional time required to complete design and to receive third party approvals.

Note # 8:

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

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:

Delay in third party submitting invoices to the City for processing.

Note # 11:

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:

Design is currently on-going and delayed due to complexity of multiple utility assets requiring relocation and review/approval required from CP Rail.

Note # 13:

Design completion taking longer than anticipated due to additional investigations to confirm rail/bridge crossing and storm water management requirements, coordination with nearby private development sites, and scope refinement for Morningside extension.

Note # 14:

Work delivery is based on 3rd party request; the number of requests received was less than anticipated.

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

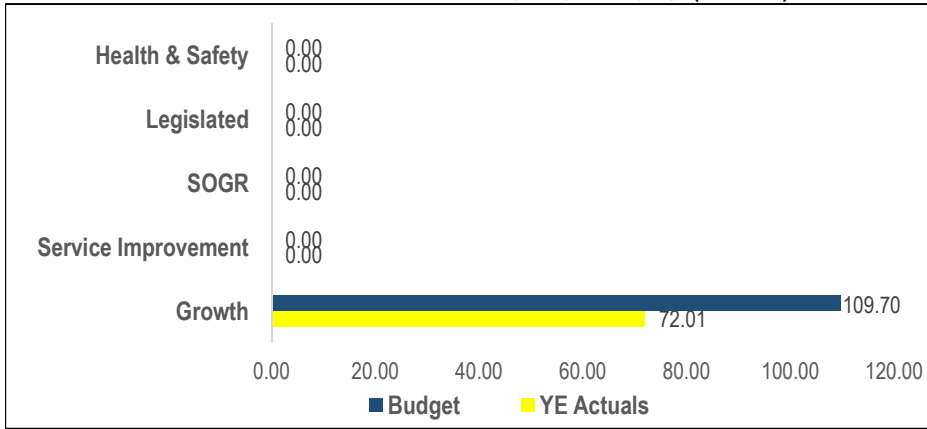


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 13

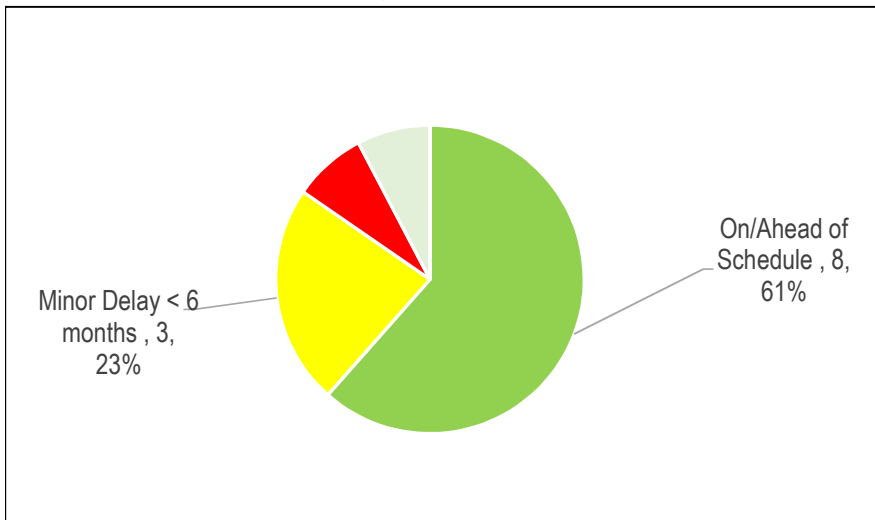


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
83.83	25.18	0.58	0.12	

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	On Budget	On Time				%
Growth Related									
Precinct Implementation Projects	23.124	9.675	41.8%	R	Y	1	250.883	236.027	94.1%
Transportation Initiatives	0.765	0.000	0.0%	R	G		35.526	30.800	86.7%
Technical Studies	0.115	0.117	101.8%	R	G		6.300	5.978	94.9%
Waterfront Secretariat	0.617	0.563	91.2%	G	G		10.706	8.955	83.6%
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	R	G		0.190	0.000	0.0%
Urban Planning Resources	0.556	0.506	91.0%	G	G		5.171	3.903	75.5%
Eastern Broadview Flood Protection	0.691	0.533	77.2%	G	G		2.600	1.843	70.9%
Bathurst Quay Public Realm	1.669	0.033	2.0%	R	Y	2	2.339	0.740	31.6%
Bentway Pedestrian Bridge	0.577	0.000	0.0%	R	R	3	7.911	2.173	27.5%
Quayside	0.370	0.070	19.0%	R	G		0.550	0.500	90.9%
Bentway and Fort York Improvements	0.385	0.282	73.3%	G	Y	4	1.313	1.210	92.2%
Lower Don Coordination	0.639	0.225	35.3%	R	G		1.800	0.308	17.1%
Port Lands Flood Protection	80.000	60.000	75.0%	G	G		420.382	260.602	62.0%
Sub-Total	109.698	72.005	65.6%	-	-		745.671	553.039	
Total	109.698	72.005	65.6%				745.671	553.039	

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 Q2 of 2022. 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 began 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 June 2022. The project was delayed due to the complexity of the location under the Gardiner Expressway and proximity to the Fort York Heritage site.

Note # 4:

Contractor issues and the delivery of steel panels was delayed resulting in a delay in the installation in order to avoid a conflict with the Bentway skating program.

**2021 Capital Spending by Program
Corporate Services**

Program		2021 Approved Cash Flow	2021 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
311 Toronto	4M	0.79	0.65	81.9%		Ⓞ
	Q2	0.79	0.65	81.9%	↓	Ⓞ
	Q3	0.79	0.65	82.5%	↑	Ⓞ
	Q4	0.79	0.66	82.9%	↑	Ⓞ
CREM	4M	283.98	197.62	69.6%		Ⓢ
	Q2	282.58	189.43	67.0%	↓	Ⓢ
	Q3	282.58	162.69	57.6%	↓	Ⓢ
	Q4	283.16	129.21	45.6%	↓	Ⓡ
Environment & Energy	4M	70.38	66.01	93.8%		Ⓞ
	Q2	70.38	40.99	58.2%	↓	Ⓢ
	Q3	70.82	29.87	42.2%	↓	Ⓡ
	Q4	45.82	12.41	27.1%	↓	Ⓡ
Fleet Services	4M	70.52	56.89	80.7%		Ⓞ
	Q2	70.52	56.80	80.6%	↓	Ⓞ
	Q3	70.52	48.89	69.3%	↓	Ⓢ
	Q4	70.52	49.22	69.8%	↑	Ⓢ
Chief Information Security Office	4M	4.02	3.72	92.5%		Ⓞ
	Q2	4.02	4.02	100.0%	↑	Ⓞ
	Q3	4.02	2.02	50.2%	↓	Ⓢ
	Q4	4.02	1.75	43.5%	↓	Ⓡ
Technology Services	4M	71.97	64.45	89.5%		Ⓞ
	Q2	71.38	50.38	70.6%	↓	Ⓞ
	Q3	71.38	48.20	67.5%	↓	Ⓢ
	Q4	71.51	39.70	55.5%	↓	Ⓢ
TOTAL	4M	501.66	389.34	77.6%		Ⓞ
	Q2	499.67	342.27	68.5%	↓	Ⓢ
	Q3	500.11	292.31	58.4%	↓	Ⓢ
	Q4	475.82	232.95	49.0%	↓	Ⓡ
		Ⓞ	Ⓢ	70% and 70%	Ⓡ	> 100%

For the twelve months ended December 31, 2021, the capital expenditures for Corporate Services totalled \$232.9 million of their collective 2021 Approved Capital Budget of \$475.8 million. 311 Toronto achieved a year-end spending rate of over 70% of the 2021 Approved Capital Budgets.

CREM, Environment & Energy, Fleet Services, Chief Information Security Office and Technology Services have a year-end spending rate less than 70%.

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

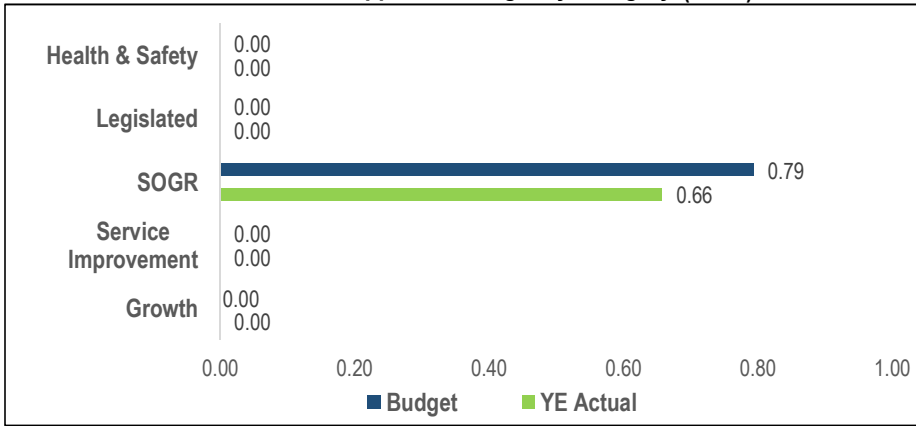


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 3

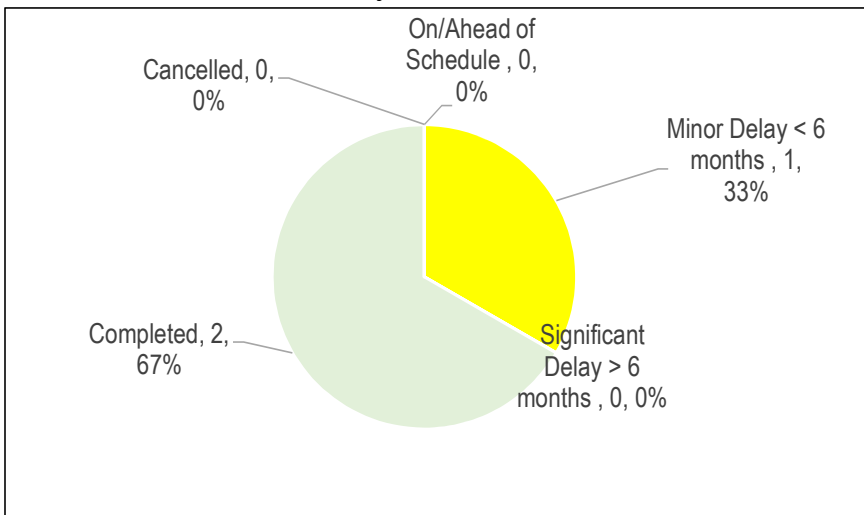


Table 2

Reason for Delay	1	
	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*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.05		0.74	

Key Discussion Points:

- The AI pilot project is delayed due to coordination with other projects. Planned work on research/ development/ scoping related to 311 will continue in 2022.

311 Toronto (THR)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	8.339
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Service Improvements								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Growth Related								
EWMS	0.266	0.168	63.3%	⓪	⓪		0.442	0.308
SOGR - Various	0.478	0.473	99.0%	⓪	⓪		1.395	0.780
Implementing Artificial Intelligent - Pilot	0.050	0.016	32.1%	Ⓡ	⓪	#1	0.550	0.034
Sub-Total	0.794	0.658	82.9%	-	-		2.387	1.122
Total	0.794	0.658	82.9%				2.387	9.461

On Time	⓪	On Budget	⓪
On/Ahead of Schedule	⓪	>70% of Approved Cash Flow	⓪
Minor Delay < 6 months	⓪	Between 50% and 70%	⓪
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

The AI pilot project is delayed due to coordination with other projects as Technology Services Division is managing and coordinating the overall artificial intelligence initiative for the City. Planned work on research/ development/ scoping related to 311 will continue in 2022.

Chart 1
2021 Approved Budget by Category (\$283.16)

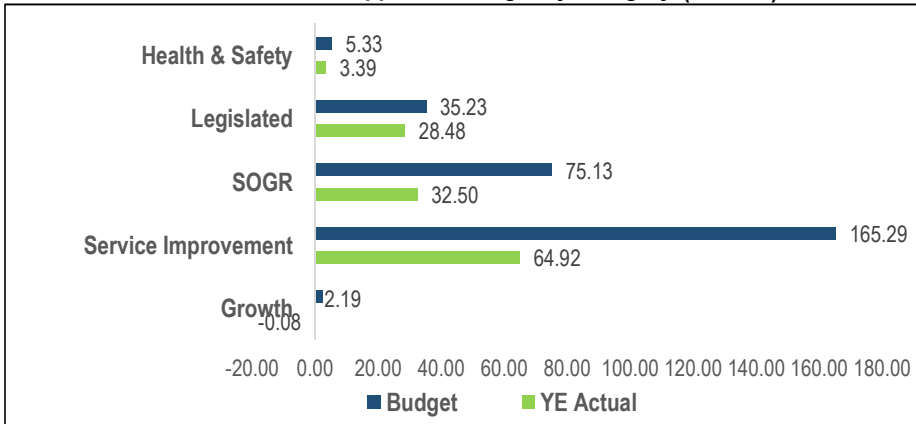


Table 1
2021 Active Projects by Category

Health & Safety	7
Legislated	4
SOGR	76
Service Improvement	112
Growth	4
Total # of Projects	203

Chart 2
Project Status - 203

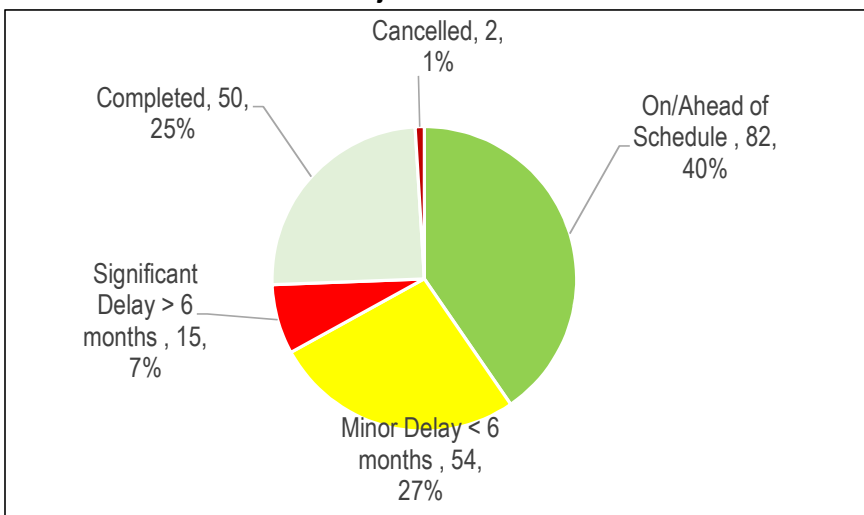


Table 2

Reason for Delay	69	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		2
RFQ/RFP Delayed		14
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		31
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
92.82	117.60	70.14	2.36	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 year-end spending is \$129.214 million, or 45.6% 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.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Emergency Repairs	0.152	0.033	21.7%	Ⓡ	Ⓢ	#2	0.661	0.542
Environmental Remediation	0.105	0.105	100.0%	Ⓢ	Ⓢ		2.189	0.177
Global Corporate Security Program	1.662	1.349	81.2%	Ⓢ	Ⓢ		7.887	7.104
Other	3.409	1.907	55.9%	Ⓢ	Ⓢ		5.000	2.103
Sub-Total	5.328	3.394	63.7%	-	-		15.737	9.927
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	35.198	28.483	80.9%	Ⓢ	Ⓢ		197.210	51.408
Barrier Free / Equity	0.035	0.001	3.1%	Ⓡ	Ⓢ	#1	1.841	1.801
Sub-Total	35.232	28.484	80.8%	-	-		199.051	53.209
State of Good Repair								
150 Borough	0.250	0.218	87.1%	Ⓢ	Ⓢ		0.678	0.646
Albert Campbell Square Park Rehabilitation	0.030	0.027	91.8%	Ⓢ	Ⓢ		3.194	3.165
Emergency Repairs	1.550	0.393	25.3%	Ⓡ	Ⓢ	#2	3.038	1.402
Environmental Remediation	2.200	2.010	91.4%	Ⓢ	Ⓢ		8.853	8.716
Fire Hall Emergency Generators	0.147	0.147	100.0%	Ⓢ	Ⓢ		16.627	16.627
Indian Residential School Survivors Legacy	2.720	0.297	10.9%	Ⓡ	Ⓢ	#2	16.950	1.151
Mechanical & Electrical	16.346	9.139	55.9%	Ⓢ	Ⓢ	#3	78.715	60.590
Others - SOGR	13.953	4.353	31.2%	Ⓡ	Ⓢ	#2	55.236	30.717
Relocation of Fire Station 332	7.442	1.365	18.3%	Ⓡ	Ⓢ	#2	21.370	0.675
Renovations	1.103	0.643	58.3%	Ⓢ	Ⓢ	#2	9.414	6.834
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	Ⓡ	Ⓢ	#1	4.658	4.655
Re-Roofing	0.308	0.000	0.1%	Ⓡ	Ⓢ	#2	4.525	4.508
Resiliency Program	0.150	0.051	33.7%	Ⓡ	Ⓢ	#1	3.858	3.768
Roofing	0.153	0.018	11.5%	Ⓡ	Ⓢ	#2	4.827	0.034
Sitework	1.264	1.251	99.0%	Ⓢ	Ⓢ		8.684	2.265
Structural / Building Envelope	27.514	12.585	45.7%	Ⓡ	Ⓢ	#2	151.555	77.207
Sub-Total	75.132	32.497	43.3%	-	-		392.183	222.960
Service Improvements								
8 Cumberland St	0.951	0.874	91.8%	Ⓢ	Ⓢ		1.800	1.722
9 Huntley St	0.135	0.000	0.0%	Ⓡ	Ⓢ	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	Ⓡ	Ⓢ	#1	10.507	10.484
Administrative Penalty System	0.050	0.001	2.8%	Ⓡ	Ⓢ	#1	2.674	2.601
CCTV Infrastructure Enhancements	1.044	0.303	29.0%	Ⓡ	Ⓢ	#2	9.842	8.352
Corporate Facilities Refurbishment Program	0.584	0.089	15.2%	Ⓡ	Ⓢ	#2	3.199	2.458
Courts Services Relocation & Fit Out Costs	0.028	0.028	100.0%	Ⓢ	Ⓢ		5.144	5.144
Customer Experience Program	7.760	5.578	71.9%	Ⓢ	Ⓢ	#3	17.590	10.803
Energy Management	3.621	1.490	41.1%	Ⓡ	Ⓢ	#2	25.385	19.351
Etobicoke Civic Centre	17.548	6.923	39.5%	Ⓡ	Ⓢ	#2	32.902	13.992
Global Corporate Security Program	1.829	0.730	39.9%	Ⓡ	Ⓢ	#2	4.472	2.898
Mechanical & Electrical	0.090	0.047	52.6%	Ⓢ	Ⓢ	#1	2.010	1.968
ModernTO	2.849	1.537	54.0%	Ⓢ	Ⓢ		4.400	2.833
Northwest Path - Phase 2	0.000	0.000	100.0%	Ⓢ	Ⓢ		0.671	0.671

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Office Modernization Program	32.934	4.017	12.2%	Ⓡ	Ⓨ	#4	255.531	33.504
Others - Service Improvements	5.979	0.732	12.2%	Ⓡ	Ⓨ	#2	36.610	15.631
Others - SOGR	0.008	0.000	0.0%	Ⓡ	Ⓢ	#1	2.500	0.398
Physical Security Capital Plan	1.870	1.404	75.0%	Ⓢ	Ⓢ		6.003	5.536
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	Ⓡ	Ⓢ	#1	0.569	0.000
Security Bollards - Union Station	3.328	0.199	6.0%	Ⓡ	Ⓨ	#2	5.135	0.631
St. Lawrence Market North Redevelopment	46.994	22.691	48.3%	Ⓡ	Ⓡ	#5	117.946	63.264
St. Lawrence Market South Renovations	0.583	0.111	19.0%	Ⓡ	Ⓨ	#6	5.150	0.927
Strategic Property Acquisitions	0.021	0.000	0.0%	Ⓡ	Ⓢ	#1	105.957	105.669
Toronto Strong Neighbourhood Strategy	2.026	0.538	26.6%	Ⓡ	Ⓨ	#2	6.245	3.441
TransformTO	1.566	0.736	47.0%	Ⓡ	Ⓨ	#2	2.000	1.170
Union Station - Signage & Wayfinding	0.250	0.001	0.3%	Ⓡ	Ⓨ	#2	0.250	0.130
Union Station - Traffic Management	0.200	0.000	0.0%	Ⓡ	Ⓨ	#2	0.200	0.000
Union Station East Wing	4.510	2.441	54.1%	Ⓨ	Ⓨ	#2	20.000	17.931
Union Station Enhancement Project	2.649	-0.037	-1.4%	Ⓡ	Ⓨ	#2	5.146	1.195
Union Station PTIF Projects	0.219	-0.109	-49.6%	Ⓡ	Ⓨ	#2	1.401	1.269
Union Station Revitalization	23.141	13.594	58.7%	Ⓨ	Ⓡ	#8	749.402	733.374
Various IT-Related Projects	1.927	0.999	51.8%	Ⓨ	Ⓢ	#1	6.020	3.772
Sub-Total	165.287	64.916	39.3%	-	-		1,451.561	1,075.883
Growth Related								
1251 Bridletowne Circle Acquisition	0.055	0.006	10.1%	Ⓡ	Ⓢ	#1	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	Ⓡ	Ⓢ	#7	15.000	0.000
Strategic Property Acquisitions Westwood	1.540	-0.082	-5.4%	Ⓡ	Ⓢ	#7	5.062	3.439
	0.090	0.000	0.0%	Ⓡ	Ⓢ	#1	4.000	1.138
Sub-Total	2.186	-0.077	-3.5%	-	-		30.004	10.464
Total	283.164	129.214	45.6%				2,088.536	1,372.443

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

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

Project is delayed due to RFQ/RFP delays, community consultations, insufficient resources, 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, procurement of Master Service Agreement taking longer than expected, and other staffing challenges.

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.

Note # 8:

Substantial performance was published in Q2 2021.

Chart 1
2021 Approved Budget by Category (\$45.82)

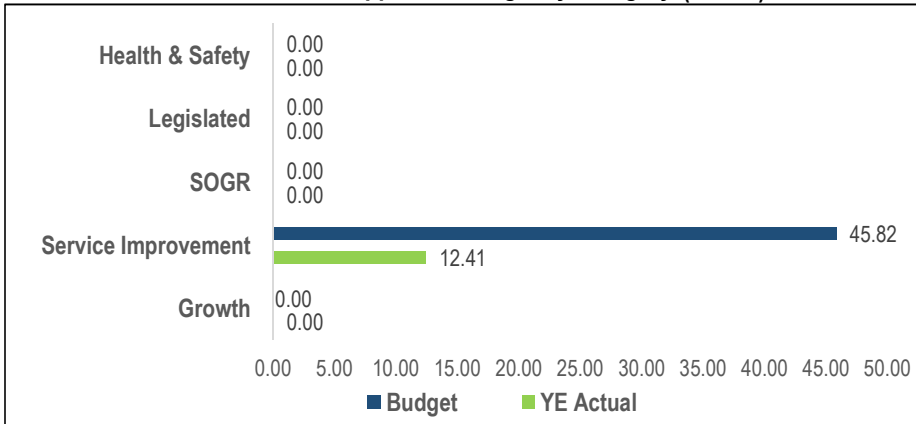


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 18

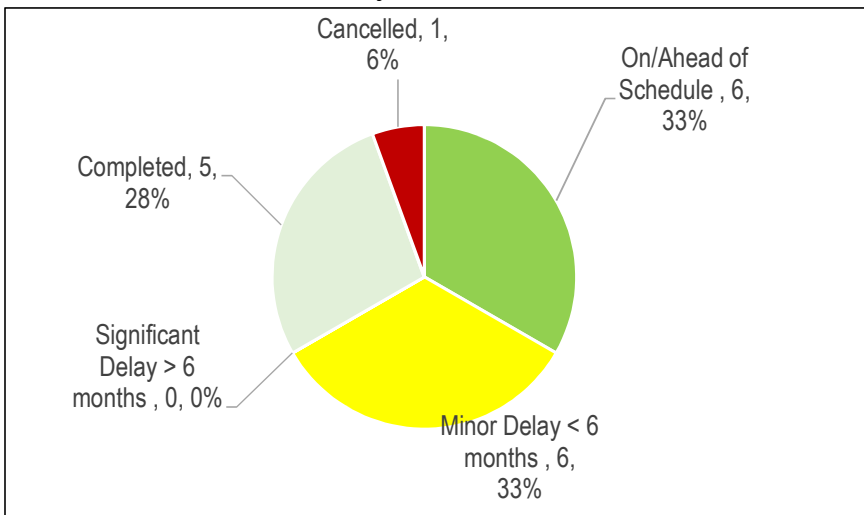


Table 2

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
13.40	18.30		14.03	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. Accordingly, as part of the Q3 Variance process, Council approved a deferral of 25M.0 to future years.

Key Discussion Points:

The overall EED program's year-end spending is \$12.4 million, or 27.1% of its 2021 capital plan. 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. As well, TCHC has decided not to take out the remaining \$14M loan, the project is now completed under budget.

Environment and Energy (ERP)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Combined Heat & Power (CHP)	0.002	0.000	2.0%	Ⓜ	Ⓢ	#1	4.001	2.677
Community Energy Planning	26.498	6.922	26.1%	Ⓜ	Ⓢ	#2, 3, 4	132.780	83.954
Demand Response Program	0.091	0.000	0.0%	Ⓜ	Ⓢ	#5	0.893	0.000
Renewable Energy	0.352	0.005	1.5%	Ⓜ	Ⓢ	#6	0.500	0.152
Residential Energy Retrofit Program (HELP)	3.927	0.453	11.5%	Ⓜ	Ⓨ	#4	26.612	5.865
TransformTO	14.945	5.031	33.7%	Ⓜ	Ⓨ	#4	42.571	26.279
Sub-Total	45.816	12.411	27.1%	-	-		207.357	118.928
Total	45.816	12.411	27.1%				207.357	118.928

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

Note # 1:

Project is complete.

Note # 2:

In 2020, due to significant procurement savings in the purchase of Combined Heat & Power (CHP) generators, \$14.0M of funds that were originally to be loaned to TCHC ended up not being required in 2020 and was deferred into 2021 to be potentially used toward other renewables like solar cells. Ultimately these funds were not used any further and the project is now being closed.

Note # 3:

\$5.0M worth of funds unspent in 2021 will be used for additional work with respect to the Toronto Zoo, with an expected project conclusion date of Dec 31, 2022.

Note #4:

Delays due to COVID-19.

Note #5:

Project was cancelled.

Note #6:

The exploratory nature of the GeoExchnage project makes timing difficult to predict. Actual end date of project has been updated to December 2023.

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

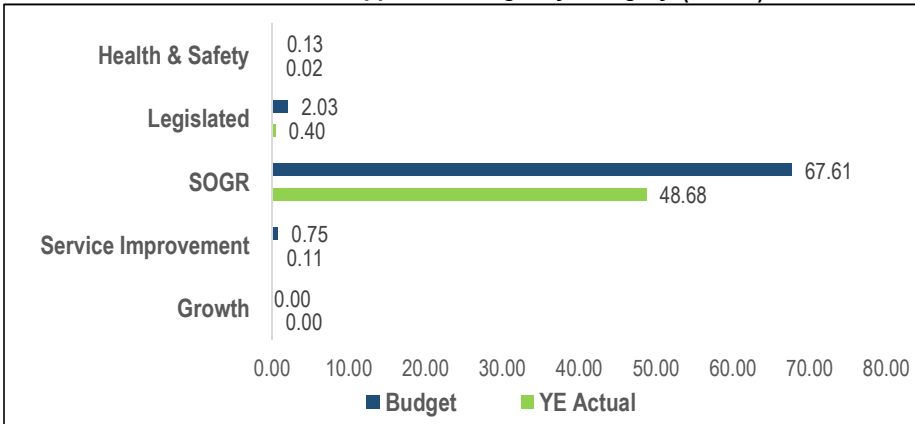


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 27

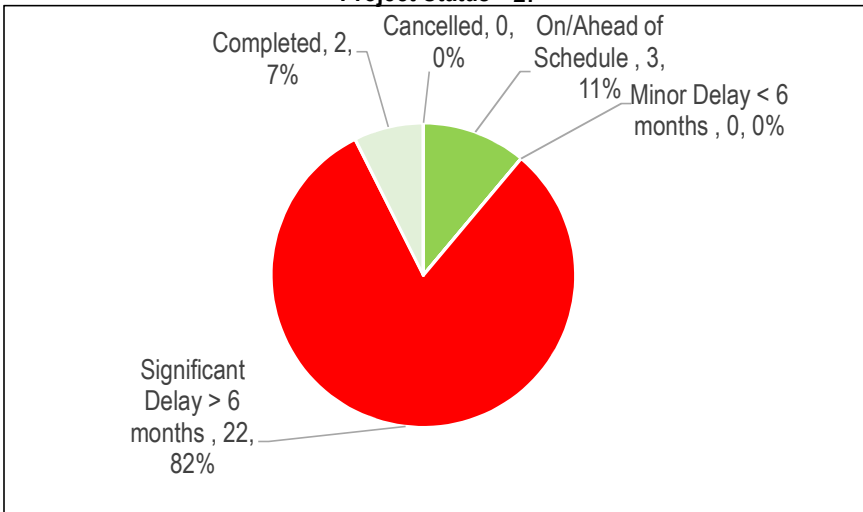


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.02		58.14	0.36	

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Fleet Services - Garage Security	0.132	0.018	13.8%	Ⓡ	Ⓡ	1	0.210	0.100
Sub-Total	0.132	0.018	13.8%	-	-		0.210	0.100
Legislated								
Car Share Technology	0.005	0.005	100.0%	Ⓢ	Ⓢ		0.145	0.005
EV Program	1.813	0.397	21.9%	Ⓡ	Ⓡ	1	3.015	0.556
Green Fleet Plan	0.212	0.000	0.0%	Ⓡ	Ⓡ	1	0.424	0.000
Sub-Total	2.030	0.402	19.8%	-	-		3.584	0.561
State of Good Repair								
Arena Boards - Fleet Replacement	0.349	0.225	64.5%	Ⓢ	Ⓡ	1	0.349	0.225
Economic Development & Culture - Fleet Replacement	0.050	0.002	4.1%	Ⓡ	Ⓡ	1	0.093	0.045
Engineering & Construction Services - Fleet Replacement	0.580	0.432	74.5%	Ⓢ	Ⓡ	1	1.040	0.460
Exhibition Place - Fleet Replacement	0.387	0.166	43.0%	Ⓡ	Ⓡ	1	1.000	0.910
Facility & Real Estate - Fleet Replacement	0.335	0.147	43.9%	Ⓡ	Ⓡ	1	1.737	0.694
Fleet Office Modernization	0.259	0.123	47.4%	Ⓡ	Ⓡ	1	0.317	0.183
Fleet Replacement - Insurance Company	0.272	0.153	56.2%	Ⓢ	Ⓢ	2	0.279	0.160
Fleet Services - Tools and Equipment	0.361	0.300	83.0%	Ⓢ	Ⓡ	1	0.653	0.592
Fuel Site Closures	1.806	1.229	68.1%	Ⓢ	Ⓡ	1	3.537	1.724
Municipal Licensing & Standard - Fleet Replacement	0.571	0.485	84.9%	Ⓢ	Ⓡ	1	0.871	0.785
Parks, Forestry & Recreation - Fleet Replacement	6.418	4.406	68.6%	Ⓢ	Ⓡ	1	17.894	10.972
Policy Planning Finance & Administration - Fleet Replacement	0.031	0.000	0.0%	Ⓡ	Ⓡ	1	0.031	0.000
Purchasing & Materials Management - Fleet Replacement	0.100	0.032	32.2%	Ⓡ	Ⓡ	1	0.100	0.032
Solid Waste - Fleet Replacement	10.714	9.971	93.1%	Ⓢ	Ⓢ		44.147	16.346
Toronto Community Housing Corporation - Fleet Replacement	1.037	0.446	43.0%	Ⓡ	Ⓢ	3	1.666	0.909
Toronto Fire - Fleet Replacement	12.989	12.338	95.0%	Ⓢ	Ⓡ	4	46.972	22.165
Toronto Library - Fleet Replacement	1.082	0.000	0.0%	Ⓡ	Ⓡ	1	1.082	0.000
Toronto Paramedic - Fleet Replacement	8.182	2.406	29.4%	Ⓡ	Ⓡ	1	17.807	12.397
Toronto Water - Fleet Replacement	7.791	4.406	56.6%	Ⓢ	Ⓡ	1	38.604	15.952
Toronto Zoo - Fleet Replacement	0.350	0.346	98.9%	Ⓢ	Ⓢ		0.350	0.346
Transportation Services - Fleet Replacement	13.943	11.067	79.4%	Ⓢ	Ⓡ	1	49.107	31.089
Sub-Total	67.608	48.681	72.0%	-	-		227.639	115.984
Service Improvements								

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Fleet Management and Fuel Integration Sustainment	0.405	0.115	28.4%	Ⓜ	Ⓜ	1	0.711	0.507
Vendor Management Portal	0.340	0.000	0.0%	Ⓜ	Ⓜ	1	0.478	0.138
Sub-Total	0.745	0.115	15.4%	-	-		1.189	0.645
Total	70.516	49.216	69.8%				232.622	117.290

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:

Delay due to COVID-19

Note # 2:

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

Note # 3:

Despite delay due to COVID-19, project still on track for December 31, 2022 completion.

Note # 4:

Despite substantial spend in 2021, delivery delays due to COVID-19 from manufacturer will result in delivery and hence project completion in late 2022.

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

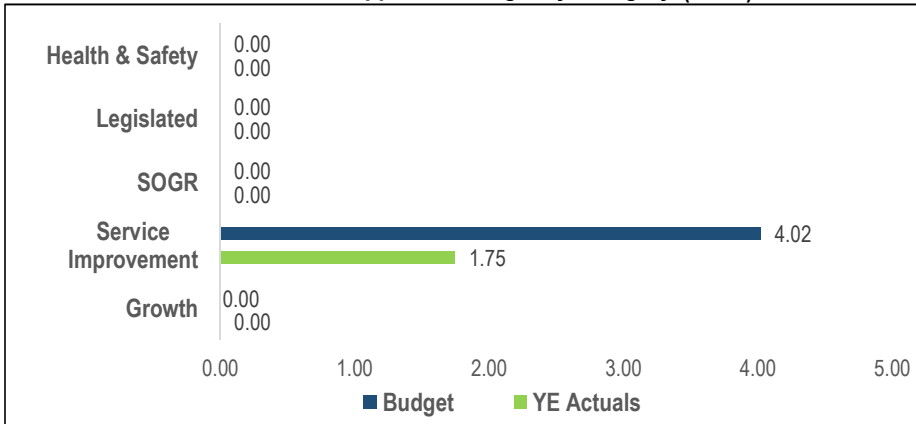


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 5

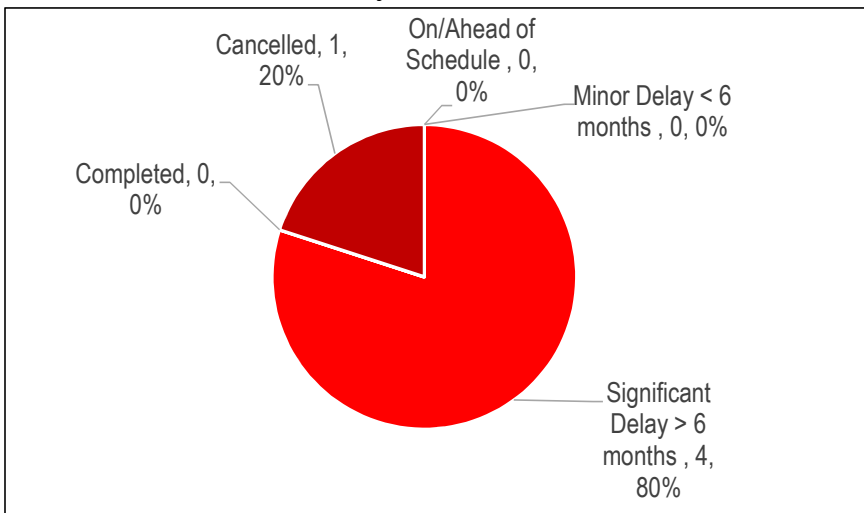


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		3.10	0.92	

Reasons for "Other*" Projects Delay:

- The projects are in late stages of the procurement process, but delayed due to global technology shortages and supply chain issues due to the COVID-19 pandemic. The project plans have been revised based on updated estimates and risk assessments and re-submitted during the 2022 Budget process.

Chief Information Security Office (CYB)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Service Improvements								
Cyber Command Centre	0.200	0.000	0.0%	Ⓜ	Ⓜ	#2	17.854	
Digitization Support Services	0.585	0.000	0.0%	Ⓜ	Ⓜ	#1	0.585	
Forensics	0.217	0.041	18.9%	Ⓜ	Ⓜ	#1	0.351	0.041
Infrastructure - Vulnerability	0.920	0.034	3.7%	Ⓜ	Ⓜ	#3	0.117	0.034
Managed Security Service Provider (MSSP)	2.099	1.673	79.7%	Ⓞ	Ⓜ	#1	3.721	1.673
Sub-Total	4.021	1.747	43.5%	-	-		22.628	1.747
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	4.021	1.747	43.5%				22.628	1.747

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 in late stages of the procurement process, but delayed due to global technology shortages and supply chain issues due to the COVID-19 pandemic. The project plans have been revised based on updated estimates and risk assessments and re-submitted during the 2022 Budget process.

Note #2:

Management has decided to defer and revise the project's timeline through the 2022 budget process.

Note #3:

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 (\$71.51)

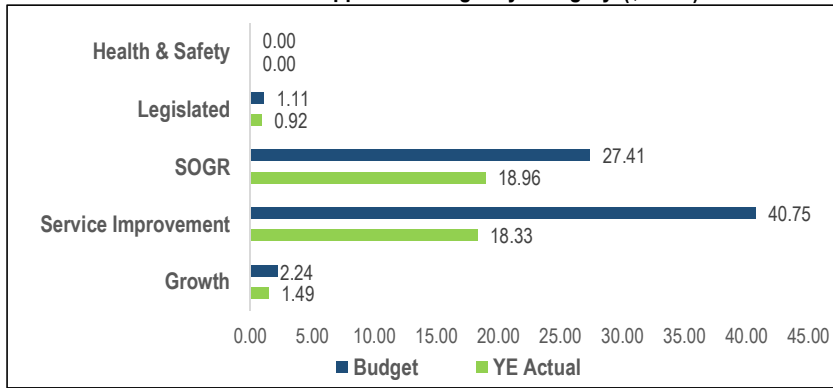


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 71

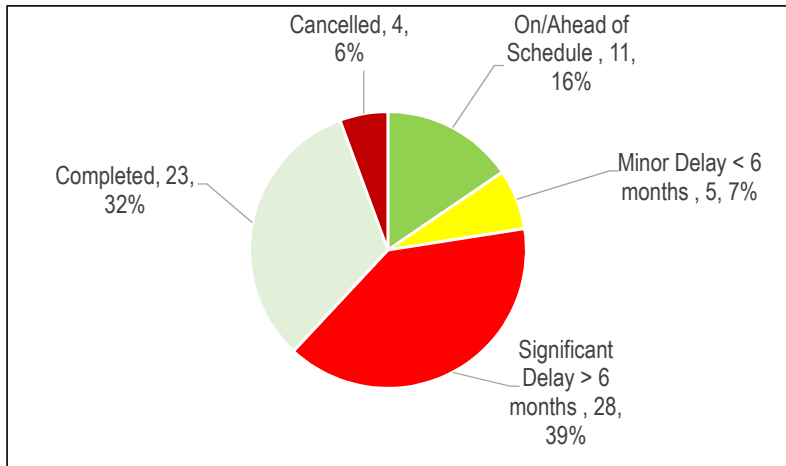


Table 2

Reason for Delay	33	
	Significant Delay	Minor Delay
Insufficient Staff Resources	8	
Procurement Issues	3	2
RFQ/RFP Delayed	3	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	5	1
Community Consultation		
Other*	9	2
Total # of Projects	28	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
32.99	14.33	21.94	1.31	0.95

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 was delayed while the project team underwent an assessment of solutions to manage physical records.
- The IBMS Review & Transformation and Toronto Building Complaint Management Process projects are 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.
- The TEMS Replacement project was delayed while additional reviews around application security and digital accessibility were being conducted.
- The Open Data Visualization project was delayed while the project's scope was being revised.
- The Toronto Property System (TPS) Refresh project is on hold while the project team assess changes being made to the data by MPAC are being made.

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	
Legislated								
AODA Compliance	0.808	0.728	90.1%	Ⓞ	Ⓡ	#2	4.800	4.737
EDHR - Complaints Management System	0.300	0.197	65.5%	Ⓨ	Ⓡ	#3	0.308	0.204
Sub-Total	1.109	0.925	83.4%	-	-		5.108	4.941
State of Good Repair								
Asset Lifecycle Management	21.571	18.075	83.8%	Ⓞ	Ⓞ		134.106	134.106
Business Sustainment Systems	1.914	0.094	4.9%	Ⓡ	Ⓡ	#4	6.769	3.279
Corporate Planning & Management	1.095	0.164	15.0%	Ⓡ	Ⓞ	#5	2.454	0.583
Disaster Recovery Program	0.784	0.241	30.8%	Ⓡ	Ⓞ	#6	4.532	2.623
IT Service Mgmt	0.147	0.084	57.1%	Ⓨ	Ⓞ		7.959	3.767
Kronos Upgrade	0.093	0.088	94.5%	Ⓞ	Ⓞ		0.500	0.495
Museums & Heritage Services IT Infrastructure SOGR	0.396	0.018	4.5%	Ⓡ	Ⓡ	#1	1.260	0.882
Technology Infrastructure	0.865	0.198	22.9%	Ⓡ	Ⓡ	#7	3.552	2.856
TEMS Replacement	0.094		0.0%	Ⓡ	Ⓨ	#8	0.900	0.308
Toronto Property System (TPS) refresh	0.449		0.0%	Ⓡ	Ⓡ	#9	0.756	0.304
Sub-Total	27.408	18.962	69.2%	-	-		162.788	149.203
Service Improvements								
311 - Technology Upgrades	4.582	1.996	43.6%	Ⓡ	Ⓨ	#10	9.335	2.020
Access Control Self Serve	0.460		0.0%	Ⓡ	Ⓡ	#11	0.460	0.000
Application Systems	1.284	0.653	50.9%	Ⓨ	Ⓡ	#12	10.308	7.060
Applications Portfolio Tools & Rationalization	0.069		0.0%	Ⓡ	Ⓡ	#13	0.670	0.062
Artificial Intelligence for SSHA and TPH	0.837	0.141	16.9%	Ⓡ	Ⓡ	#1	1.056	0.361
Business Sustainment Systems	3.397	1.097	32.3%	Ⓡ	Ⓡ	#14	19.384	12.957
ConnectTO - Network Utility	0.350	0.116	33.1%	Ⓡ	Ⓞ	#15	0.350	0.171
Corporate Initiatives	0.665	0.201	30.3%	Ⓡ	Ⓡ	#16	4.444	3.523
Corporate Planning & Management	0.180	0.076	41.9%	Ⓡ	Ⓡ	#17	0.529	0.410
ECS Cloud Deployment- Construction Project and DMS	2.041	0.767	37.6%	Ⓡ	Ⓡ	#18	2.758	1.583
Ent Doc & Record Mgmt Solutions (EDRMS)	2.542	0.761	30.0%	Ⓡ	Ⓡ	#19	10.159	6.507
Enterprise Work Management Solution	9.323	6.007	64.4%	Ⓨ	Ⓞ	#20	19.478	6.549
Etime Scheduling Enterprise Rollout	0.650	0.500	76.8%	Ⓞ	Ⓞ		4.457	1.693
HR Labour Relations Information System (LRIS)	0.564	0.096	16.9%	Ⓡ	Ⓡ	#21	0.736	0.298
Justice Video Network (JVN) Implementation for Courtrooms	0.520		0.0%	Ⓡ	Ⓡ	#1	0.520	0.000
Office 365	5.033	2.287	45.4%	Ⓡ	Ⓨ	#22	8.784	2.610
Open Data Visualization	0.307	0.307	100.0%	Ⓞ	Ⓡ	#23	3.114	2.390
Publicly Accessible Wi-Fi For City Facilities	0.245	0.182	74.4%	Ⓞ	Ⓨ	#24	0.975	0.870
ServiceNow	1.505	0.534	35.4%	Ⓡ	Ⓡ	#25	6.831	0.558

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Technology Infrastructure	6.203	2.610	42.1%	Ⓡ	Ⓢ	#1	15.408	5.840
Sub-Total	40.754	18.331	45.0%	-	-		119.756	55.462
Growth Related								
Consolidated Data Centre	1.764	1.357	76.9%	Ⓢ	Ⓡ	#26	2.838	2.436
Corporate Initiatives	0.477	0.130	27.2%	Ⓡ	Ⓡ	#1	1.418	0.694
Sub-Total	2.241	1.486	66.3%	-	-		4.256	3.130
Total	71.512	39.703	55.5%				291.908	212.736

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 was delayed while discussions were being held on how best to proceed with the project. The Directory Services Transition project was delayed due to challenges in recruiting project resources.

Note # 5:

The Information Management Infrastructure (Enterprise Classification) project was delayed while discussions between the Divisions were being held regarding the status of the project and the future direction. Project is expected to be on track for 2022.

Note # 6:

Underspend was due to lower than planned resource charges. Overall the project remains on track.

Note # 7:

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

Note # 8:

The TEMS Replacement project was delayed while additional reviews around application security and digital accessibility were being conducted.

Note # 9:

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

Note # 10:

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

Note # 11:

The Access Control Self Serve project was delayed while staff resources were secured as well as a delay in receiving a vendor quote.

Note # 12:

The ECS Business Systems Implementation and CLASS Replacement Planning projects are delayed while management worked to fill positions to support the project work. The Enterprise Business Intelligence Implementation project is on hold while the project's scope was being revised. The Domino Decommissioning Strategy & Implementation Project had its scope and strategy reassessed.

Note # 13:

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

Note # 14:

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 was delayed while discussions with other stakeholders were taking place regarding the project's direction and roadmap to ensure the project aligns with expectations. The Online Portal Services for City Planning is on hold while the project team considers integration opportunities with the C2K initiative.

Technology Services (ITP)

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

Note # 15:

The Connect TO - Network Utility project was delayed while staff resources to support project work are being acquired. However the project is becoming on time and underspend is due to lower contractor costs in 2021 than planned.

Note # 16:

The Enterprise Learning Initiative (ELI) and HR Electronic Skills Assessment Solution projects are complete. 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 and insufficient resources.

Note # 17:

The S DFA Online Grant Management System was delayed due to SAP integration issues and insufficient resources due to staffing departures.

Note # 18:

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

Note # 19:

The Enterprise Document & Record Management Solutions project was delayed while the project team underwent an assessment of solutions to manage physical records. The project was split into the Livelink Records Server (LLRS) Replacement and the Archival Description Database (WebGENCAT) Replacement projects. Refer to Major Capital Projects Appendix for further details.

Note # 20:

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 # 21:

HR Labour Relations Information System (LRIS) was delayed while the project team prepared for the procurement and staffed 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 Open Data Visualization project was delayed while the project's scope was being revised.

Note # 24:

The Publicly Accessible Wi-Fi For City Facilities project was delayed due to supply shortages for network equipment.

Note # 25:

The Service Now project was delayed while the RFQ was being finalized.

Note # 26:

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 were also impacting equipment procurement.

Note # 27:

The Workforce (HR) Business Intelligence Phase 2 project was delayed while the project acquired consulting resources required to develop the BI strategy.

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

Program		2021 Approved Cash Flow	2021 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
Office of the CFO and Treasurer	4M	2.49	1.67	66.9%		Ⓢ
	Q2	2.49	0.73	29.3%	↓	Ⓡ
	Q3	2.49	0.25	9.9%	↓	Ⓡ
	Q4	2.49	0.02	0.7%	↓	Ⓡ
Office of the Controller	4M	76.74	23.25	30.3%		Ⓡ
	Q2	76.74	18.45	24.0%	↓	Ⓡ
	Q3	76.74	9.49	12.4%	↓	Ⓡ
	Q4	76.74	5.25	6.8%	↓	Ⓡ
TOTAL	4M	79.23	24.92	31.4%		Ⓡ
	Q2	79.23	19.18	24.2%	↓	Ⓡ
	Q3	79.23	9.74	12.3%	↓	Ⓡ
	Q4	79.23	5.27	6.6%	↓	Ⓡ

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

For the twelve months ended December 31, 2021, the capital expenditures for Office of the CFO and Treasurer totalled \$0.02 million of their 2021 Approved Capital Budget of \$2.49 million; while Office of the Controller has spent \$5.25 million of their 2021 Approved Capital Budget of \$76.74 million.

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

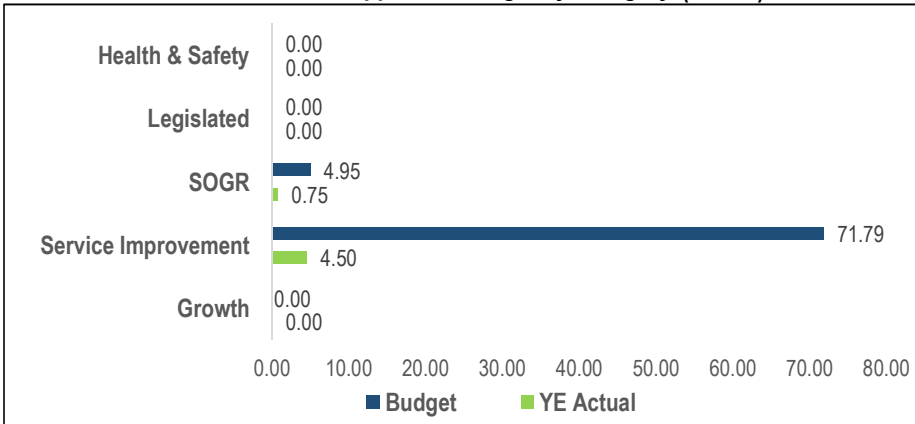


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 9

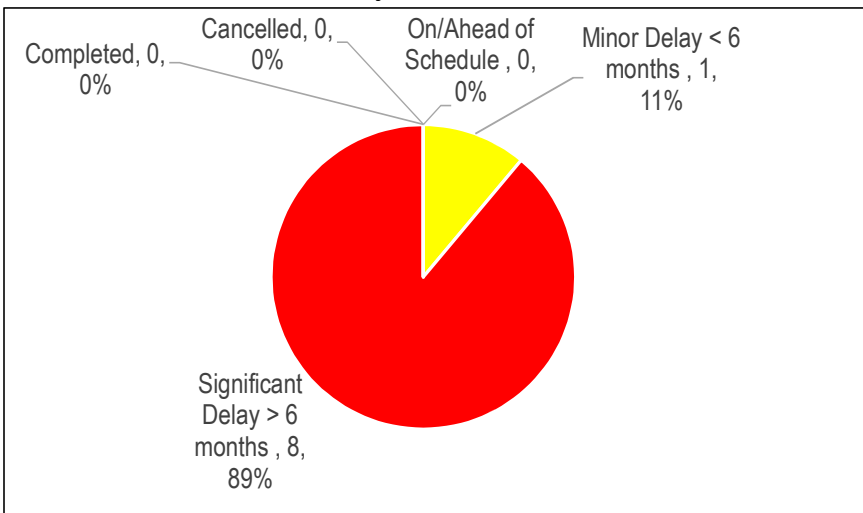


Table 2

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	1	
Community Consultation		
Other*	1	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:

- Supply Chain Management Transformation: significant delays due to difficulties and delays in securing sufficient resources which impacted on planning capacity and sustainment accountability and slowed down progression on Contract module .
- Financial Systems Transformation Project: minor delay in start date of Design phase from May to Sep 2021 due to insufficient staff resources as a consequence of delay in hiring, and Vendor on-boarding issues .

Key Discussion Points: (Please provide reason for delay)

- Delays in obtaining contract resources for 4 projects (Parking Tag Management Software Upgrade, Electronic Self Service Tax and Utility, EBilling Initiative, and Revenue System - Phase 11-2000) of a total 2021 budget of \$0.7M have resulted in not spending \$0.5M, which would be carried forwards into 2022.
- PPEB Transformation Program: significant delays mainly due to responding to priorities of Covid-19 effect.

Office of the Controller (FNS)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Tax Billing System	2.739	0.287	10.5%	Ⓡ	Ⓡ	#1	8.873	2.937
Utility Billing System	2.208	0.462	20.9%	Ⓡ	Ⓡ	#2	5.971	1.435
Sub-Total	4.947	0.748	15.1%	-	-		14.844	4.372
Service Improvements								
Parking Tag Management	0.096	0.000	0.0%	Ⓡ	Ⓡ	#3	2.458	0.662
Software Upgrade								
Electronic Self Service Tax and Utility	0.317	0.107	33.8%	Ⓡ	Ⓡ	#4	0.551	0.341
EBILLING INITIATIVE	0.076	0.000	0.1%	Ⓡ	Ⓡ	#5	0.469	0.393
REVENUE SYSTEM - PHASE 11 - 2000	0.162	0.000	0.0%	Ⓡ	Ⓡ	#6	3.500	3.338
Supply Chain Management Transformation (SCMT)	4.330	2.292	52.9%	Ⓢ	Ⓡ	#7	26.039	19.397
PPEB Transformation Program	4.011	0.924	23.0%	Ⓡ	Ⓡ	#8	7.659	1.849
Financial Systems Transformation Project	62.802	1.179	1.9%	Ⓡ	Ⓢ	#9	137.686	1.179
Sub-Total	71.794	4.503	6.3%	-	-		178.362	27.159
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	76.741	5.251	6.8%				193.206	31.531

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 became a carry forward and an extension of the project end date to 2023.

Note # 2:

Staffing challenges have resulted in not spending 1.7M which became 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 96K, which became a carry forward into 2022.

Note # 4:

Delays in obtaining contract resources has resulted in not spending 210K which became 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 76K which became 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 became a carry forward into 2022.

Note # 7:

- Late reassignment of resources from Covid and resource challenges, further delay by PE response times for hiring, impact on planning capacity and sustainment accountability. Despite obstacles, there was a successful engagement, technical configuration and SLP launch for both Suppliers and Performance Evaluation function. EY deliverables and impact of CM/SRM unknown. Project to continue program management of Supplier Performance Evaluation.
- Also, 2 resources moved off of the project into new roles and the rejection of two offers made at last job posting. This risk was managed, it slowed progression on Contract module but did not impact SAP engagement nor SLP launch.

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. City staffing challenges, caused stopping & delaying projects execution (some projects resumed and others not yet). In 2021, hiring of needed staff, 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 project started approximately four months later than the expected start-date (September 2021 vs. May 2021). The project is expected to end in December 2023. In the meantime, the Project Team continues to work with the Systems Integrator on implementation and will advise of updates.

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

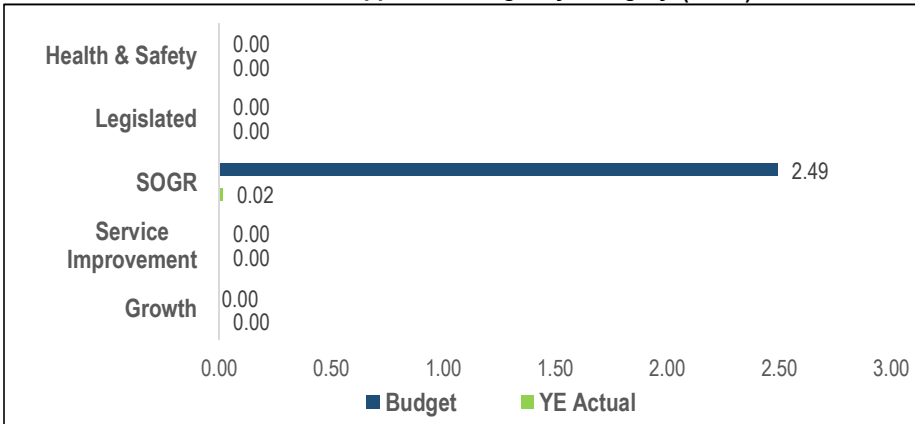


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 2

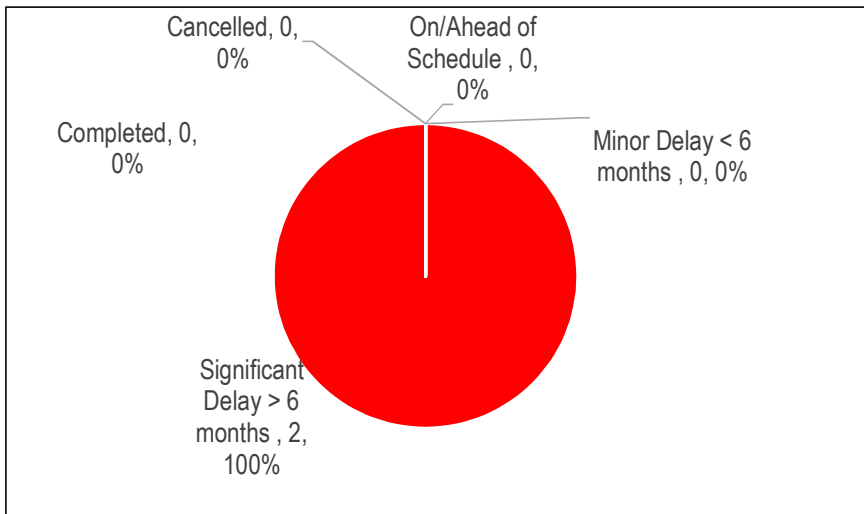


Table 2

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:

- INTEGRATED ASSET PLANNING MANAGEMENT (IAPM): capital is preserved to support the delivery of non-core asset management plan for all municipal infrastructure assets with provincially legislated timeframe of summer 2024

Key Discussion Points: (Please provide reason for delay)

- RISK MANAGEMENT INFO SYSTEM UPGRADE: RFP delayed coupled with delays in evaluation stage and bid award

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.707	0.017	1.0%	Ⓡ	Ⓡ	#1	3.096	0.947
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.787	0.000	0.0%	Ⓡ	Ⓡ	#2	1.892	1.106
Sub-Total	2.494	0.017	0.7%	-	-		4.988	2.053
Service Improvements								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	2.494	0.017	0.7%				4.988	2.053

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 program successfully completed the core asset management report and got Council approval in the fall of 2021 through the use of existing operating resources (through Finance, Transportation & Toronto Water). The program preserved the capital and it will be used to support the delivery of non-core asset management plan with provincially legislated timeframe of summer 2024.

Note # 2:

- RFP could not be issued in fall 2020 as originally anticipated due to staffing challenges related to completion of the RFP and technical requirements. RFP was released on April 7, 2021 and was closed on May 7, 2021. Also estimating \$30k in costs for any internal charges, vulnerability assessments, etc.
- Evaluation stage was delayed due to non-compliant submissions. 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)
			YE Actual	% at Year End		
City Clerk's	4M	15.01	14.93	99.5%		Ⓢ
	Q2	15.01	14.83	98.8%	↓	Ⓢ
	Q3	15.01	7.57	50.4%	↓	Ⓢ
	Q4	15.01	4.56	30.4%	↓	Ⓢ
Corporate Initiatives	4M	3.36	1.51	44.8%		Ⓢ
	Q2	3.36	1.51	44.8%	□	Ⓢ
	Q3	3.36	1.51	44.8%	□	Ⓢ
	Q4	3.36	0.65	19.3%	↓	Ⓢ
TOTAL	4M	18.37	16.44	89.5%		Ⓢ
	Q2	18.37	16.34	88.9%	↓	Ⓢ
	Q3	18.37	9.08	49.4%	↓	Ⓢ
	Q4	18.37	5.21	28.3%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%						

For the twelve months ended December 31, 2021, the capital expenditures for Other City Programs totalled \$5.2 million of their collective 2021 Approved Capital Budget of \$18.4 million. City Clerk and Corporate Initiatives both have a spending rate below 70%.

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

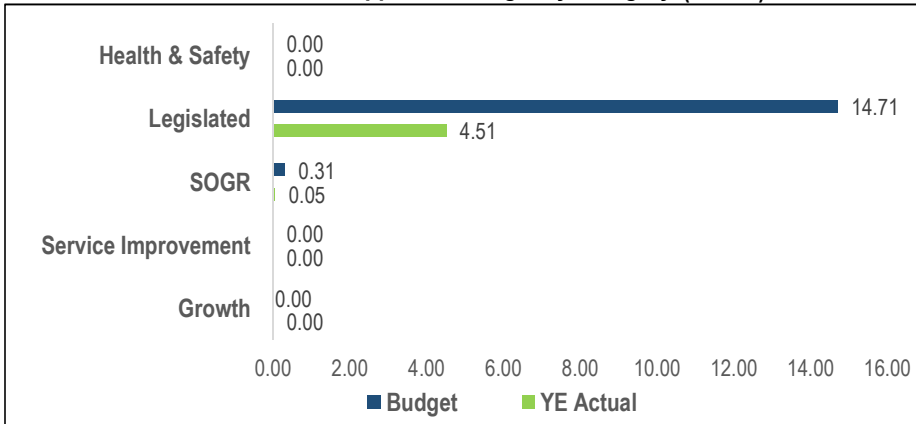


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

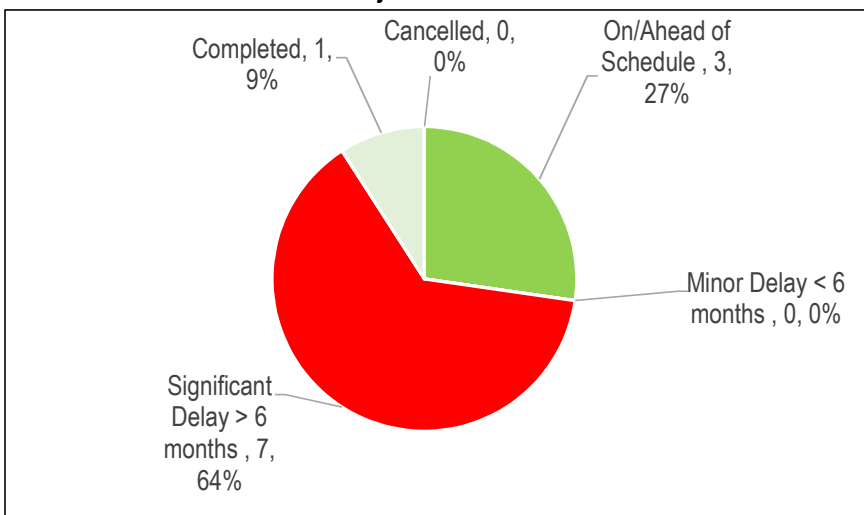


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.19		3.78	0.05	

Reasons for "Other*" Projects Delay:

- 'Implementing two phases for this project: - phase 1: SOGR and upgrade of the Records Centre Staff area completed.
- - phase 2: The specifications and requirements for moving the digitization lab to Spadina have taken longer than initially planned. The completion of this phase move is dependent on the AODA construction work that will take place from May to Dec. 2022. The target completion for phase 2 (digitization lab) will be in 2023.

City Clerk's Office (CLK)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Election Technology Program For 2022 Election	2.129	2.079	97.7%	Ⓞ	Ⓞ		6.530	4.875
TMMIS SOGR 2019-2022	0.270	0.187	69.2%	Ⓜ	Ⓡ	#1	0.960	0.347
Replacement of Voting Equipment	9.000	1.648	18.3%	Ⓡ	Ⓞ	#2	18.000	1.648
City Clerk's Business System - Legislative Compliance	0.225	0.063	27.9%	Ⓡ	Ⓡ	#3	0.449	0.287
City Clerk's Business System - 2020-2021	0.427	0.250	58.4%	Ⓜ	Ⓡ	#4	0.565	0.388
Council Business system - 2020- 2021	0.456	0.231	50.8%	Ⓜ	Ⓡ	#5	0.680	0.421
Council Transition Requirements 2017	0.050	0.050	99.5%	Ⓞ	Ⓞ		1.267	1.241
Election Supply Logistics Transformation	2.150	0.000	0.0%	Ⓡ	Ⓡ	#6	2.150	0.000
Sub-Total	14.707	4.507	30.6%	-	-		30.601	9.207
State of Good Repair								
Archives Equipment Upgrade 2017-2023	0.057	0.046	81.4%	Ⓞ	Ⓞ		0.265	0.254
Records Centre Services SOGR	0.050	0.004	9.0%	Ⓡ	Ⓡ	#7	0.250	0.004
Mail Security & Mail Room Updates	0.200	0.000	0.0%	Ⓡ	Ⓡ	#8	0.200	0.000
Sub-Total	0.307	0.051	16.5%	-	-		0.715	0.259
Service Improvements								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	15.013	4.558	30.4%				31.316	9.466

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, 3, 4, 5:

Covid-19 related issues.

Note # 2:

A report to City council was adopted on November 9, 2021. First shipment of tabulators received in December 2021.

Note # 6, 8:

Procurement Issues.

Note # 7:

The completion of the phase 2 move is dependent on the AODA construction work that will take place from May to Dec. 2022. The target completion for phase 2 (digitization lab) will be in 2023.

**2021 Capital Spending by Program
City Agencies**

Exhibition Place	4M	12.31	12.31	100.0%		Ⓞ
	Q2	12.31	12.31	100.0%	↑	Ⓞ
	Q3	12.31	11.16	90.7%	□	Ⓞ
	Q4	12.31	10.42	84.6%	↓	Ⓞ
Go Transit	4M	60.00	0.00	0.0%		Ⓡ
	Q2	60.00	0.00	0.0%	□	Ⓡ
	Q3	60.00	60.00	100.0%	□	Ⓞ
	Q4	60.00	60.00	100.0%	↓	Ⓡ
To Live	4M	30.55	27.39	89.6%		Ⓞ
	Q2	30.55	27.24	89.2%	↓	Ⓞ
	Q3	30.55	21.37	70.0%	□	Ⓨ
	Q4	30.55	17.80	58.3%	↓	Ⓨ
TRCA	4M	18.20	18.20	100.0%		Ⓞ
	Q2	18.20	18.20	100.0%	□	Ⓞ
	Q3	18.20	18.20	100.0%	□	Ⓞ
	Q4	18.20	18.20	100.0%	□	Ⓞ
Toronto Police	4M	72.85	58.58	80.4%		Ⓞ
	Q2	72.85	53.15	73.0%	↓	Ⓞ
	Q3	72.85	45.02	61.8%	□	Ⓨ
	Q4	72.85	37.68	51.7%	↓	Ⓨ
Toronto Public Health	4M	5.03	3.22	64.0%		Ⓨ
	Q2	5.03	3.31	65.7%	↑	Ⓨ
	Q3	5.03	2.12	42.1%	□	Ⓡ
	Q4	5.03	1.22	24.2%	↓	Ⓡ
Toronto Public Library	4M	44.99	44.79	99.5%		Ⓞ
	Q2	45.30	37.86	83.6%	↓	Ⓞ
	Q3	45.30	32.12	70.9%	□	Ⓞ
	Q4	48.94	35.00	71.5%	↑	Ⓞ
Toronto Zoo	4M	20.26	19.24	95.0%		Ⓞ
	Q2	20.26	18.01	88.9%	↓	Ⓞ
	Q3	20.26	12.27	60.6%	□	Ⓨ
	Q4	20.26	10.29	50.8%	↓	Ⓨ
Toronto Transit Commission	4M	1,376.04	1,226.43	89.1%		Ⓞ
	Q2	1,376.04	1,154.70	83.9%	↓	Ⓞ
	Q3	1,376.04	1,154.70	83.9%	□	Ⓞ
	Q4	1,376.04	864.84	62.8%	↓	Ⓨ
TOTAL	4M	1,640.23	1,410.16	86.0%		
	Q2	1,640.53	1,324.79	80.8%	↓	
	Q3	1,640.53	1,356.96	82.7%	↑	Ⓞ
	Q4	1,644.18	1,055.45	64.2%	↓	Ⓨ
 between 50% and 70% < 50% or > 100%						

For the twelve months ended December 31, 2021, the capital expenditures for City Agencies totalled \$995.45 million of their collective 2021 Approved Capital Budget of \$1,644 billion. GO Transit, TRCA, Toronto Public Library and Exhibition Place have a year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

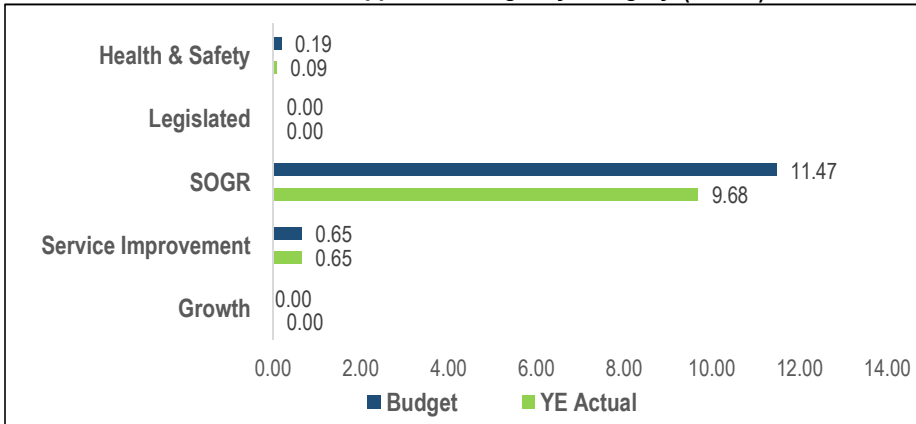


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 53

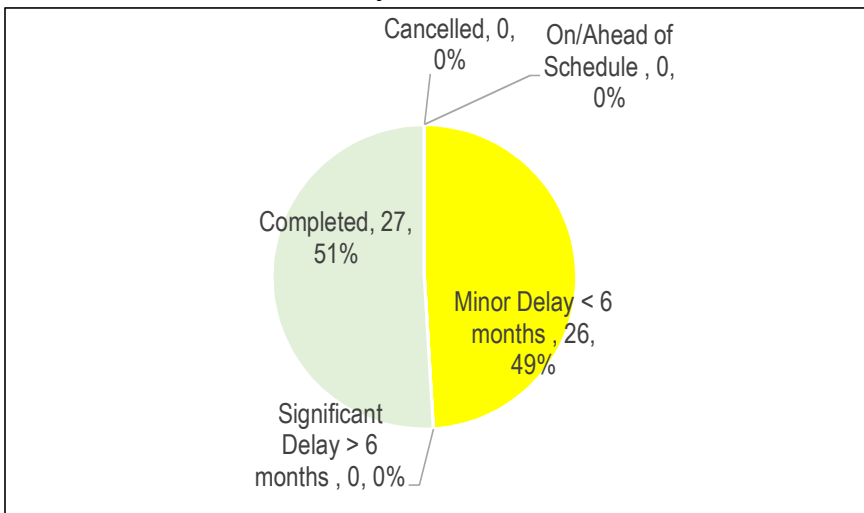


Table 2

Reason for Delay	26	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		3
RFQ/RFP Delayed		2
Contractor Issues		
Site Conditions		7
Co-ordination with Other Projects		11
COVID-19 Related		
Community Consultation		
Other*		3
Total # of Projects		26

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	5.26		7.05	

Reasons for "Other*" Projects Delay:

- *Enercare Centre* (\$0.078 million) project was underspend and delayed due to further investigation and required scope refinement .
- *Equipment* (\$0.002 million) project was underspend due to minor laour and accounting adjustments.

Key Discussion Points:

- Exhibition Place achieved a 2021 year-end spending of \$10.422 million, or 84.6% of its 2021 Council Approved Capital Budget of \$12.312 million.
- There were 26 projects with 2021 gross under-expenditure of \$1.890 million that experienced minor delays of 6 months mainly due to co-ordination with other projects or unforeseen site condition issues. These projects are expected to be completed by second quarter of 2022.

Exhibition Place (EXH)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Other Building	0.190	0.086	45.4%	Ⓜ	Ⓜ	#1	0.275	0.172
Sub-Total	0.190	0.086	45.4%	-	-		0.275	0.172
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Pre-Engineering Program	0.173	0.110	63.7%	Ⓜ	Ⓜ	#2	0.173	0.110
Queen Elizabeth Building	0.197	0.197	100.0%	Ⓞ	Ⓞ		0.200	0.200
Other Building	0.423	0.193	45.6%	Ⓜ	Ⓜ	#4	0.865	0.635
Equipment	0.793	0.769	96.9%	Ⓞ	Ⓜ	#5	0.800	0.775
Enercare Centre	6.472	6.055	93.6%	Ⓞ	Ⓜ	#3	7.020	6.603
Coliseum Complex	0.248	0.165	66.7%	Ⓜ	Ⓜ	#1	0.250	0.167
Parks, Parking Lots and Roads	0.961	0.834	86.8%	Ⓞ	Ⓜ	#4	0.995	0.868
Horse Palace	0.100	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.100
Food Building	0.037	0.037	100.0%	Ⓞ	Ⓞ		0.507	0.507
Better Living Centre	0.173	0.133	76.9%	Ⓞ	Ⓜ	#6	0.175	0.135
Beanfield Centre	0.943	0.606	64.3%	Ⓜ	Ⓜ	#7	0.950	0.613
Electrical Underground High Voltage Utilities	0.950	0.484	50.9%	Ⓜ	Ⓜ	#1	0.950	0.484
Sub-Total	11.470	9.684	84.4%	-	-		12.985	11.197
Service Improvements								
Enercare Centre	0.150	0.150	100.0%	Ⓞ	Ⓞ		0.150	0.150
Beanfield Centre	0.502	0.502	100.0%	Ⓞ	Ⓞ		3.180	3.180
Sub-Total	0.652	0.652	100.0%	-	-		3.330	3.330
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	12.312	10.422	84.6%				16.590	14.699

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 (\$0.103 million) Health and Safety, Coliseum Complex (\$0.083 million) State of Good Repair and Electric Underground High Voltage Utilities (\$0.466 million) State of Good Repair projects are delayed due to co-ordination with other projects. These projects are expected to be fully spent and completed by the end of Q2 2022.

Note # 2:

The Pre-Engineering Program (\$0.063 million) project is delayed due to the later than expected timing of the RFP process. The project is expected to be completed by the end of Q2 2022.

Note # 3:

The Enercare Centre (\$0.417 million) project is delayed due to site conditions on the Exhibition Place Grounds. The project is expected to be completed by the end of Q2 2022.

Note # 4:

Other Building (\$0.230 million) and Parks Parking Lots and Roads (\$0.127 million) projects are delayed due to site conditions and co-ordination with other projects. The projects are expected to be completed by the end of Q2 2022.

Note # 5:

The Equipment (\$0.024 million) project is delayed due to site conditions and minor labour/accounting adjustments. The project is expected to be completed by the end of Q2 2022.

Exhibition Place (EXH)

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

Note # 6:

The Better Living Centre (\$0.04 million) project is delayed due to procurement issues. The project is expected to be completed by the end of Q2 2022.

Note # 7:

The Beanfield Centre (\$0.337 million) project is delayed due to procurement issues and co-ordination with other projects. The project is expected to be completed by end of Q2 2022.

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

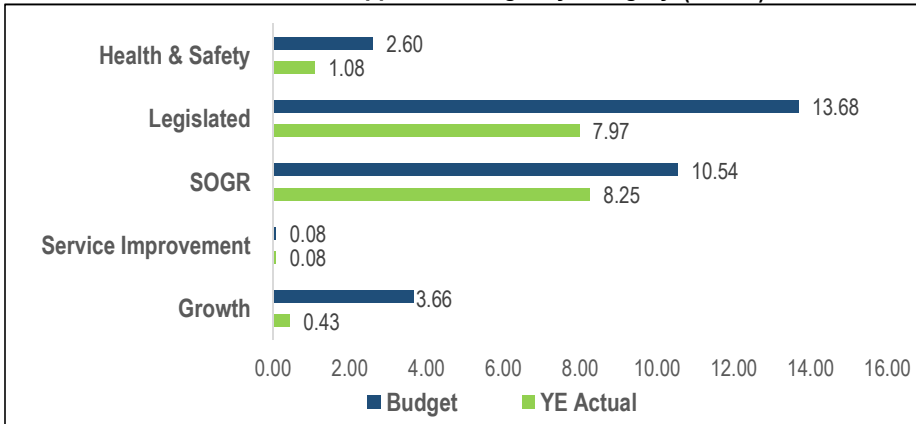


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 19

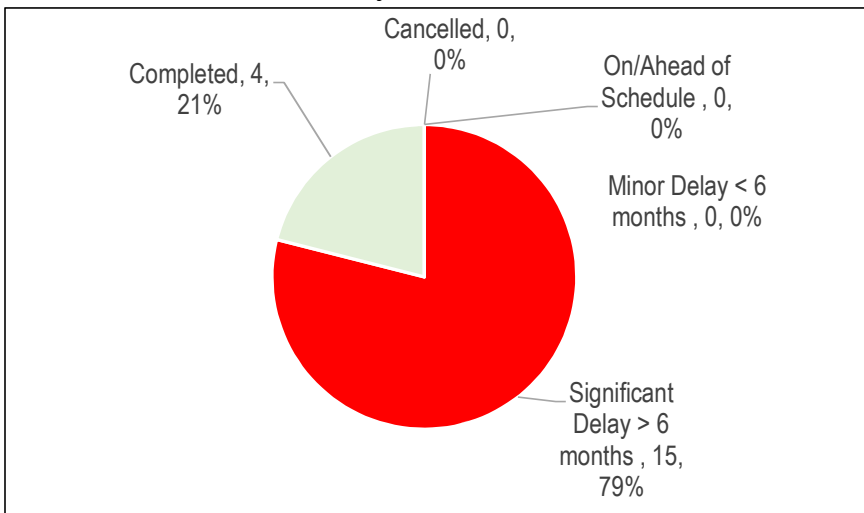


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		15.96	1.85	

Key Discussion Points:

TO Live spent \$17.803 million or 58.3% YTD of its 2021 Council Approved Capital Budget.

- TO Live took 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 were managed in conjunction with contractors to ensure venues would be open for TO Live Presents and rental productions.

TO Live (HUM)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Meridian Hall - Door Replacement Phase 2	1.708	0.427	25.0%	Ⓜ	Ⓜ	#1	1.775	0.494
Meridian Hall - Health & Safety Upgrades - COVID-19	0.666	0.521	78.3%	Ⓞ	Ⓜ	#2	0.666	0.521
Meridian Arts Centre - Health & Safety Upgrades - COVID-19	0.224	0.134	59.9%	Ⓜ	Ⓜ	#2	0.224	0.134
Sub-Total	2.598	1.082	41.7%	-	-		2.665	1.149
Legislated								
Meridian Hall - AODA Projects	6.742	4.250	63.0%	Ⓜ	Ⓜ	#3	8.361	5.869
Meridian Arts Centre - AODA Projects	6.936	3.719	53.6%	Ⓜ	Ⓜ	#3	7.516	4.299
Sub-Total	13.678	7.970	58.3%	-	-		15.877	10.168
State of Good Repair								
Meridian Hall - IGU Replacement Phase 2	0.031	0.022	71.5%	Ⓞ	Ⓞ		0.838	0.829
Meridian Hall - Building Condition Assessment	0.081	0.076	93.6%	Ⓞ	Ⓞ		0.081	0.076
Meridian Hall - Motor Control Centres Phase 2	0.300	0.234	78.2%	Ⓞ	Ⓜ	#2	0.613	0.548
Meridian Hall - Replace Air Handling Units and Coils Phase 2	0.031	0.030	96.0%	Ⓞ	Ⓞ		1.091	1.090
Meridian Arts Centre - SOGR Projects	5.001	4.307	86.1%	Ⓞ	Ⓜ	#4	5.105	4.412
Meridian Arts Centre - Roof Replacement (Flat)	2.476	2.151	86.9%	Ⓞ	Ⓜ	#5	2.476	2.151
St. Lawrence Centre for the Arts - SOGR Projects	0.881	0.614	69.6%	Ⓜ	Ⓜ	#6	0.881	0.614
Meridian Hall - Theatre Systems	0.356	0.225	63.2%	Ⓜ	Ⓜ	#2	0.356	0.225
Meridian Hall - Lobby Presentation Systems	0.318	0.094	29.6%	Ⓜ	Ⓜ	#2	0.318	0.094
Meridian Hall - Video Systems Infrastructure	0.497	0.169	33.9%	Ⓜ	Ⓜ	#2	0.497	0.169
Meridian Hall - Video Presentation and Monitoring	0.350	0.136	38.7%	Ⓜ	Ⓜ	#2	0.350	0.136
Meridian Hall - Microphones and Processing	0.214	0.188	87.8%	Ⓞ	Ⓜ	#2	0.214	0.188
Sub-Total	10.536	8.245	78.3%	-	-		12.820	10.530
Service Improvements								
Meridian Arts Centre - Sound Isolation	0.077	0.076	99.1%	Ⓞ	Ⓞ		0.215	0.214
Sub-Total	0.077	0.076	99.1%	-	-		0.215	0.214
Growth Related								
St. Lawrence Centre for the Arts - Redevelopment Planning	3.661	0.429	11.7%	Ⓜ	Ⓜ	#7	3.750	0.519
Sub-Total	3.661	0.429	11.7%	-	-		3.750	0.519
Total	30.550	17.803	58.3%				35.327	22.580

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:

TO Live (HUM)

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

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.

Note # 2:

These projects experienced delays in the procurement process and as well as issue with the unavailability of materials.

Note # 3:

The *Meridian Hall - AODA Projects* and the *Meridian Arts Centre - AODA* Projects experienced delays in the procurement process.

Note # 4:

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 December 31, 2022.

Note # 5:

Construction of the *Meridian Art Centre Roof Replacement* project is in progress. Project will be completed by December 31, 2022.

Note # 6:

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

Note # 7:

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.

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

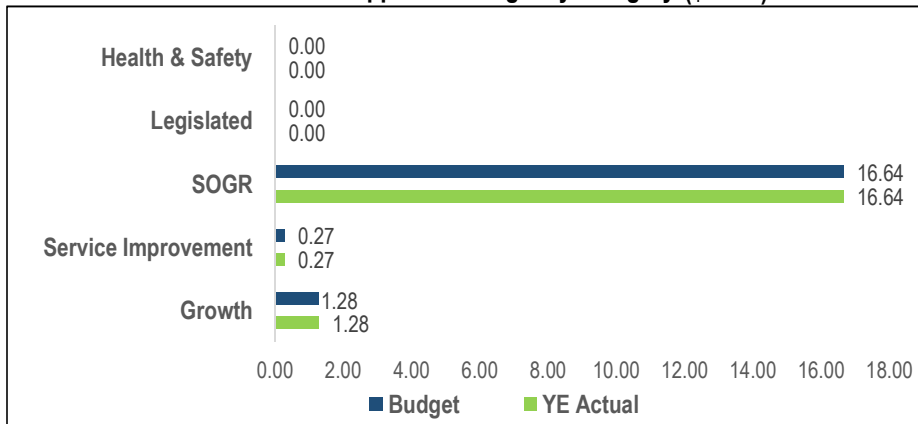


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	21
Service Improvement	1
Growth	1
Total # of Projects	23

Chart 2
Project Status - 23

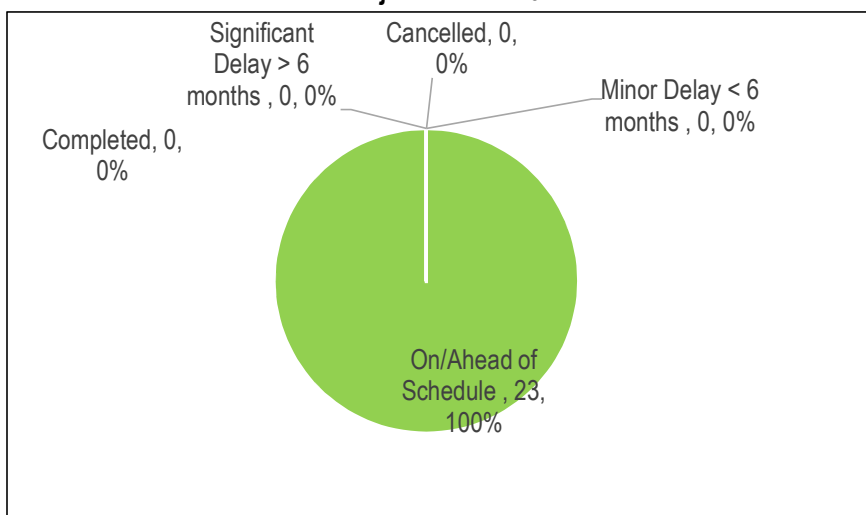


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
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
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- Historically, TRCA spends and receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.000	0.0%	0.064	100.0%	G	G		0.876	0.833
SHORELINE MONITORING & MAINTENANCE	0.400	0.000	0.0%	0.400	100.0%	G	G		4.350	4.083
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	1.200	0.000	0.0%	1.200	100.0%	G	G		12.230	11.430
RETROFIT ACTIVITIES FOR 2009+	0.371	0.000	0.0%	0.371	100.0%	G	G		3.576	3.329
SUSTAINABLE COMMUNITIES 2008+	0.902	0.000	0.0%	0.902	100.0%	G	G		9.086	8.445
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.540	0.000	0.0%	0.540	100.0%	G	G		5.434	5.073
REGIONAL WATERSHED MANAGEMENT 2008+	1.407	0.000	0.0%	1.407	100.0%	G	G		12.156	11.197
REGENERATION SITES 2008+	0.511	0.000	0.0%	0.511	100.0%	G	G		5.350	4.965
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.000	0.0%	0.245	100.0%	G	G		2.690	2.527
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.000	0.0%	0.320	100.0%	G	G		3.520	3.307
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.000	0.0%	0.250	100.0%	G	G		2.950	2.783
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.000	0.0%	0.050	100.0%	G	G		0.929	0.896
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.000	0.0%	0.188	100.0%	G	G		2.394	2.269
TORONTO PLANNING INITIATIVES	0.100	0.000	0.0%	0.100	100.0%	G	G		0.580	0.513
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.257	0.000	0.0%	0.257	100.0%	G	G		2.862	2.691
GILBRATOR POINT EROSION	3.000	0.000	0.0%	3.000	100.0%	G	G		15.230	15.230
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.322	0.000	0.0%	0.322	100.0%	G	G		3.172	2.744
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	2.300	0.000	0.0%	2.300	100.0%	G	G		11.950	8.617
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.000	0.0%	0.200	100.0%	G	G		2.400	2.267
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	4.000	0.000	0.0%	4.000	100.0%	G	G		25.156	21.423
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.000	0.0%	0.017	100.0%	G	G		4.533	2.522
Sub-Total	16.644	0.000	0.0%	16.644	100.0%	-	-		131.424	117.142
SI Project Name										
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.270			0.270	100.0%	G	G		3.034	2.691
Sub-Total	0.270	0.000	0.0%	0.270	100.0%	-	-		3.034	2.691
Growth Project Name										
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.283			1.283	100.0%	G	G		31.860	6.432
Sub-Total	1.283	0.000	0.0%	1.283	100.0%	-	-		31.860	6.432
Total	18.197	0.000	0.0%	18.197	100.0%				166.318	126.265

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

Chart 1
2021 Approved Budget by Category (\$72.85)

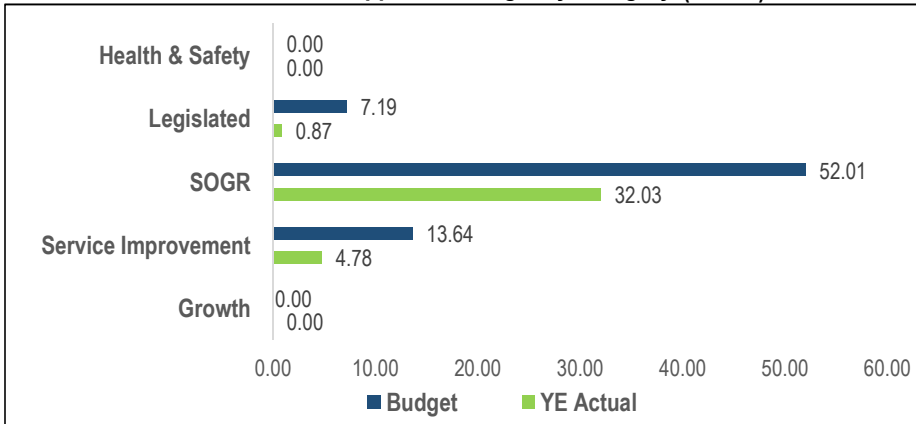


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 38

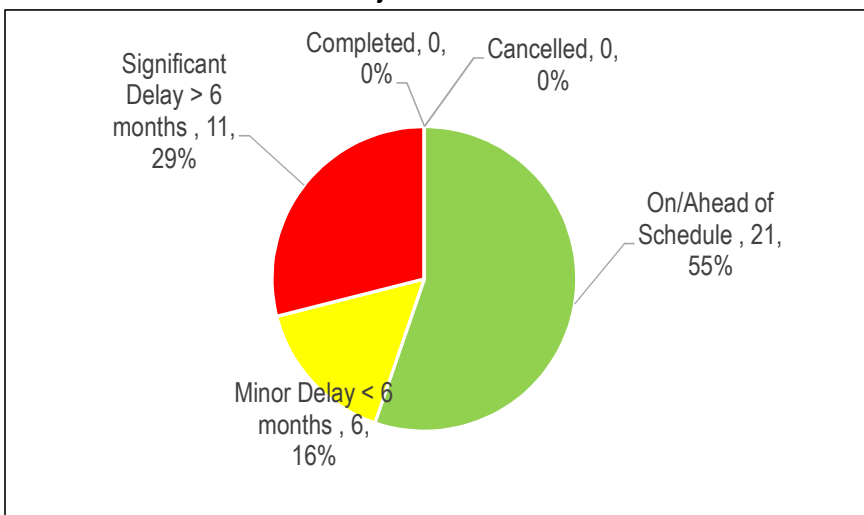


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	4	4
Community Consultation		
Other*	5	2
Total # of Projects	11	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.45	8.14	34.26		

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.
- *Body Worn Camera - Phase II -* Completed the build and installation of required BWC infrastructure at 15 divisions. Project is currently focusing on delivering training to remaining untrained officers and completing the rollout of BWC's.
- *Closed Circuit Television (C.C.T.V.) -* Remaining funding is not required and can be returned to reserve. Savings due to servers were replaced

Toronto Police Service (POL)

Key Discussion Points:

- Toronto Police Service reported 2021 year-end spend of \$37.678 million, or 52% 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 2021 gross under-expenditure of \$35.168 million, \$31.494 million is being carried forward to 2022 or future years to complete the projects.

Toronto Police Service (POL)

Next Generation (N.G.) 9-1-1 Communication Center	6.695	0.614	9.2%	Ⓡ	Ⓡ	#1	8.985	1.269
	0.500	0.260	52.1%	Ⓨ	Ⓞ		0.500	0.260
Sub-Total	7.195	0.874	12.1%	-	-		9.485	1.530
State of Good Repair								
State-of-Good-Repair	6.059	2.550	42.1%	Ⓡ	Ⓨ	#2	On-going	On-going
Radio Replacement	6.130	5.756	93.9%	Ⓞ	Ⓞ		67.067	35.322
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.581	0.474	30.0%	Ⓡ	Ⓡ	#3	4.634	3.178
Mobile Command Centre	1.735	0.000	0.0%	Ⓡ	Ⓡ	#4	2.325	0.000
Vehicle Replacement	8.373	7.721	92.2%	Ⓞ	Ⓞ		165.726	85.809
Furniture Lifecycle Replacement	1.117	0.476	42.7%	Ⓡ	Ⓞ		14.440	12.325
Workstation, Laptop, Printer-Lifecycle plan	4.324	2.276	52.6%	Ⓨ	Ⓞ		81.082	41.517
Servers - Lifecycle Plan	6.865	3.443	50.2%	Ⓨ	Ⓡ	#5	95.239	47.234
IT Business Resumption	2.569	1.389	54.1%	Ⓨ	Ⓡ		42.088	22.074
Mobile Workstation	4.081	2.766	67.8%	Ⓨ	Ⓨ		48.429	24.382
Locker Replacement	0.658	0.325	49.4%	Ⓡ	Ⓞ		8.661	3.468
Network Equipment	1.750	1.750	100.0%	Ⓞ	Ⓞ		58.556	23.705
In-car Camera	0.000	0.000	0.0%	Ⓞ	Ⓞ		10.491	4.216
Voice Logging	0.000	0.000	0.0%	Ⓞ	Ⓞ		2.460	1.460
DVAM I, II (LR)	1.318	0.915	69.4%	Ⓨ	Ⓨ		13.744	4.881
Automatic Vehicle Locator (A.V.L.)	0.789	0.358	45.3%	Ⓡ	Ⓨ	#6	7.172	2.740
Property & Evidence Scanners	0.043	0.002	5.7%	Ⓡ	Ⓡ	#7	0.104	0.025
Small Equipment Replacement	1.222	0.500	40.9%	Ⓡ	Ⓞ		11.846	4.487
Security System Replacement	0.095	0.094	99.5%	Ⓞ	Ⓞ		0.000	1.600
Digital Photography	0.323	0.322	99.5%	Ⓞ	Ⓞ		2.332	1.386
Radar Unit Replacement	0.016	0.014	87.7%	Ⓞ	Ⓞ		1.869	0.959
Divisional Parking lot Network	0.000	0.000	0.0%	Ⓞ	Ⓞ		3.799	1.999
Conducted Energy Weapon	1.942	0.768	39.6%	Ⓡ	Ⓞ		9.083	2.070
Closed Circuit Television (C.C.T.V.)	0.326	0.042	13.0%	Ⓡ	Ⓞ		3.251	0.880
Connected Officer LR	0.250	0.000	0.0%	Ⓡ	Ⓞ		10.197	0.000
Livescan	0.000	0.000	0.0%	Ⓞ	Ⓞ		1.205	0.665
Electronic Surveillance	0.033	0.030	93.0%	Ⓞ	Ⓞ		3.655	2.053
Wireless Parking System	0.414	0.051	12.3%	Ⓡ	Ⓡ	#8	13.784	3.375
Sub-Total	52.012	32.025	61.6%	-	-		683.239	331.812
Service Improvements								
Transforming Corporate Support	1.376	0.154	11.2%	Ⓡ	Ⓡ	#9	8.435	6.713
54/55 Amalgamation; New Build	0.908	0.140	15.5%	Ⓡ	Ⓡ	#10	50.500	0.416
ANCOE (Enterprise Business Intelligence, Global Search)	1.019	0.830	81.4%	Ⓞ	Ⓞ		12.507	11.934
Body Worn Camera - Phase II	2.800	1.879	67.1%	Ⓨ	Ⓞ		6.255	4.934
41 Division; New Build	6.016	1.358	22.6%	Ⓡ	Ⓡ	#11	50.500	2.414
Long Term Facility Plan - Facility and Process	0.700	0.352	50.3%	Ⓨ	Ⓨ		5.242	2.374
Long Term Facility Plan - Consulting	0.750	0.000	0.0%	Ⓡ	Ⓨ	#12	0.750	0.000
Automated External Defibrillator (A.E.D.s.)	0.070	0.065	93.1%	Ⓞ	Ⓞ		0.386	0.150
Sub-Total	13.640	4.779	35.0%	-	-		134.575	28.936
Total	72.846	37.678	51.7%				827.299	362.278

Toronto Police Service (POL)

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

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

NG 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: State-of-Good-Repair

This is an ongoing capital program with majority of the delays being attributed to COVID19.

Note # 3: Automated Fingerprint Identification System (A.F.I.S.) Replacement

Delays due to limited resources by vendor, COVID19 and due to the unexpected changes in requirements for the Disaster Recovery Site at HQ.

Note # 4: Mobile Command Centre

Because of 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 # 5: Servers - Lifecycle Plan and 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 TPS plans for new architecture and new VAR contracts, they may require some adhoc lifecycle purchases for equipment which are falling past their maintenance date.

Note # 6: Automatic Vehicle Locator (A.V.L.)

Project is being delayed due to COVID19.

Note # 7: Property & Evidence Scanners

Procurement of the scanners remains on hold until installation of "high-density" racking (storage) and the WiFi network. Then, 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.

Note # 8: Wireless Parking System

Project is being delayed due to COVID19.

Note # 9: Transforming Corporate Support

COVID19 and resource constraints have slowed down the planning for this project. But the plan is that the variance will be used in 2022 to complete the project upgrade.

Note # 10: 54/55

Project timelines are behind schedule due to delays from Create TO. 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 were completed in 2021.

Note # 11: 41 Division

Delayed start due to delay in sequential permits and SPA approvals because of COVID19.

Note # 12: Long Term Facility Plan - Consulting

The contract was awarded towards the end of the year and vendor could 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
2021 Approved Budget by Category (\$5.03)

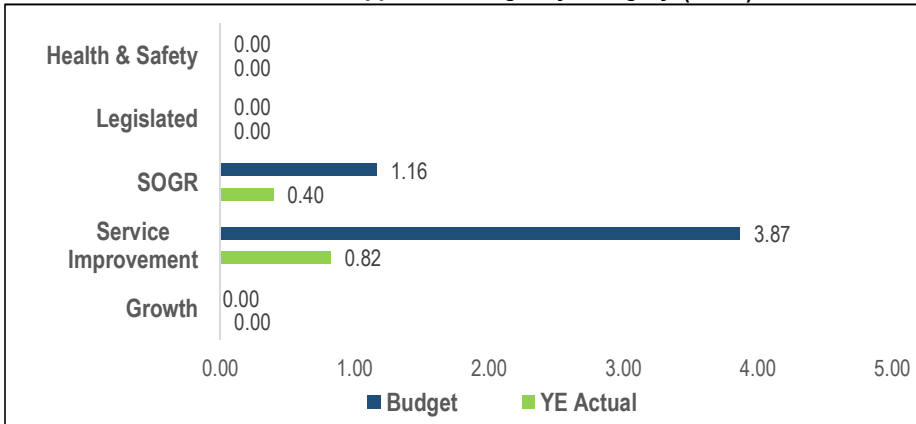


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	12
Growth	
Total # of Projects	13

Chart 2
Project Status - 13

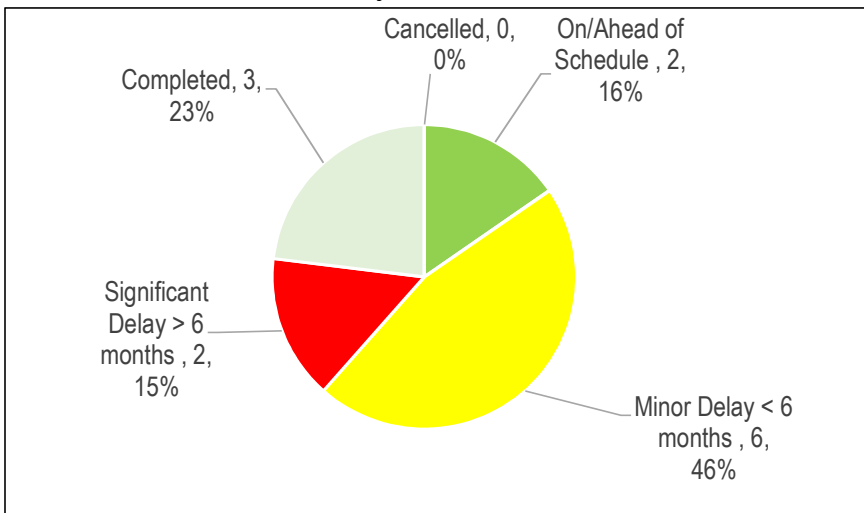


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.19	3.25	1.18	0.41	

Key Discussion Points: (Please provide reason for delay)

YE 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)

Inspection Management - Implementation	1.164	0.395	33.9%	Ⓡ	Ⓨ	#1	5.158	0.395
Sub-Total	1.164	0.395	33.9%	-	-		5.158	0.395
Service Improvements								
Datamart Data Warehouse - Phase 3	0.467	0.069	14.8%	Ⓡ	Ⓨ	#2	2.814	2.002
Electronic Medical Record - Phase 3	0.060	0.060	100.0%	Ⓢ	Ⓢ		2.728	1.685
Ontario Seniors Dental Care Program								
Dental Vans	0.780	0.120	15.4%	Ⓡ	Ⓡ	#3	0.780	0.120
Dental Clinic Infection Control Upgrades	0.321	0.315	98.1%	Ⓢ	Ⓢ		0.321	0.315
Dental Clinic Renovations (8 sites)	2.240	0.259	11.6%	Ⓡ	Ⓡ	#3	2.368	0.386
<i>North District Location</i>	0.065	0.062	95.4%	Ⓢ	Ⓢ		0.075	0.072
<i>Downtown District Location</i>	0.022	0.001	4.5%	Ⓡ	Ⓢ		0.067	0.045
<i>West District Location</i>	0.000	0.000			Ⓢ		0.073	0.073
<i>Rexdale CHC Taber Location</i>	0.268	0.117	43.7%	Ⓡ	Ⓨ		0.268	0.117
<i>Rexdale CHC Dixon Location</i>	0.457	0.033	7.2%	Ⓡ	Ⓨ		0.457	0.033
<i>Blackcreek CHC Location</i>	0.402	0.010	2.5%	Ⓡ	Ⓡ		0.402	0.010
<i>Taibu CHC Location</i>	0.275	0.014	5.1%	Ⓡ	Ⓨ		0.275	0.014
<i>Midland Location</i>	0.622	0.022	3.5%	Ⓡ	Ⓨ		0.622	0.022
<i>160 Borough Locatio</i>	0.129	0.000	0.0%	Ⓡ	Ⓢ		0.129	0.000
Sub-Total	3.868	0.823	21.3%	-	-		9.011	4.508
Growth Related								
Total	5.032	1.218	24.2%				14.169	4.903

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 faced staffing and procurement challenges as a result of COVID-19. \$0.769M of unspent 2021 budget has been carried forward to future years to complete the scope that was not finished in 2021. Project duration can accommodate schedule compression to meet planned completion date in Dec 2022.

Note # 2:

The project was delayed due to unavailability of Health Environments key subject matter expert (SME) responding to COVID-19. SME joined the project in Q4 2021. \$0.398M of unspent 2021 budget has been carried forward to 2022 to complete the scope that was not finished in 2021. The project completion date is deferred by one month to Dec 2022.

Note # 3:

The provincially funded Ontario Seniors Dental Care Program project consists of dental van builds, infection control upgrades and renovations to 8 sites. The projects have experienced RFQ issuance delays related to the dental van builds and the execution of lease/service contracts for 4 (of 8) site locations. The Dental Vans are projected to be completed in August 2022. Out of the 8 site renovation projects, 2 have been completed, 4 will be completed as planned, and 2 have revised completion date to April and August 2022 respectively.

Chart 1
2021 Approved Budget by Category (\$48.94)

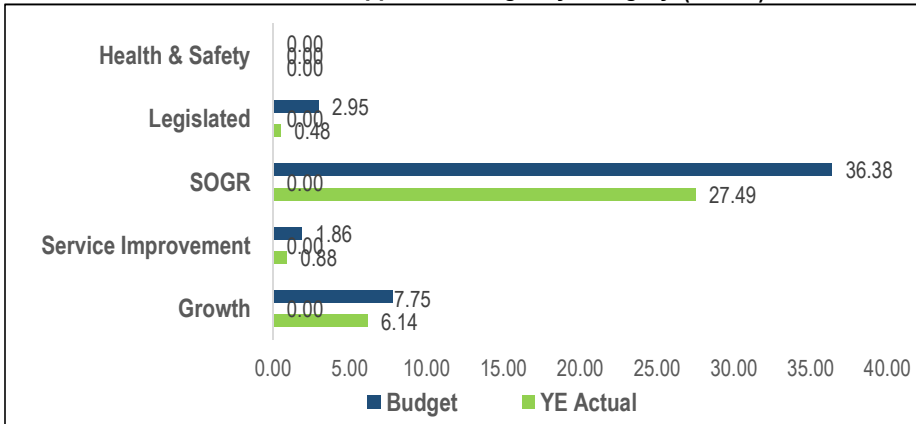


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

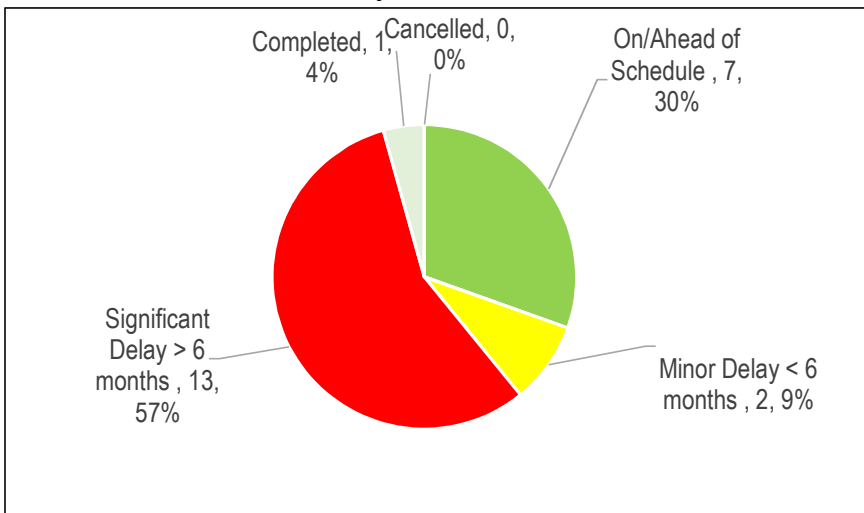


Table 2

Reason for Delay	15	
	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	3	1
Community Consultation		
Other*	8	1
Total # of Projects	13	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.90	7.28	18.70	1.07	

Reasons for "Other*" Projects Delay:

- Northern District Renovation: Scope and timing of the project is still being reviewed
- Richview Building Element: Purchase order was issued for engineering study
- North York Central Library Phase 2: Construction commenced in Q4 and is now underway
- Answerline and Community Space Rental Modernization: Project scope is being revisited
- Integrated Payment Solutions: Scope of the project is being revisited

Toronto Public Library (LIB)

Key Discussion Points:

- Toronto Public Library reported 2021 year-end spend of \$34.999 million, or 71.5% of its 2021 Approved Capital Budget of \$48.945 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.
- *Albert Campbell Renovation (\$1.710 million)* and *Wychwood Library Renovation (\$0.400 million)* - for both projects construction is progressing ahead of the schedule. The overspending of the 2021 cash flow is being addressed through a in-year budget adjustment for accelerating future cash flows in the Adjustments to Capital Budget, Carry Forward Funding and Future Year Commitments report (EX32.9).The project cost remains unchanged.
- From the 2021 gross under-expenditure of \$13.945 million, \$16.058 million is Council Approved carry forward to 2022 or future years to complete the projects.

Toronto Public Library (LIB)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Multi-Branch Minor Reno Prog (Accessibility)	2.954	0.481	16.3%	Ⓡ	Ⓡ	#1	7.996	1.073
Sub-Total	2.954	0.481	16.3%	-	-		7.996	1.073
State of Good Repair								
Albert Campbell Renovation - Construction	8.557	10.267	120.0%	Ⓡ	Ⓢ		20.216	18.553
Answerline and Community Space Rental Modernization	0.744	0.000	0.0%	Ⓡ	Ⓡ	#2	1.400	0.656
Digital Experiences (Formerly Virtual Branch Services)	1.323	0.644	48.7%	Ⓡ	Ⓢ	#3	7.500	2.372
Multi-Branch Minor Reno Prog - 2016 - 2021	1.069	1.069	100.0%	Ⓢ	Ⓢ		10.165	10.165
Multi-Branch Minor Reno Prog	2.763	2.763	100.0%	Ⓢ	Ⓢ		26.975	10.834
North York Central Library Phase 2	1.313	0.207	15.8%	Ⓡ	Ⓡ	#4	12.718	11.612
Northern District Renovation - Design	0.100	0.000	0.0%	Ⓡ	Ⓡ	#5	0.251	0.000
Northern District Streetscaping	0.473	0.008	1.6%	Ⓡ	Ⓡ		0.990	0.030
Richview Building Elements	0.175	0.000	0.0%	Ⓡ	Ⓡ	#6	3.546	0.061
Technology Asset Management	6.772	3.252	48.0%	Ⓡ	Ⓡ	#7	25.452	7.554
Toronto Reference Library Renovation	3.694	1.062	28.8%	Ⓡ	Ⓡ	#8	10.710	1.118
Weston Renovation	0.159	0.017	10.8%	Ⓡ	Ⓡ	#9	0.641	0.017
Wychwood Library Renovation	3.280	3.680	112.2%	Ⓡ	Ⓢ		15.796	13.727
York Woods Renovation	5.954	4.525	76.0%	Ⓢ	Ⓢ		13.824	12.395
Sub-Total	36.375	27.493	75.6%	-	-		150.184	89.096
Service Improvements								
Integrated Payment Solutions	0.144	0.009	6.2%	Ⓡ	Ⓡ	#10	2.250	2.115
Service Modernization and Transformation	1.720	0.876	50.9%	Ⓢ	Ⓡ	#11	6.771	1.181
Sub-Total	1.864	0.884	47.5%	-	-		9.021	3.296
Growth Related								
Ethennonhawahastihnen' Library - Bayview Library Relocation	5.171	4.322	83.6%	Ⓢ	Ⓢ		15.322	11.574
Bridlewood Branch Relocation	0.092	0.066	71.2%	Ⓢ	Ⓢ		7.299	0.073
Dawes Road Reconstruction & Expansion	0.466	0.471	100.9%	Ⓢ	Ⓢ		24.593	5.745
Etobicoke New Construction	0.351	0.000	0.0%	Ⓡ	Ⓡ	#12	1.416	0.000
Maryvale Relocation	1.571	1.282	81.6%	Ⓢ	Ⓢ		2.749	1.359
Pleasant View Library Renovation & Expansion	0.100	0.000	0.0%	Ⓡ	Ⓡ	#13	0.636	0.000
Sub-Total	7.751	6.141	79.2%	-	-		52.015	18.752
Total	48.945	34.999	71.5%				219.216	112.216

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 AODA components were deferred to future years as a result of COVID

Note # 2: Answerline and Community Space Rental Modernization

Project scope is being revisited

Note # 3: Digital Experiences (Formerly Virtual Branch Services)

Delay is due to implementation of the Digital Strategy

Toronto Public Library (LIB)

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

Note # 4: North York Central Library Phase 2

Construction was delayed and started in Q4

Note # 5: Northern District Renovation & Streetscaping

Scope and timing of the project is still being reviewed

Note # 6: Richview Building Elements

Purchase order has been issued for an engineering study

Note # 7: Technology Asset Management

Due to COVID, a large portion of the IT asset replacement is deferred to next year

Note # 8: Toronto Reference Library Renovation

RFP for architectural service underway

Note # 9: Weston Renovation

Feasibility Study completed. Design options under review

Note # 10: Integrated Payment Solutions

Scope of the project is being revisited

Note # 11: Service Modernization and Transformation

Aspects of the project are undergoing planning and scoping following some delays related to COVID-19

Note # 12: Etobicoke New Construction

This is a shared project with many partners onsite. Timing of the project is unknown at this time.

Note # 13: Pleasant View Library Renovation & Expansion

Scoping and service plan development underway. RFP has been issued.

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

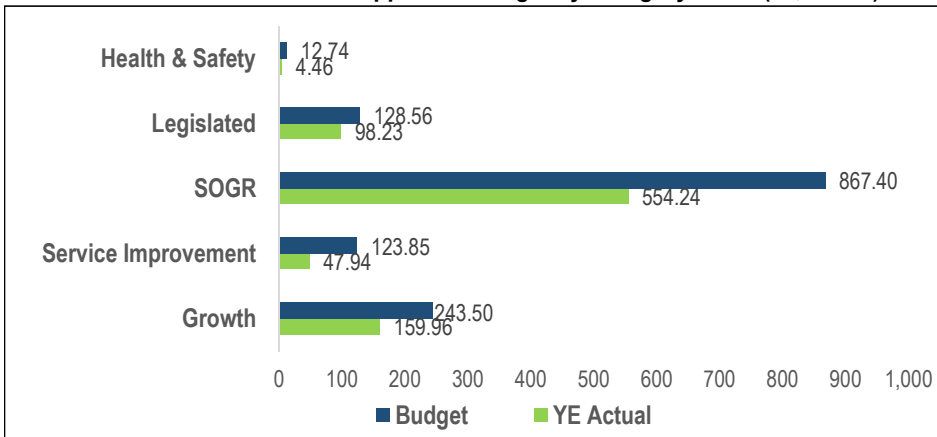


Table 1
2021 Active Projects by Category

Health & Safety	9
Legislated	8
SOGR	36
Service Improvement	14
Growth	10
Total # of Projects	77

Chart 2
Project Status - 77

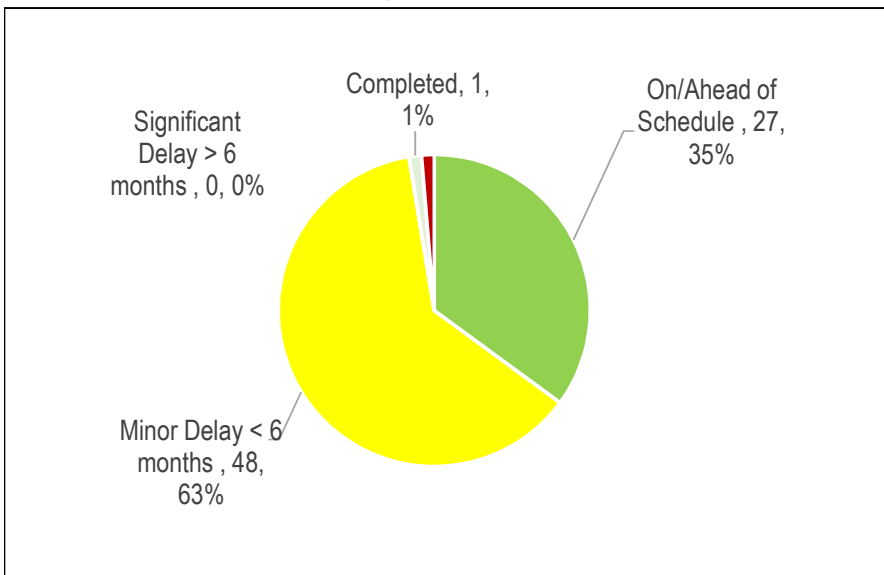


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		7
RFQ/RFP Delayed		3
Contractor Issues		12
Site Conditions		2
Co-ordination with Other Projects		2
Community Consultation		
COVID-19 Related		
Other*		21
Total # of Projects		48

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
729.61	643.30		0.59	2.54

Key Discussion Points: (Please provide reason for delay)

- Overall, the Toronto Transit Commission (TTC) spent \$864.8 million or 62.8% of its adjusted 2021 Capital Budget of \$1.376 billion as at December 31, 2021. The unspent amount of \$511.2 million at year end is primarily due to delays as a result of COVID-19, business interruption caused by the cybersecurity incident and other factors including resourcing and supply chain constraints, protracted negotiations for complex projects, adjustments to project schedules due to dependencies with third parties and property acquisitions that were not finalized by year-end. TTC's overall 2021 budget includes the Base Program totalling \$1.278 billion and Expansion projects totalling \$97.9 million. The year end expenditure for the Base Program totalled \$830.0 million and Expansion projects totally \$34.8 million.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Power Dist. H&S	0.257	0.257	100.0%	G	G		0.580	0.403
Communications-H&S	0.000	0.000	0.0%	R			0.000	0.000
Finishes-H&S	1.652	0.642	38.8%	R	Y		4.653	1.792
Fire Ventilation Upgrades & Second Exits - H&S	1.003	1.003	100.0%	G	G		168.286	1.003
Streetcar Overhaul - H&S	0.854	0.139	16.3%	R	Y		9.708	0.139
Subway Car Overhaul - H&S	0.236	0.097	41.3%	R	Y		0.236	0.097
Computer Equipment And Software - H&S	4.295	0.996	23.2%	R	Y	Note #1	7.069	1.957
Other Buildings - H&S	1.439	0.424	29.5%	R	Y		96.951	0.919
Bus Overhaul - H&S	1.996	0.884	44.3%	R	Y		1.996	0.884
Safety and Reliability	1.004	0.023	2.3%	R	Y		10.801	0.845
Sub-Total	12.735	4.464	35.1%				300.279	8.040
Legislated								
Communications-Legislated	1.056	0.583	55.2%		Y		18.988	14.810
Equipment-Legislated	0.965	0.634	65.7%		Y		60.803	21.087
Streetcar Network-Legislated	2.024	1.406	69.5%	Y	Y		54.933	51.995
Easier Access-Phase III	82.718	72.590	87.8%		G		1,089.687	460.287
Subway Car Overhaul - Legislated (AODA)	2.536	0.000	0.0%	R			30.856	16.327
Subway Asbestos Removal	17.939	8.141	45.4%	R	Y	Note #2	109.369	75.881
Other Service Planning - Legislated	7.220	2.447	33.9%		Y	Note #5	24.610	10.752
Other Buildings - Legislated	14.105	12.430	88.1%		G		104.543	53.371
Sub-Total	128.563	98.230	76.4%				1,493.789	704.511
State of Good Repair								
Subway Track - SOGR	40.909	34.789	85.0%		G		269.039	234.298
Surface Track - SOGR	43.619	31.384	72.0%		G		297.466	209.281
Traction Power-Variou	26.584	25.449	95.7%		G		366.284	330.833
Power Dist. SOGR	8.436	8.433	100.0%		G		229.312	136.518
Communications-SOGR	17.219	13.382	77.7%		G		166.724	132.206
Signal Systems	16.358	14.221	86.9%		G		240.399	179.860
Finishes-SOGR	35.813	28.192	78.7%	G	G		281.064	198.086
Equipment-SOGR	52.675	22.675	43.0%	R	Y	Note #3	476.507	313.202
On-Grade Paving Rehabilitation	13.730	10.698	77.9%		G		139.173	118.147
Bridges And Tunnels-Variou	36.564	30.004	82.1%		G		412.193	439.430
Fire Ventilation Upgrades & Second Exits - SOGR	34.582	34.582	100.0%		G		347.815	337.572
Purchase of Wheel Trans	25.316	2.373	9.4%	R	Y	Note #4	73.264	27.618
Purchase Of Subway Cars - SOGR	6.223	4.243	68.2%	Y	Y		1,613.052	1,151.200
Streetcar Overhaul - SOGR	3.786	3.571	94.3%		G		63.875	36.678
Subway Car Overhaul - SOGR	29.944	27.419	91.6%	G	G		446.052	252.547
Automotive Non-Revenue Vehicle Replace - SOGR	4.160	1.637	39.3%	R	Y		26.649	0.000
Rail Non Revenue Vehicle Overhaul	3.418	2.337	68.4%	Y	Y		30.130	15.389

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Rail Non-Revenue Vehicle Purchase - SOGR	1.998	1.565	78.3%	Ⓞ	Ⓞ		51.199	26.560
Tools And Shop Equipment	12.439	6.627	53.3%	Ⓨ	Ⓨ	Note #1	34.144	0.000
Revenue & Fare Handling Equipment - SOGR	12.360	2.454	19.9%	Ⓡ	Ⓨ	Note #5	76.546	44.775
Computer Equipment And Software - SOGR	88.469	36.736	41.5%	Ⓡ	Ⓨ	Note #6	636.783	265.486
Other Furniture And Office Equipment	0.299	0.041	13.7%	Ⓡ	Ⓨ		4.269	0.000
Other Service Planning - SOGR	6.704	3.389	50.6%	Ⓨ	Ⓨ		24.611	12.634
Transit Shelters & Loops -SOGR	0.591	0.000	0.0%	Ⓡ	Ⓞ		3.585	2.448
Other Buildings - SOGR	51.339	35.407	69.0%	Ⓨ	Ⓨ	Note #7	834.653	453.014
Purchase of Buses -SOGR	83.038	4.839	5.8%	Ⓡ	Ⓨ	Note #8	1,348.152	675.550
Bus Overhaul - SOGR	60.233	60.089	99.8%	Ⓞ	Ⓞ		495.310	439.255
Other Maintenance Equipment	2.863	0.933	32.6%	Ⓡ	Ⓨ		10.577	0.000
Queensway Garage Expansion	0.000	0.000	100.0%	Ⓞ			24.085	24.085
Purchase of Streetcars - SOGR	37.260	14.763	39.6%	Ⓡ	Ⓨ	Note #9	1,182.981	1,077.119
POP Legacy Fare Collection	0.577	0.167	28.9%	Ⓡ	Ⓨ		3.528	3.118
ATC Resignalling - YUS Line	57.760	45.716	79.1%	Ⓞ	Ⓞ		737.000	609.944
ATC Resignalling - Bloor/Danforth Line	3.901	1.018	26.1%	Ⓡ	Ⓨ		735.599	2.074
Leslie Barns	3.516	1.825	51.9%	Ⓨ	Ⓨ		529.229	512.501
TR Yard And Tail Track Accommodation	41.144	41.144	100.0%	Ⓞ	Ⓞ		501.346	367.591
Warehouse Consolidation - SOGR	2.240	1.403	62.6%	Ⓨ	Ⓨ		5.504	2.665
Corporate Initiatives - CLA	1.331	0.737	55.4%	Ⓨ	Ⓨ		80.159	0.737
Sub-Total	867.398	554.243	63.9%				12,798.257	8,632.419
Service Improvements								
Subway Track - Service Improvement	2.567	0.904	35.2%	Ⓡ	Ⓨ		21.461	19.739
Surface Track - Service Improvement	8.257	4.660	56.4%	Ⓨ	Ⓨ		116.225	7.094
Power Dist. Service Improvement	0.020	0.020	100.0%	Ⓞ	Ⓞ		1.354	1.124
Communications-Service Improvement	1.029	0.362	35.2%	Ⓡ	Ⓨ		2.221	0.614
Finishes-Service Improvement	1.782	0.134	7.5%	Ⓡ	Ⓨ		46.624	42.467
Automotive Non-Revenue Vehicle Replace - Service Imp.	2.208	1.451	65.7%	Ⓨ	Ⓨ		38.654	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.089	0.063	71.1%	Ⓞ	Ⓞ		13.499	0.200
Computer Equipment And Software - Service Improvement	6.544	1.677	25.6%	Ⓡ	Ⓨ		19.019	1.745
Other Service Planning - Service Improvement	20.131	4.912	24.4%	Ⓡ	Ⓨ	Note #10	91.352	26.221
Transit Shelters & Loops - SI	0.000	0.000	0.0%	Ⓡ			0.000	2.442

Toronto Transit Commission (TTC)

Other Buildings - Service Improvement			79.9%					
Purchase of Buses - Service Improvement	4.125	0.573	13.9%				124.484	107.041
Kipling Station Improvements	0.875	0.234	26.7%				14.293	8.154
Bicycle Parking At Stations	0.382	0.182	47.6%				0.943	0.743
Warehouse Consolidation - SI	0.000	0.000	0.0%				2.271	0.000
Yonge-Bloor Capacity Enhancement	45.148	8.252	18.3%			Note #11	1,403.845	26.697
Sub-Total	123.848	47.944	38.7%				3,723.162	361.324
Growth Related								
Bus Rapid Transit-Growth	1.805	1.285	71.2%				37.550	31.974
Sheppard Subway	0.000	0.000					968.856	911.415
Purchase Of Subway Cars - Growth	2.653	1.393	52.5%				165.589	2.835
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%				0.000	0.000
Other Service Planning - Growth	0.876	0.035	4.0%				2.338	1.552
Other Buildings - Growth	20.071	3.411	17.0%			Note #12	322.402	13.013
Purchase of Buses - Growth	0.001	0.001					-0.054	0.304
Purchase of Streetcars - Growth	114.459	114.459	100.0%				479.443	114.485
PRESTO Farecard Implementation	3.394	2.835	83.5%				79.207	62.940
McNicoll New Bus Garage Facility	2.347	1.708	72.8%				169.000	162.997
Spadina Subway Extension	59.900	15.632	26.1%			Note #5	3,184.171	3,073.324
Scarborough Subway Extension	26.136	7.515	28.8%			Note #5	132.000	82.628
Waterfront Transit	11.854	11.685	98.6%				57.377	16.335
Sub-Total	243.496	159.959	65.7%				5,597.879	4,473.801
Total	1,376.040	864.840	62.8%				23,913.366	14,180.095

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	

Note # 1:

Procurement issues.

Note # 2:

Delays due to lost shifts as a result of conditions out of control such as weather and transit control.

Note # 3:

Decrease in expected expenditure at S2-30 (Queen Station) due to lack of resources. Decrease in expected expenditures in 2021 M60-88 Duncan Shop - Bus Hoist Replacement and 2021 E3-42 Birchmount Bus Garage - Bus Washracks Upgrade.

Toronto Transit Commission (TTC)

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

Note # 4:

NTP 20% Contract Payment deferred to 2022

Note # 5:

Contractor issues.

Note # 6:

BIM upgrade, IBM Professional Service and on-boarding resources delayed to 2022.

Note # 7:

Property acquisitions deferred to 2022

Note # 8:

Hybrid-Electric bus contract was not awarded in 2021. Notice to proceed contract deferred from 2021 to 2022.

Note # 9:

Project schedule delay for 39 trucks due to production ramp-up/learning period. Project is at close out stage.

Note # 10:

IO 6462: Underspending projected at YE due to MRP associated delays

IO 7051: Funds deferred for Broadview and Dundas from 2021 to 2022

Note # 11:

Advanced funds to allow for the purchase of properties reallocated to 2022.

Note # 12:

Acquisition of HONI Lands deal now closing in 2022

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

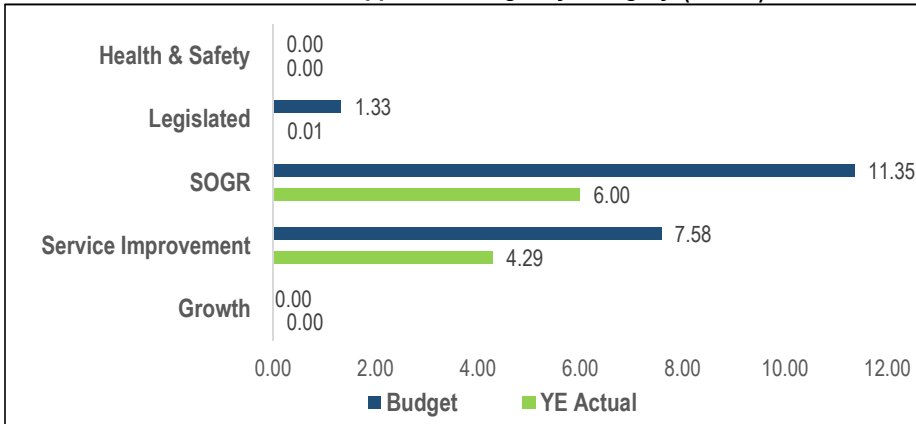


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 8

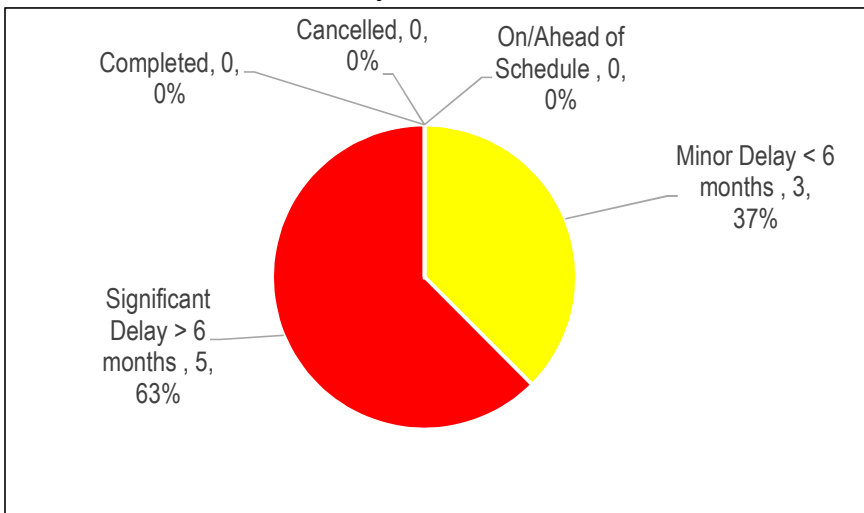


Table 2

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 December 2022.
- The Welcome Area project is experiencing delays in the design phase to accommodate potential partners and budget changes. Construction to begin in fall 2022.

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$10.294 million or 50.8% of the 2021 Capital Budget by the 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 to be completed in 2022.

Toronto Zoo (ZOO)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Winter Accessibility	1.327	0.008	0.6%	Ⓜ	Ⓜ	#1	1.327	0.008
Sub-Total	1.327	0.008	0.6%	-	-		1.327	0.008
State of Good Repair								
Building and Services	3.828	2.475	64.7%	Ⓜ	Ⓜ	#2	8.367	2.889
Exhibit Refurbishment	2.114	0.630	29.8%	Ⓜ	Ⓜ	#3	5.145	1.011
Grounds & Visitor Improvements	1.366	0.814	59.6%	Ⓜ	Ⓜ	#4	5.240	1.889
Information Systems	2.082	1.872	89.9%	Ⓜ	Ⓜ	#5	3.955	1.996
Welcome Area - Design	1.463	0.193	13.2%	Ⓜ	Ⓜ	#6	1.888	0.618
Welcome Area - Phase A Construction	0.500	0.010	2.0%	Ⓜ	Ⓜ	#6	0.307	0.010
Sub-Total	11.353	5.995	52.8%	-	-		24.902	8.412
Service Improvements								
Orangutan II Outdoor Exhibit	7.579	4.290	56.6%	Ⓜ	Ⓜ	#7	7.820	4.736
Sub-Total	7.579	4.290	56.6%	-	-		7.820	4.736
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	20.259	10.294	50.8%				34.049	13.156

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 December 2022

Note # 2:

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

Note # 3:

The Exhibit Refurbishment project is in various stages of design, tender and construction. The 2021 project is delayed due to site conditions. The 2020 project that was previously delayed as a result of COVID is completed.

Note # 4:

The Grounds & Visitor Improvements project is under construction and is experiencing delays in the procurement process.

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 fall 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 and is expected to be completed by 2022.

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%	↓	Ⓢ
	Q4	79.05	49.98	49.98	63.2%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	52.48	12.04	12.04	23.0%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	1,330.64	1,164.35	1,164.35	87.5%	↓	Ⓢ
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%	↓	Ⓢ
	Q4	1,462.17	1,226.37	1,226.37	83.9%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the twelve months ended December 31, 2021, the capital expenditures for Rate Supported Programs totalled \$1226.4 million of their collective 2021 Approved Capital Budget of \$1.462 billion. Toronto Water has a year-end spending rate of over 70%.

Chart 1
2021 Approved Budget by Category (\$79.05)

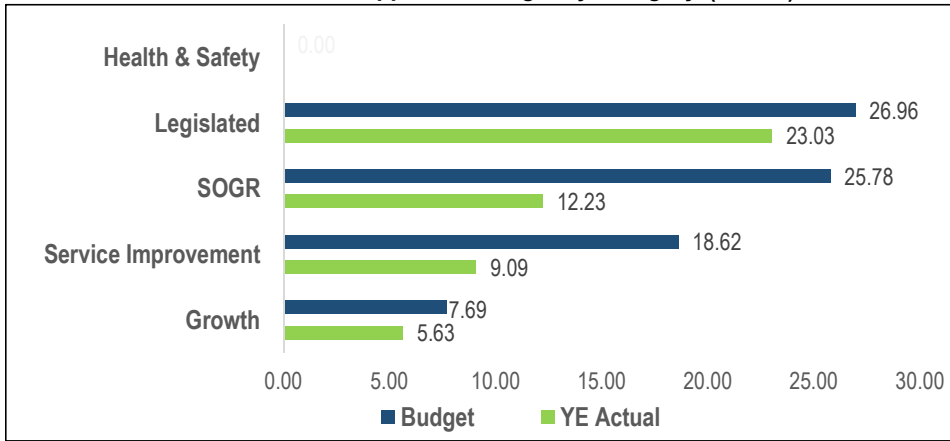


Table 1
2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	5
Service Improvement	10
Growth	3
Total # of Projects	21

Chart 2
Project Status - 21

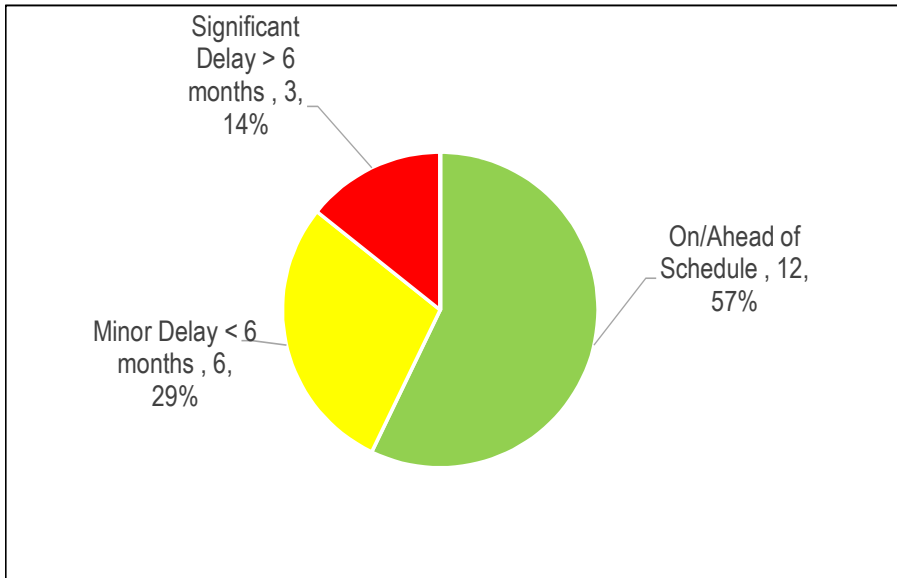


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	0.29	
Community Consultation		
COVID-19 Related	0.14	
Other*	2.57	5
Total # of Projects	3	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
48.01	26.26	4.78		

*** 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 SWM IT Application Initiatives:**
 - ✓ **TRANSFER STATION EFFICIENCIES:** Vendor negotiations on Statement of Work (SOW) are continuing, vendor reviews have continued due to vendor resource capacity issues. City project team has also experienced significant resource turnover which has also contributed to delays. SOW sign-off targeted for end of Q1 2022.
 - ✓ **SWMS BUSINESS INTELLIGENCE IMPLEMENTATION:** Project continuing to advance development of Operational Tonnage Dashboard and EHSC compliance management dashboard. Both items have experienced delays due to complexity of business requirements and a new BI tool (SAP Analytic Cloud) being explored for the Tonnage Dashboard.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- **Major delay for SWM IT Application Initiatives:(cont'd)**
- ✓ *SWMS OPERATIONAL SOLUTION DELIVERY PH1:* Some carry-forward of funds into 2022 required to complete final piece of project scope, which is SWAP integration of CL Monitor data for ease of access to the data for Closed Landfill staff. Project expected to fully close by late Q1/early Q2 2022.
- ✓ *TOWASTE MOBILE APP VERSION 2.0:* Project has been initiated with operational resources (i.e. no capital costs yet) and Briefing Note with recommendation on how to proceed to be provided to project sponsors by end of Q1 2022. Procurement plan to be determined in Q2 2022.
- In summary, significant delay has been experienced on 3 projects/subprojects (6% of the budget or \$4.8 million) mainly due to staff levels, coordination with other projects, COVID 19 issues and other issues. These projects, as noted above, include the CNG Refuel Station Installation, Fleet Technology Enhancements and SWMS IT Application Initiatives.
- Note that Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.

Solid Waste Management (SOL)

Projects by Category (Million)	2021 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Green Lane Landfill	16.870	13.083	77.5%	G	G		198.084	118.352
Perpetual Care of Landfills	9.794	9.656	98.6%	G	G		101.243	44.439
Landfill Capacity Development	0.295	0.295	100.0%	G	Y		2.500	0.295
Sub-Total	26.960	23.034	85.4%	-	-		301.827	163.086
State of Good Repair								
Collection Yard Asset Management	1.771	1.155	65.2%	Y	G		10.175	1.436
Transfer Station Asset Management	15.846	9.339	58.9%	Y	Y		204.496	54.362
Diversion Facilities Asset Management	2.208	0.550	24.9%	R	G	#1	8.790	1.228
Organics Processing Facility Asset Management	4.185	1.097	26.2%	R	G		22.861	1.647
Dufferin Waste Facility Site Improvement	1.773	0.090	5.1%	R	Y	#2	40.607	1.037
Renewable Natural Gas	0.000	0.000			G		0.000	0.000
New Fleet	0.000	0.000			G		0.000	0.000
Sub-Total	25.783	12.231	47.4%	-	-		286.929	59.710
Service Improvements								
CNG Refuel Station Installation	0.073	0.046	63.1%	Y	R		1.100	1.035
Diversion Systems	3.640	3.363	92.4%	G	G		136.250	49.818
Landfill Gas Utilization	1.387	0.097	7.0%	R	Y		67.256	0.419
Construction of Biogas Utilization at Disco & Dufferin	0.258	0.058	22.5%	R	G		12.371	2.896
Long Term Waste Management Strategy	5.879	3.378	57.5%	Y	G		55.134	15.929
SWM IT Application Initiatives	4.209	1.150	27.3%	R	R	#3	41.604	6.027
IT Corporate Initiatives	1.276	0.717	56.2%	Y	G		10.155	7.688
Two-Way Radio Replacement	0.050	0.005	9.8%	R	Y		3.175	0.601
Fleet Technology Enhancements	0.500	0.083	16.6%	R	R		3.850	0.144
Engineering Planning Studies	1.350	0.190	14.1%	R	G		8.964	2.416
Sub-Total	18.621	9.086	48.8%	-	-		339.859	86.973
Growth Related								
Dufferin OP Facility	6.908	5.583	80.8%	G	Y		82.543	80.101
Disco OP Facility	0.092	0.029	31.7%	R	G		86.692	62.273
Organics Processing Facility	0.690	0.014	2.0%	R	G		130.000	0.024
Sub-Total	7.691	5.626	73.2%	-	-		299.236	142.397
Total	79.055	49.978	63.2%				1,227.851	452.167

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	

Note # 1:

Diversion Facilities Asset Management - State of Good Repair projects for Dufferin Bldg. 500. 1 project was in procurement phase. The projects were delayed greater than 6 months due to insufficient staff resources to issue call documents. Consultant was retained and the tender package was with PMMD. The project is expected to be on track with previously unspent 2021 funding being carried into 2022.

Note # 2:

Dufferin Waste Facility Site Improvement: Received draft Change Order No. 9 from AECOM for additional work and schedule extension related to City Buildings requirements for 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 # 3:

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, statements of work (SOW) and internal data quality issues. Delays have caused anticipated 2021 spending to shift to 2022. The subproject for SWMS IT Strategy Refresh was completed on budget.

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

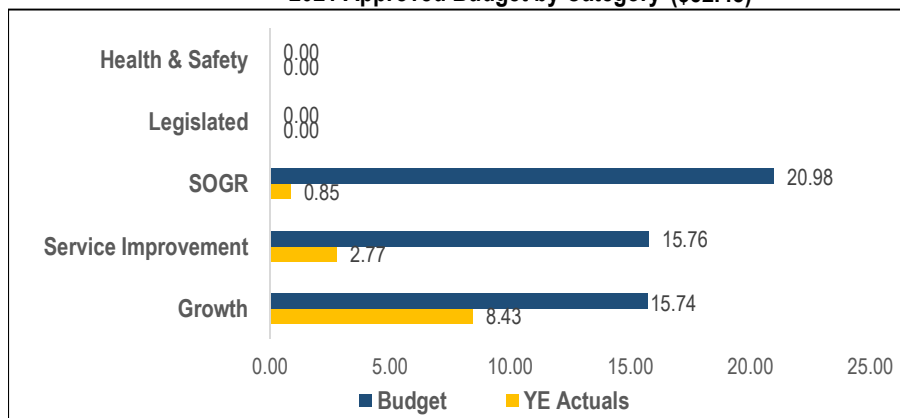


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 93

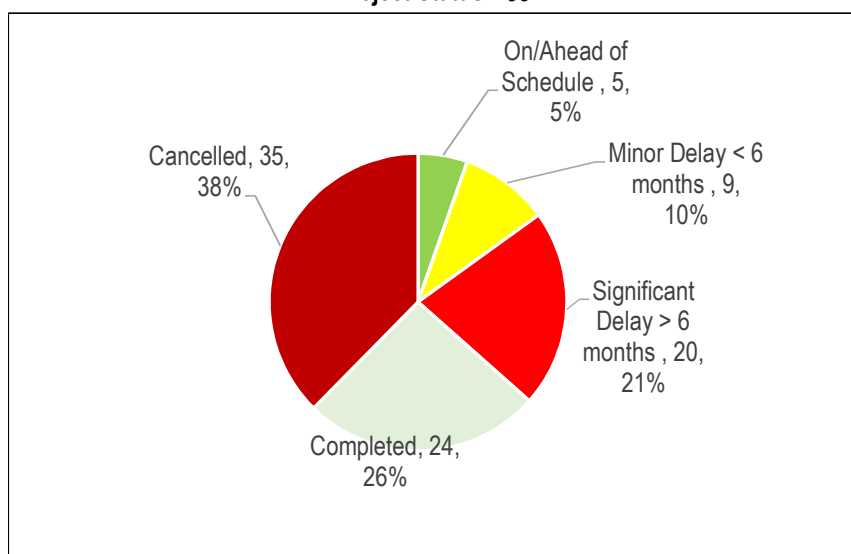


Table 2

Reason for Delay	29	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	1
Procurement Issues	5	5
RFQ/RFP Delayed		
Contractor Issues	2	
Site Conditions	3	
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	2	
Other*	6	3
Total # of Projects	20	9

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.75	4.02	27.29	12.46	7.97

Reasons for "Other*" Projects Delay:

- CP 277- Permanent Construction Surface Lot - Planning still finalizing with the City on the way forward . Tender returned and under TPA review. (CPK254-01 and CPK254-02).
- Acquisition - Bessarion Community Centre (CPK371-01) - TPA and PF&R have agreed upon the deferral of parking facility turnover to Q3 2022.
- CP 11 Structural Concrete Repairs (CPK381-02) - RFP for condition assessment of ground floor structure was issued in Q4 2021. Work to be started early 2022 and to be completed by late summer.
- Acquisition 229 Richmond St. W (CPK404-01) - 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.
- CP111 Painting and Signage Upgrade (CPK283-01) - Work delayed and actual work expected in 2022.
- Prepaid parking solution (i.e. permits) (CPK419-01) - Mobilization of the project is planned to be launched in late 2022.
- ERP/Financial System - PICK Replacement (CPK367-02) - ERP Phase II went live in February 2022.
- CP39 - 20 Castlefield Road (JV Development) (CPK368-02) - Predominantly completed with residual work.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
CONCRETE REPAIRS CP 43 (CPK208-01)	0.198	0.019	9.6%	Ⓡ			0.200	0.021
ILLUMINATED SIGNAGE UPGRADE CP 52 (CPK223-01)	0.072	0.034	47.6%	Ⓡ			0.150	0.062
2 NEW PAY BOOTHS CP 58 (CPK233-01)	0.115	0.064	55.9%	Ⓨ			0.450	0.069
WATERPROOFING/CONCRETE REPAIRS CP 36 (CPK239-01)	0.250	0.059	23.8%	Ⓡ			2.250	0.372
SIGNAGE UPGRADE - ILLUMINATED CP 43 (CPK240-01)	0.198	0.000	0.0%	Ⓡ			0.205	0.007
ELEVATOR MODERNIZATION CP 34 (CPK267-01)	1.393	0.000	0.0%	Ⓡ			1.476	0.082
SIGNAGE UPGRADE CP 29 (CPK281-01)	0.100	0.000	0.0%	Ⓡ			0.100	0.000
SIGNAGE UPGRADE CP 26 (CPK311-01)	0.070	0.016	23.5%	Ⓡ			0.100	0.065
21 CONNELL OFFICE REDEVELOPMENT (MAINT S (CPK324-01)	0.471	0.000	0.0%	Ⓡ			5.000	4.029
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.228	0.228	100.0%				0.250	0.250
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-01)	0.007	0.000	0.0%	Ⓡ			1.000	0.013
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.100	0.000	0.0%	Ⓡ	Ⓡ	1	3.100	0.000
CP 58 - RETAINING WALL AND FENCE (CPK344-01)	0.007	0.000	0.0%	Ⓡ			0.560	0.020
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-01)	0.200	0.000	0.0%	Ⓡ			0.200	0.000
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-02)	0.200	0.009	4.7%	Ⓡ			0.200	0.009
CP 404 LOCALIZED ROOF REPAIRS (CPK346-01)	0.050	0.000	0.0%	Ⓡ			0.250	0.000
CP 29 - NEW ELEVATORS (CPK347-01)	0.150	0.000	0.0%	Ⓡ			2.200	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	0.050	0.028	57.0%	Ⓨ	Ⓡ	4	1.350	0.165
Acquisition - Bessarion Community Centre (CPK371-01)	4.000	0.000	0.0%	Ⓡ	Ⓡ	9	4.702	0.000
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.113	0.113	100.0%	Ⓞ	Ⓞ		0.200	0.181
STRUCTURAL MAINT. & TECH. GREEN PLUS 202 (CPK373-01)	8.355	0.000	0.0%	Ⓡ	Ⓡ	3	37.100	0.145
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-01)	0.500	0.000	0.0%	Ⓡ			1.180	0.000
CP 11 Structural Concrete Repairs (CPK381-02)	0.500	0.000	0.0%	Ⓡ	Ⓡ	8	0.500	0.000
CP 36 LOCAL WP AND CONCRETE REPAIRS (CPK383-01)	1.500	0.000	0.0%	Ⓡ	Ⓡ	4	17.475	0.000
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.300	0.023	7.5%	Ⓡ	Ⓡ	4	0.300	0.023
CP36 Pump upgrades (CPK409-01)	0.150	0.000	0.0%	Ⓡ			0.150	0.000
CP36 Mechanical Pit Repairs (CPK410-01)	0.100	0.000	0.0%	Ⓡ			0.100	0.000
CP29 Ramp heating replacement cables (CPK412-01)	0.050	0.000	0.0%	Ⓡ			0.050	0.000
CP36 Ramp heating replacement cables (CPK413-01)	0.050	0.000	0.0%	Ⓡ			0.050	0.000
CP52 Ramp heating replacement cables (CPK415-01)	0.200	0.000	0.0%	Ⓡ			0.200	0.000
CP96 Ramp heating replacement cables (CPK416-01)	0.050	0.000	0.0%	Ⓡ			0.050	0.000
Bike Share pedestal refurbishment (CPK420-01)	0.250	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.250
Sub-Total	20.978	0.845	4.0%	-	-		81.348	5.764
Service Improvements								
DUNDAS/DOVERCOURT - (1113 DUNDAS) (CPK178-02)	0.050	0.007	14.7%	Ⓡ			8.941	0.007
OAKWOOD E OF EGLINTON (#2) (CPK256-01)	0.100	0.002	2.3%	Ⓡ	Ⓞ		0.750	0.006
CP 11 SIGNAGE UPGRADE CP 11 (CPK280-01)	0.100	0.004	4.1%	Ⓡ			0.100	0.004
CP 111 PAINTING AND SIGNAGE UPGRADE (CPK283-01)	0.080	0.002	2.0%	Ⓡ	Ⓡ	11	0.080	0.002
WAY FINDING SIGNAGE (CPK334-01)	0.300	0.000	0.0%	Ⓡ			0.750	0.000
WAY FINDING SIGNAGE (CPK334-02)	0.350	0.006	1.6%	Ⓡ			0.150	0.006
Way Finding Signage (CPK334-03)	0.188	0.000	0.0%	Ⓡ			0.188	0.000
MONTHLY PAYMENTS SOLUTION (CPK362-01)	0.075	0.000	0.0%	Ⓡ			0.075	0.000
PHONE SUPPORT SYSTEM/ DISPATCH (CPK364-01)	0.080	0.000	0.0%	Ⓡ	Ⓨ	2	0.080	0.000
WEBSITE MAPPING UPGRADES (CPK366-01)	0.100	0.000	0.0%	Ⓡ			0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT (CPK367-01)	0.548	0.000	0.0%	Ⓡ	Ⓞ		3.000	2.452
ERP/Financial System - PICK Replacement (CPK367-02)	1.500	0.425	28.3%	Ⓡ	Ⓨ	11	1.500	0.425
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	0.003	3.8%	Ⓡ	Ⓞ	11	1.660	0.018
CP39 - 20 Castelfield Rd (JV Development) (CPK368-02)	0.800	0.108	13.4%	Ⓡ	Ⓨ		0.800	0.108
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	0.100	0.099	99.6%	Ⓞ	Ⓞ		18.750	18.750
CP 505 Carpark Expansion (CPK370-01)	0.100	0.001	0.8%	Ⓡ	Ⓡ	2	0.500	0.001
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	Ⓡ	Ⓡ	3	0.450	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.142	0.000	0.0%	Ⓡ	Ⓨ	3	0.333	0.191
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.235	100.0%	Ⓞ	Ⓞ		0.250	0.250
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	0.235	0.235	100.0%	Ⓞ	Ⓞ		0.250	0.250
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.500	0.500	100.0%	Ⓞ	Ⓞ		0.500	0.500
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.359	0.201	55.9%	Ⓨ	Ⓡ	5	0.550	0.316
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.485	0.485	100.0%	Ⓞ	Ⓞ		0.485	0.485
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.042	55.9%	Ⓨ			0.075	0.042
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	Ⓡ	Ⓡ	3	0.050	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	Ⓡ	Ⓨ	3	0.432	0.000
Fleet Vehicles / Maint Equipment for Operations (CPK372-21)	0.852	0.189	22.2%	Ⓡ	Ⓞ		0.852	0.189
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	0.500	0.032	6.5%	Ⓡ	Ⓡ	1	1.000	0.032
HUB LANE REFRESH - UPGRADE REVENUE CONT (CPK379-01)	1.169	0.000	0.0%	Ⓡ			2.000	1.335
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.023	3.8%	Ⓡ			0.600	0.023
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.006	1.6%	Ⓡ			0.350	0.006
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	Ⓡ			0.045	0.000
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.017	0.000	0.0%	Ⓡ			0.020	0.003
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.031	0.023	73.9%	Ⓞ	Ⓞ		0.175	0.167
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.073	0.000	0.0%	Ⓡ	Ⓨ	3	0.100	0.027
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.250	0.000	0.0%	Ⓡ	Ⓨ	3	0.250	0.000
SERVICES COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.121	0.000	0.4%	Ⓡ	Ⓞ		0.150	0.030
Servers Computers Monitors Peripherals (CPK395-02)	0.100	0.081	80.6%	Ⓞ	Ⓨ	3	0.100	0.081

Toronto Parking Authority (TPA)

MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%					0.035	0.000
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%					0.040	0.000
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.110	0.003	3.0%					0.145	0.038
CCTV CAMERAS (CPK401-01)	0.075	0.015	20.5%			3		0.075	0.015
CCTV Cameras (CPK401-02)	0.250	0.046	18.3%			3		1.250	0.046
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%					0.070	0.000
CP 49 Facility Modernization (CPK411-01)	0.050	0.000	0.0%					0.050	0.000
Building Management Monitoring (CPK418-01)	0.050	0.000	0.0%					0.050	0.000
Prepaid parking solution (i.e. permits) (CPK419-01)	3.750	0.000	0.0%			11		3.750	0.000
Sub-Total	15.756	2.771	17.6%					51.906	25.802
Growth Related									
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.147	0.001	0.4%			7		2.855	2.826
CP 277 Permanent Construction Surface Lot (CPK254-02)	0.020	0.000	0.0%			7		0.129	0.000
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	1.000	0.001	0.1%			5		3.145	2.238
CP 1 - TWO PARKING LEVELS ADDITION (CPK266-01)	0.150	0.000	0.0%					1.000	0.587
ACQUISITION - 11 WELLESLEY ST W (CPK355-01)	7.292	7.052	96.7%					7.475	7.235
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.091	0.004	4.5%					5.883	0.089
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.233	0.031	13.2%					8.971	0.039
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	5.000	1.268	25.4%			6		5.000	1.268
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%					0.300	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%					1.175	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.056	8.8%			10		0.640	0.056
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-02)	0.050	0.000	0.0%					0.050	0.000
CP 219 (JV) 87 RICHMOND STREET EAST (CPK407-01)	0.080	0.000	0.0%					5.130	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.295	0.015	5.1%					2.030	0.050
Sub-Total	15.741	8.428	53.5%					43.783	14.388
Total	52.476	12.044	23.0%					177.036	45.954

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	

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:

Procurement Issues - Co-ordination with City Security and or purchase orders not delivered due to supply chain issues.

Note # 4:

Site Conditions (CP43 Work delayed and balance of PO commitment to be carry forwarded), CP39 Consultant RFP issued to develop comprehensive repair program strategy. Actual construction to be expected starting in 2023. CP68, 2021 work was not completed as expected. (CPK353-01, CPK383-01 and CPK384-01)

Note # 5:

Contractor Issues - CP58 Modifications, looking for consultant and contractor (CPK372-13). CP 673 (CPK261-01) - 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:

CP277- Permanent Construction Surface Lot - Planning still finalizing with the City on the way forward. Tender returned and under TPA review. (CPK254-02 and CPK254-02).

Note # 8:

CP11 Structural Concrete Repairs - RFP for condition assessment of ground floor structure was issued in Q4 2021. Work to be started early 2022 and to be completed by late summer.

Note # 9:

Acquisition - Bessarion Community Centre - TPA and PF&R have agreed upon the deferral of parking facility turnover to Q3 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:

Other - CP111 (CPK283-01) Work delayed and actual work expected in 2022. Prepaid parking solution (i.e permits) CPK419-01, Mobilization of the project is planned to be launched in late 2022. ERP/Financial System - PICK Replacement (CPK367-02), ERP Phase II HCM went live in February 2022. CP39 -20 Castlefield Road (JV Development) CPK368-02, predominantly completed with residual work.

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

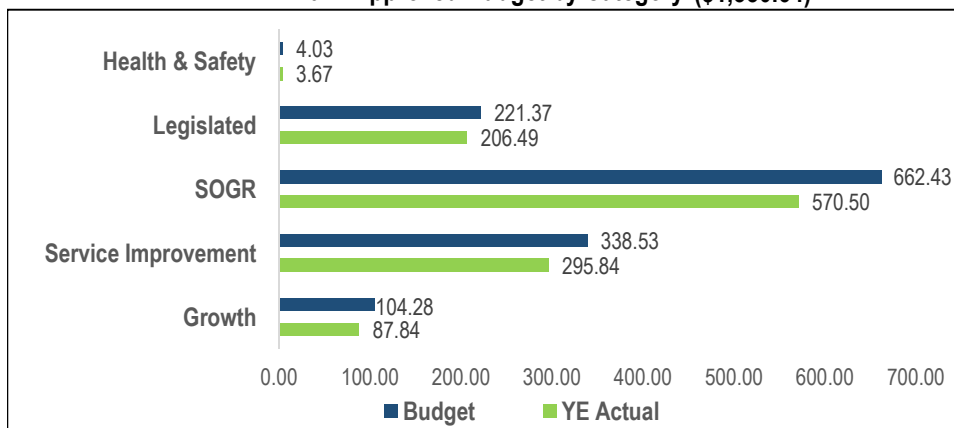


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 64

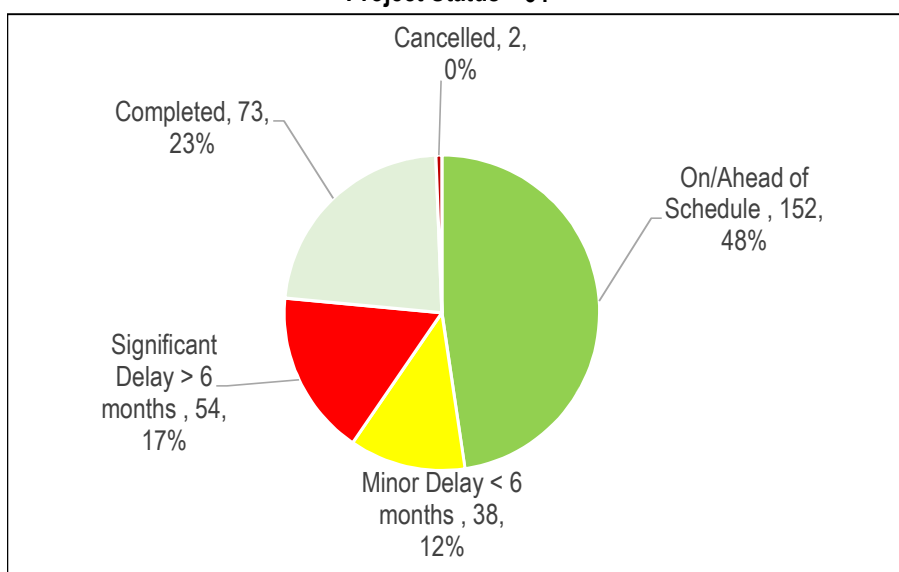


Table 2

Reason for Delay	92	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	1
Procurement Issues	10	5
RFQ/RFP Delayed	5	4
Contractor Issues	1	1
Site Conditions	10	12
Co-ordination with Other Projects	6	4
Community Consultation		1
Covid Related	5	4
Other*	11	6
Total # of Projects	54	38

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,183.79	52.90	57.50	36.36	0.10

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 17 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 monitoring and testing phases, need to reprioritize projects and/or combination of several factors listed above.

Key Discussion Points:

- As of December 31, Toronto Water spent \$1.164 billion or 87.5% of the 2021 Approved Capital Budget of \$1.331 billion. This level of spending is slightly 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.
- 66.7% or \$887.826 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2021.
- \$1.220 billion or 70.5% 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 95.4% of the spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$446.848 million or 86.7% of the 2021 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$240.074 million or 92.5% of the 2021 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$47.113 million or 83.9% of the 2021 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$43.961 million or 90.5% of the 2021 Approved Capital Budget); Wet Weather Flow (\$141.326 million or 91.9% 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 (\$24.625 million or 66.0% of the 2021 Approved Capital Budget); Trunk Sewer projects (\$46.456 million or 87.2% of the 2021 Approved Budget); and Basement Flooding Program (\$120.356 million or 93.6% 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)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	3.505	3.245	92.6%	G	G		38.117	28.301
FJ Horgan Treatment Plant	0.090	-	0.0%	R	R	#3	0.504	-
Humber Wastewater Treatment	0.435	0.428	98.4%	G	G		24.650	19.013
Sub-Total	4.030	3.672	91.1%	-	-		63.271	47.314
Legislated								
Ashbridges Bay Treatment Plant	156.782	156.682	99.9%	G	G		576.293	362.122
RL Clark Treatment Plant	0.075	0.030	40.5%	R	G	#1	6.056	5.853
Highland Creek Treatment Plant	13.461	9.050	67.2%	Y	Y	#2	121.484	87.502
Humber Wastewater Treatment	0.947	0.329	34.8%	R	R	#3	64.088	53.591
Island Treatment Plant	2.419	1.409	58.2%	Y	Y	#2	83.439	22.690
Pumping Stations & Forcemains	2.938	2.513	85.5%	G	G		73.852	22.285
Water Service Replacement	44.649	36.444	81.6%	G	G		371.752	286.275
WT - Storage & Treatment	0.100	0.031	30.7%	R	G	#1	1.771	1.502
Sub-Total	221.371	206.490	93.3%	-	-		1,298.735	841.820
State of Good Repair								
Ashbridges Bay Treatment Plant	84.572	68.535	81.0%	G	G		1,900.870	682.874
Business & Technology Support	0.078	-	0.0%	R	G	#1	0.732	0.574
RL Clark Treatment Plant	0.537	0.331	61.6%	Y	G	#1	98.907	97.263
RC Harris Treatment Plant	11.021	10.583	96.0%	G	G		63.687	56.313
Highland Creek Treatment Plant	33.062	32.319	97.8%	G	G		317.206	167.368
FJ Horgan Treatment Plant	1.923	0.777	40.4%	R	R	#3	21.259	10.453
Humber Wastewater Treatment	38.878	36.497	93.9%	G	G		418.204	266.719
Island Treatment Plant	16.102	13.982	86.8%	G	G		61.915	43.880
Linear Engineering	94.234	84.112	89.3%	G	G		737.034	556.338
Pumping Stations & Forcemains	8.182	7.176	87.7%	G	G		67.695	24.488
Sewer Rehabilitation	77.905	65.809	84.5%	G	G		625.849	462.339
Sewer Replacement	16.429	13.112	79.8%	G	G		69.448	49.245
Trunk Sewers	35.930	31.849	88.6%	G	G		369.122	200.427
Trunk Watermains	2.268	1.375	60.6%	Y	G	#1	55.401	37.235
Watermain Rehabilitation	86.656	82.795	95.5%	G	G		743.594	592.588
Watermain Replacement	100.364	84.794	84.5%	G	G		515.823	421.696
Water Service Replacement	8.636	4.629	53.6%	Y	G	#1	40.834	29.768
WT - Storage & Treatment	18.756	9.945	53.0%	Y	R	#3	204.898	112.640
WTP - Plantwide	5.137	5.129	99.8%	G	G		47.103	5.982
WWF - Implementation Projects	7.290	6.401	87.8%	G	G		66.385	34.739
WWF - Stream Restoration	13.592	10.283	75.7%	G	G		107.315	61.229
Yards & Facilities	0.874	0.073	8.4%	R	R	#3	4.120	3.319
Sub-Total	662.425	570.504	86.1%	-	-		6,537.401	3,917.477
Service Improvements								
Ashbridges Bay Treatment Plant	13.389	10.226	76.4%	G	G		90.006	24.564
Water Meter Program (AMR)	2.420	1.879	77.6%	G	G		241.741	221.387
Business & Technology Support	14.691	7.908	53.8%	Y	R	#3	98.855	55.891
Basement Flooding Program	128.611	120.356	93.6%	G	G		1,832.560	590.859
RC Harris Treatment Plant	1.403	0.850	60.6%	Y	R	#3	13.029	4.552

Toronto Water (TW)

Projects by Category (Million)	2021 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Highland Creek Treatment Plant	7.095	5.743	81.0%	Ⓞ	Ⓞ		206.872	42.361
FJ Horgan Treatment Plant	2.338	1.505	64.4%	Ⓢ	Ⓞ	#1	9.042	2.225
Humber Wastewater Treatment	8.321	6.707	80.6%	Ⓞ	Ⓞ		129.830	53.834
Island Treatment Plant	3.000	2.010	67.0%	Ⓢ	Ⓞ	#1	9.163	3.151
Linear Engineering	1.503	0.952	63.3%	Ⓢ	Ⓡ	#3	15.187	6.267
Pumping Stations & Forcemains	0.013	0.007	50.3%	Ⓢ	Ⓞ	#1	3.441	3.382
Sewer Replacement	2.893	2.891	99.9%	Ⓞ	Ⓞ		31.300	31.297
Trunk Sewers	0.067	-	0.0%	Ⓡ	Ⓡ	#3	29.092	-
Trunk Watermains	3.690	2.465	66.8%	Ⓢ	Ⓞ	#1	8.859	5.622
WT - Storage & Treatment	1.978	0.722	36.5%	Ⓡ	Ⓞ	#1	44.426	39.773
WTP - Plantwide	6.514	2.303	35.3%	Ⓡ	Ⓡ	#3	93.092	5.613
WWF - Implementation Projects	118.556	110.423	93.1%	Ⓞ	Ⓞ		784.240	480.841
WWF -TRCA	14.319	14.219	99.3%	Ⓞ	Ⓞ		123.692	122.525
Yards & Facilities	7.728	4.677	60.5%	Ⓢ	Ⓡ	#3	86.492	36.325
Sub-Total	338.528	295.843	87.4%	-	-		3,850.919	1,730.469
Growth Related								
Ashbridges Bay Treatment Plant	1.402	1.387	98.9%	Ⓞ	Ⓞ		213.555	1.430
Highland Creek Treatment Plant	2.550	-	0.0%	Ⓡ	Ⓡ	#3	9.711	7.161
Island Treatment Plant	0.700	0.037	5.4%	Ⓡ	Ⓡ	#3	5.970	0.037
Linear Engineering	0.600	0.100	16.7%	Ⓡ	Ⓢ	#2	2.962	0.612
New Service Connections	52.908	43.555	82.3%	Ⓞ	Ⓞ		512.720	378.331
New Sewers	9.039	8.157	90.2%	Ⓞ	Ⓞ		55.833	15.258
Pumping Stations & Forcemains	5.577	4.844	86.9%	Ⓞ	Ⓞ		25.873	15.452
Trunk Sewers	0.544	0.067	12.4%	Ⓡ	Ⓡ	#3	577.870	3.784
Trunk WM	10.524	10.071	95.7%	Ⓞ	Ⓞ		103.132	41.012
Water Efficiency Plan	0.558	0.111	19.9%	Ⓡ	Ⓞ	#1	13.632	11.907
Watermain Replacement	19.861	19.498	98.2%	Ⓞ	Ⓞ		129.131	97.475
WT - Storage & Treatment	0.020	0.017	83.2%	Ⓞ	Ⓞ		6.000	0.017
Sub-Total	104.283	87.843	84.2%	-	-		1,656.389	572.476
Total	1,330.638	1,164.352	87.5%				13,406.715	7,109.556

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:

Major projects within Program areas are proceeding on time or completed on budget or with lower than planned costs in 2021. In some instances lower spending was a result of lower than forecasted demand such as controlled substances identification and abatement at Water Treatment and Storage facilities, cut repairs for Water Service Replacement projects and demand for capacity buyback program within the Water Efficiency projects.

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), COVID-19 related delays (Odour Control Upgrades - Phase 1 Construction at Highland Creek Wastewater Treatment Plant), and need to coordinate projects with Region of York.

Note # 3:

Toronto Water (TW)

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

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 Project at FJ Horgan Water Treatment Plant), need to extend design phase to address unforeseen site and other conditions (Emergency Standby Power at RC Harris Water Treatment Plant, the Raw Water Pump Upgrades Project and Ozonation System Rehabilitation at FJ Horgan Water Treatment Plant) or to address additional scope and complexity and need for utility coordination (Island Photovoltaic System project at Island Water Treatment Plant), extended proposal evaluation phase (Black Creek Sanitary Trunk Sewer Design & Construction), need to reissue tender (Reservoir Rehabilitation - Phase 2 Construction project, Plant Wide Standby Power - Phase 2 Construction project), delayed or prolonged equipment purchases due to COVID-19 (Laboratory Equipment) combined with complexity of scope (Source Water Protection - Lake Ontario Collaborative Project), prolonged technology architecture review and RFP development for Business & Technology Support Improvement Projects, pending expropriation process (Trunks Sewer Odour and Corrosion Control Project) and procurement of new contract (Facility Renovation projects), insufficient staff resources (Asset Management System Implementation), and delayed design phase related to utility works (Highland Creek Wastewater Treatment Plant Transformers and Switchgear project).