

APPENDIX 3
Capital Dashboard by Program/Agency
For the Period ended May 31, 2020
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2020 Capital Spending by Program
Community and Social Services

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Children's Services	5M	18.78	0.84	11.34	60.4%		Ⓢ
EDC	5M	27.08	1.57	17.67	65.3%		Ⓢ
SSLTC	5M	21.39	1.77	9.79	45.8%		Ⓡ
PFR	5M	201.35	29.33	133.07	66.1%		Ⓢ
SSHA	5M	397.17	56.80	367.97	92.6%		Ⓒ
TESS	5M	10.93	0.77	3.51	32.2%		Ⓡ
Paramedics Services	5M	6.06	0.59	4.54	74.8%		Ⓒ
TOTAL	5M	682.74	91.66	547.88	80.2%		Ⓒ
Ⓒ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the five months ended May 31, 2020, the capital expenditures for Community and Social Services totalled \$91.7 million of their collective 2020 Approved Capital Budget of \$682.7 million. Spending is expected to increase to \$547.9 million (80.2%) by year-end. Two Programs in this service area have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Shelter Support & Housing Administration and Toronto Paramedic Services have projected year-end spending rates of 92.6% and 74.8% respectively and Children Services, Economic Development & Culture, Seniors Services & Long-Term Care, Parks, Recreation & Forestry, Toronto Employment & Social Services, have projected year-end spending rate less than 70%.

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

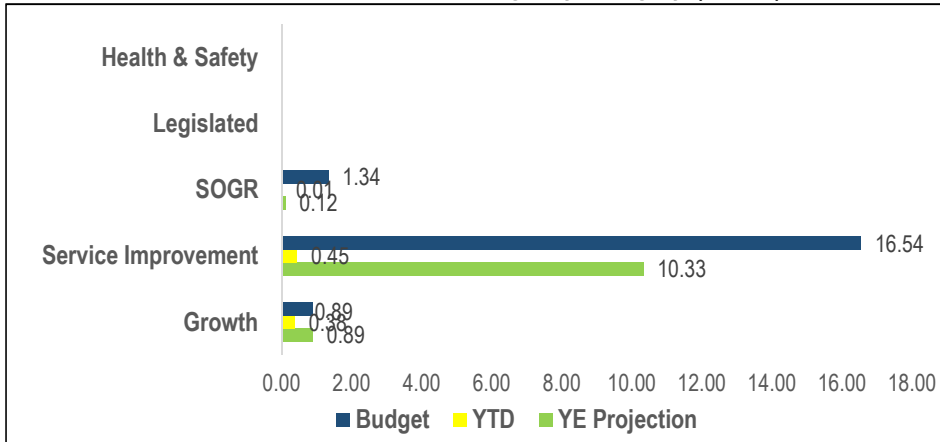


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	18
Growth	1
Total # of Projects	20

Chart 2
Project Status - 20

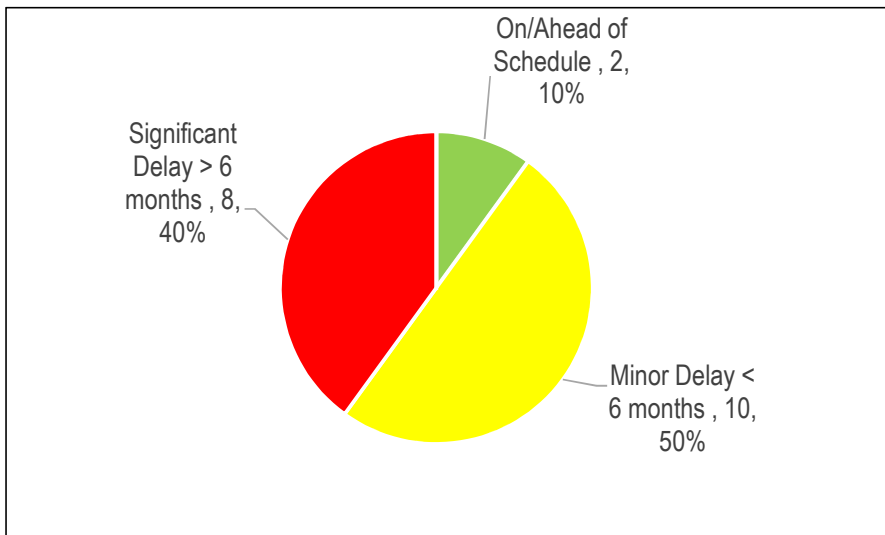


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	2
RFQ/RFP Delayed	1	3
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	1
Community Consultation	4	4
COVID - 19 Related	1	
Other*		10
Total # of Projects	8	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.44	11.53	3.58		1.23

Key Discussion Points:

- Children's Services has limited control over the delivery of child -care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 18 projects included in the plan that are impacted by 3rd party delays. Four of these projects are in the planning stage; 3 are in the process of being tendered; 7 are under construction and 2 have been substantially completed .
- The TELCCS SOGR project 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts .

Children's Services (CHS)

Key Discussion Points (cont'd):

- 18 child care centres in program; 4 in planning stage, 13 in ender or construction phase, 1 on hold pending site review
- The TELCCS SOGR project 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts .
- 1 IT project on target

Children's Services (CHS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actuals to Y/E.				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS SOGR 2020	1.343	0.012	0.9%	0.117	8.7%	Ⓡ	Ⓡ	1	1.343	0.012
Sub-Total	1.343	0.012	0.9%	0.117	8.7%	-	-		1.343	0.012
Service Improvements										
School	1.967		0.0%	0.100	5.1%	Ⓡ	Ⓡ	2	3.900	1.933
Block 31 Child Care Centre	1.546	0.435	28.1%	1.546	100.0%	Ⓢ	Ⓢ		4.733	3.613
Bridletown Community Centre	0.350		0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	3.900	0.000
7)	0.350		0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	5.000	0.000
Stanley Public School	1.000		0.0%	1.000	100.0%	Ⓢ	Ⓢ	4	3.900	0.203
Western North York Child Care	0.312		0.0%	0.020	6.4%	Ⓡ	Ⓡ	3	5.000	0.038
St. Barnabas Catholic School	0.850		0.0%	0.500	58.8%	Ⓢ	Ⓢ	5	3.100	0.177
St. Roch Catholic School	0.715		0.0%	0.715	100.0%	Ⓢ	Ⓢ	6	3.200	0.129
St Bartholome Catholic School	0.750		0.0%	0.750	100.0%	Ⓢ	Ⓢ	7	3.000	0.117
North East Scarborough Centre	0.343		0.0%	0.343	100.0%	Ⓢ	Ⓢ	8	5.000	0.018
TCH Lawrence Ave Site	1.386	0.006	0.4%	1.386	100.0%	Ⓢ	Ⓢ	4	5.353	3.973
TCH Needle Firway	0.100		0.0%	0.000	0.0%	Ⓡ	Ⓡ	9	3.900	0.075
Mount Dennis Child Care Centre	5.000	0.004	0.1%	2.500	50.0%	Ⓢ	Ⓡ	10	18.000	3.081
Wallace Emerson Child Care Centre	0.259		0.0%	0.259	100.0%	Ⓢ	Ⓢ	3	5.000	0.000
Bendale Child Care Centre	0.462		0.0%	0.462	100.0%	Ⓢ	Ⓢ	11	3.425	2.963
Anishnabe Child Care Centre	0.500		0.0%	0.100	20.0%	Ⓡ	Ⓡ	3	7.809	0.000
Gilder Child Care Centre (Centre 11)	0.600		0.0%	0.600	100.0%	Ⓢ	Ⓢ	4	3.900	1.979
Bayside Child Care	0.050		0.0%	0.050	100.0%	Ⓢ	Ⓢ	3	0.700	0.000
Sub-Total	16.540	0.445	2.7%	10.331	62.5%				88.820	18.299
Growth Related										
TCS Growing Child Care	0.892	0.379	42.5%	0.892	100.0%	Ⓢ	Ⓢ		4.764	1.228
Sub-Total	0.892	0.379	4.5%	0.892	100.0%				4.764	1.228
Total	18.775	0.836		11.340					94.927	19.539

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

11.340

94.927

19.539

0.000

0.000

0.000

Note # 1:

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

Note # 2:

Construction complete, with landscaping and final remediation to be completed

Note # 3:

Project in planning stage

Note # 4:

Construction underway, cash flow budget projected to be fully spent by year end

Note # 5:

Tender process under way, with possible delay due COVID school closures

Note # 6

Tender completed in April, 2020

Note # 7:

Tender completed in February, 2020

Note # 8:

In design stage

Note # 9:

Project delayed, pending scope change review

Note # 10:

Construction anticipated to commence in July, 2020

Note # 11:

Building and playground construction have been completed

Chart 1
2020 Approved Budget by Category (\$27.08)

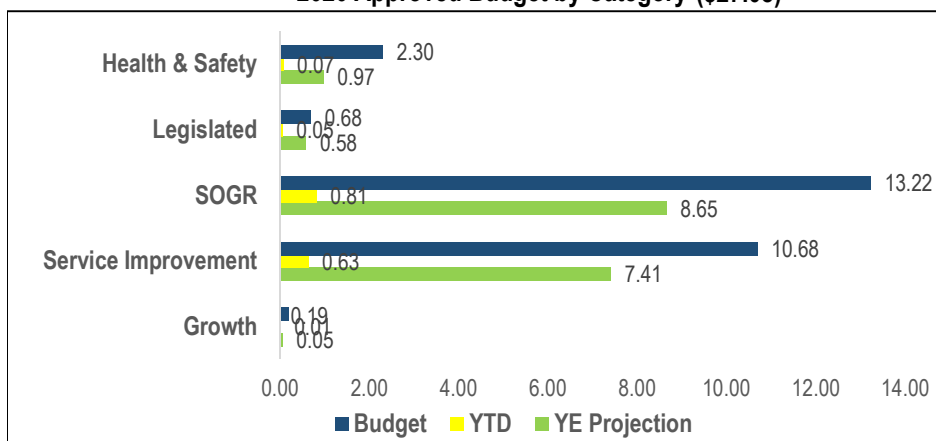


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 24

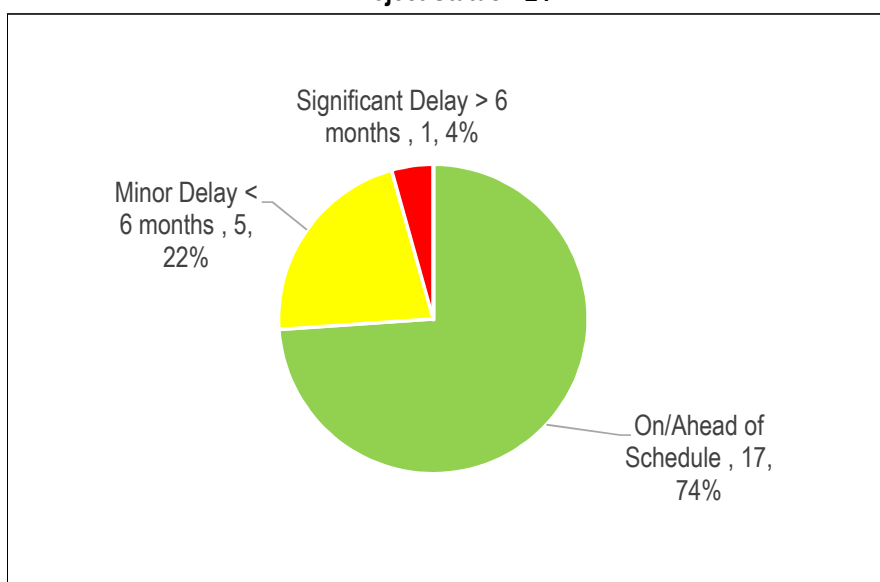


Table 2

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	1
Procurement Issues	0	1
RFQ/RFP Delayed	0	0
Contractor Issues	0	0
Site Conditions	0	0
Co-ordination with Other Projects	0	1
Community Consultation	0	0
COVID-19 Related	1	2
Other*	0	0
Total # of Projects	1	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.88	1.58	3.61	0.00	0.00

Reasons for "Other*" Projects Delay:

Key Discussion Points: (Please provide reason for delay)

EDC spent \$1.573 million or 5.8% of its 2020 cash flow YTD and is projecting to spend \$17.558 million or 64.8% by year end.

- The Casa Loma Phase 10 project experienced some internal delays as a result of COVID-19, it is anticipated that construction will begin in September.
- The Guild Revitalization and Site Work projects are underspent YTD due to unanticipated site conditions, additional expenses and shut down resulting from COVID-19. The contractor has revised the schedule and the project is on track for substantial completion by year end.
- The budget for the Fort York Restoration project will be adjusted by deferring other capital projects to address an emergency termites infestation at the hydro bunker to avoid irreparable loss of valuable heritage fabric.
- The 2020 BIA Equal Share Funding Project is projected to be 83% spent by end of 2020. The remaining funds have been deferred due to COVID-19.

Economic Development and Culture (ECT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Major Maintenance	0.059	0.000	0.0%	0.000	0.0%	Ⓟ	Ⓢ		0.466	0.407
Casa Loma Exterior	2.237	0.069	3.1%	0.975	43.6%	Ⓟ	Ⓢ	#1	7.374	2.506
Sub-Total	2.297	0.069	3.0%	0.975	42.5%	-	-		7.840	2.912
Legislated										
Collections Care	0.299	0.000	0.0%	0.299	100.0%	Ⓢ	Ⓢ		0.350	0.051
Cultural Infrastructure Development	0.191	0.004	2.1%	0.110	57.4%	Ⓢ	Ⓢ	#2	3.317	0.304
Major Maintenance	0.129	0.010	7.7%	0.114	88.4%	Ⓢ	Ⓢ		0.204	0.085
Restoration and Preservation of Heritage Elements	0.065	0.039	60.9%	0.055	84.5%	Ⓢ	Ⓢ		0.474	0.397
Sub-Total	0.683	0.053	7.8%	0.577	84.5%	-	-		4.345	0.837
State of Good Repair										
Cultural Infrastructure Development	0.224	0.000	0.0%	0.224	100.0%	Ⓢ	Ⓢ		0.737	0.512
Major Maintenance	2.654	0.220	8.3%	1.853	69.8%	Ⓢ	Ⓢ	#3	6.985	3.102
Refurbishment and Rehabilitation	0.305	0.032	10.6%	0.263	86.5%	Ⓢ	Ⓢ		0.400	0.128
Restoration and Preservation of Heritage Elements	4.312	0.124	2.9%	3.349	77.7%	Ⓢ	Ⓢ		9.739	2.839
BIA Streetscape Master Plan Program	0.038	0.000	0.0%	0.027	71.3%	Ⓢ	Ⓢ		0.260	0.222
BIA Planning Act Revenue	0.535	0.351	65.6%	0.844	157.7%	Ⓢ	Ⓢ	#4	4.306	3.022
BIA Financed Funding	2.778	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#5	6.033	1.905
BIA Equal Share Funding	2.378	0.087	3.6%	2.092	88.0%	Ⓢ	Ⓢ		8.207	5.250
Sub-Total	13.224	0.815	6.2%	8.653	65.4%	-	-		36.667	16.980
Service Improvements										
Cultural Infrastructure Development	4.594	0.419	9.1%	4.594	100.0%	Ⓢ	Ⓢ		9.630	5.253
Economic Competitiveness Data Management System	0.723	0.091	12.6%	0.521	72.2%	Ⓢ	Ⓢ	#6	1.900	1.205
Indigenous Centre For Innovation And	3.614	0.000	0.0%	0.765	21.2%	Ⓢ	Ⓢ	#7	3.614	0.000
Restoration and Preservation of Heritage Elements	0.550	0.000	0.0%	0.550	100.0%	Ⓢ	Ⓢ	#8	0.550	0.000
Service Enhancement	0.234	0.002	0.9%	0.084	35.8%	Ⓢ	Ⓢ	#3	1.890	1.458
BIA Streetscape Master Plan Program	0.117	0.000	0.0%	0.042	35.8%	Ⓢ	Ⓢ	#3	0.200	0.083
Commercial Façade Improvement Program	0.783	0.110	14.0%	0.783	100.0%	Ⓢ	Ⓢ		2.399	1.427
Mural Program	0.070	0.008	10.7%	0.070	100.0%	Ⓢ	Ⓢ		0.100	0.037
Sub-Total	10.684	0.629	5.9%	7.409	69.3%	-	-		20.283	9.464
Growth Related										
Cultural Infrastructure Development	0.187	0.007	3.7%	0.054	28.6%	Ⓢ	Ⓢ	#3	1.076	0.714
Sub-Total	0.187	0.007	3.7%	0.054	28.6%	-	-		1.076	0.714
Total	27.075	1.573	5.8%	17.667	65.3%				70.211	30.907

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

Note # 1:

The Casa Loma Restoration project experienced internal delays due to COVID-19 and the project requires extensive approvals from Forestry, Ravines and Natural Features, as well as Transportation Services. The construction project was tendered in Q2 2020 and it is anticipated that 44% of the 2020 cash flow will be spent.

Note # 2:

The Public Art Development - 11 Wellesley project is on track for completion by end of 2021

Note # 3:

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

Note # 4:

The Planning Act Revenue St. Lawrence Market Neighborhood project will begin pre-construction work in 2020 in order to proceed with the tender process. An in-year budget adjustment is requested in this report to accelerate \$0.320 million in Section 37 funding from 2021 to 2020.

Note # 5:

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

Note # 6:

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

Note # 7:

The Indigenous Centre for Innovation and Entrepreneurship project is experiencing delays due to changes in construction timelines and delay in hiring of a new project manager as a result of COVID-19.

Note # 8:

The Toronto Sign project is experiencing minor delays due to COVID-19 shutdown of non-essential businesses, work has resumed in May 2020 and is expected to be completed by end of 2020

Seniors Services and Long-Term Care (HOM)

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

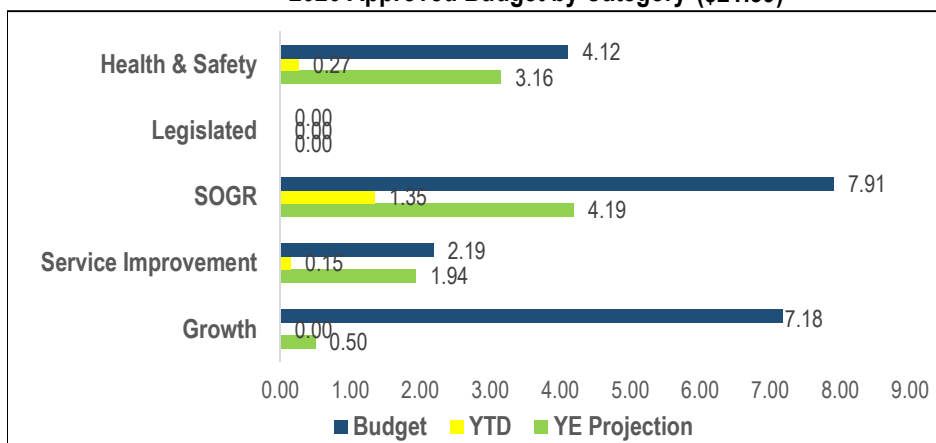


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 10

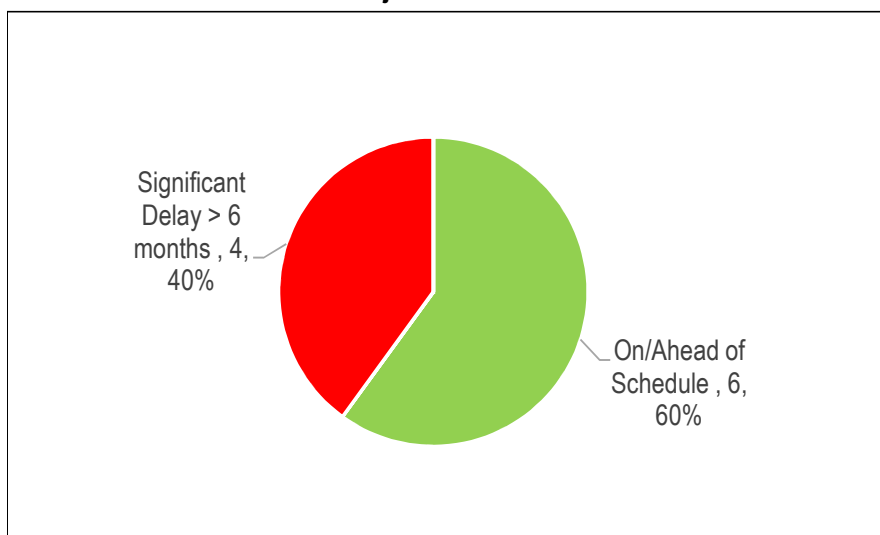


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

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

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Electrical - Life Safety Systems	0.920	0.026	2.8%	0.920	100.0%	Ⓔ	Ⓔ		3.950	2.903
Mechanical - HVAC	1.657	0.069	4.1%	1.657	100.0%	Ⓔ	Ⓔ		8.795	5.374
Specialty Systems & Elevator	0.300	0.172	57.5%	0.300	100.0%	Ⓔ	Ⓔ		2.780	2.583
Building Health & Safety - 2020	1.238	0.000	0.0%	0.278	22.4%	Ⓓ	Ⓓ	#1	1.625	0.000
Sub-Total	4.115	0.267	6.5%	3.155	76.7%	-	-		17.150	10.860
Legislated										
Kipling Acres - Redevelopment	0.000	0.000		0.000					4.500	4.330
Kipling Acres - Phase 3	0.000	0.000		0.000					47.500	45.308
Sub-Total	0.000	0.000		0.000		-	-		52.000	49.638
State of Good Repair										
Building Upgrades	2.804	1.165	41.5%	2.804	100.0%	Ⓔ	Ⓔ		13.445	12.317
Specialty Systems	0.799	0.186	23.3%	0.799	100.0%	Ⓔ	Ⓔ		1.635	1.022
Building SOGR - 2020	4.306	0.000	0.0%	0.592	13.7%	Ⓓ	Ⓓ	#1	7.065	0.000
Sub-Total	7.909	1.351	17.1%	4.195	53.0%	-	-		22.145	13.338
Service Improvements										
Electronic Health Care System	1.940	0.154	7.9%	1.940	100.0%	Ⓔ	Ⓔ		3.152	1.396
Kronos Feasibility Study	0.250	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	0.250	0.000
Sub-Total	2.190	0.154	7.0%	1.940	88.6%	-	-		3.402	1.396
Growth Related										
Carefree Lodge Redevelopment	7.175	0.000	0.0%	0.500	7.0%	Ⓓ	Ⓓ	#1	175.970	0.000
Sub-Total	7.175	0.000	0.0%	0.500	7.0%	-	-		175.970	0.000
Total	21.389	1.771		9.790					270.667	75.233

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

Note # 1:

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

Chart 1
2020 Approved Budget by Category (\$201.35)

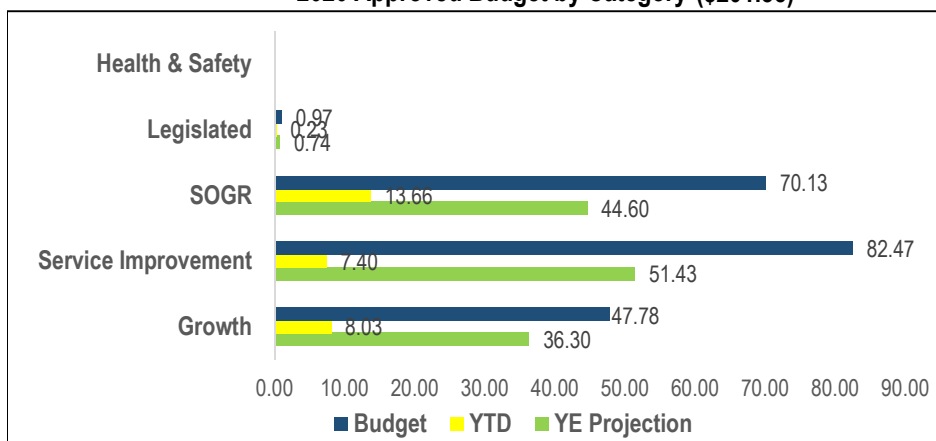


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	39
Service Improvement	170
Growth	29
Total # of Projects	240

Chart 2
Project Status - 240

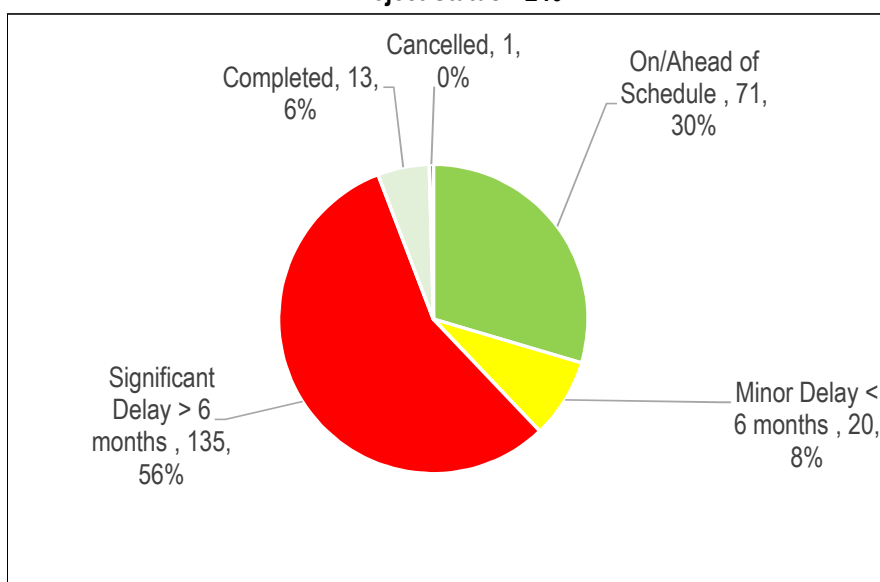


Table 2

Reason for Delay	155	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed	4	1
Contractor Issues	3	
Site Conditions	9	
Co-ordination with Other Projects	47	3
Community Consultation	8	2
COVID-19 Related	21	4
Other*	40	10
Total # of Projects	135	20

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
58.590	7.000	134.258	1.438	0.060

Reasons for "Other*" Projects Delay:

- Projects may be delayed as they are being delivered by a third party and/or are awaiting third party approval;
- Projects may require confirmation of project scope and/or require further directions before proceeding;
- Incomplete or changing in legislation requirements
- Final designs of various projects may not be complete.

Key Discussion Points:

- Parks, Forestry and Recreation are currently projecting a 2020 year-end spend of \$133.067 million, or 66.1% of its 2020 Approved Capital Budget of \$201.345 million.
- The lower spending is the result of a proposed reduction/deferral of \$31.568 million in Capital from Current (CFC) and \$3.762 million in Debt funding, a total of \$35.330 million, for COVID-19 impacts that are reflected in the projected spending for the year, but not in the 2020 Approved Budget. If the 2020 Budget of \$201.345 million were to be reduced by \$35.330 million, the revised Budget would be \$166.015 million and projected spending for the year would be 80.2% of the total.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- As of May 31, 2020, Parks, Forestry and Recreation has 71 projects currently on-track (\$58.59million) and 13 completed projects. These projects have been completed under budget (\$9.654 million out of total budget of \$10.644 million)
- 155 projects (\$141.258 million) are currently experiencing a delay primarily due to COVID19 pandemic, coordination with other projects; site conditions; and the reasons mentioned above.

Parks, Forestry & Recreation (PKS)

Projects by Category (Millions)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
LAND ACQUISITION	0.968	0.231	23.8%	0.744	76.9%	Ⓞ	Ⓞ		6.277	3.531
Sub-Total	0.968	0.231	23.8%	0.744	76.9%	-	-		6.277	3.531
State of Good Repair										
ARENA	9.728	0.897	9.2%	5.002	51.4%	Ⓢ	Ⓡ	#1	62.367	33.165
COMMUNITY CENTRES	11.479	1.787	15.6%	7.000	61.0%	Ⓢ	Ⓡ	#2	74.302	40.479
ENVIRONMENTAL INITIATIVES	2.796	0.103	3.7%	1.490	53.3%	Ⓢ	Ⓡ	#3	10.500	6.991
OUTDOOR RECREATION CENTRE	2.310	0.163	7.1%	0.776	33.6%	Ⓡ	Ⓞ	#4	9.806	5.082
PARK DEVELOPMENT	5.540	4.541	82.0%	1.086	19.6%	Ⓡ	Ⓞ	#5	12.929	7.509
PARKING LOTS & TENNIS	2.066	0.249	12.1%	0.361	17.5%	Ⓡ	Ⓞ	#6	8.876	4.356
PLAYGROUNDS/WATERPLAY	2.661	0.299	11.2%	2.109	79.3%	Ⓞ	Ⓡ	#7	9.107	4.069
POOL	3.218	1.030	32.0%	3.218	100.0%	Ⓞ	Ⓞ		22.170	7.424
SPECIAL FACILITIES	18.898	2.602	13.8%	17.069	90.3%	Ⓞ	Ⓞ		63.631	22.829
FACILITY COMPONENTS	6.683	0.546	8.2%	2.606	39.0%	Ⓡ	Ⓞ	#8	20.678	14.161
TRAILS & PATHWAYS	4.749	1.446	30.5%	3.881	81.7%	Ⓞ	Ⓡ	#9	23.179	13.934
Sub-Total	70.128	13.664	19.5%	44.597	63.6%	-	-		317.545	159.999
Service Improvements										
ARENA	0.812	0.255	31.4%	0.412	50.8%	Ⓢ	Ⓡ	#1	13.775	7.016
COMMUNITY CENTRES	2.607	0.005	0.2%	2.164	83.0%	Ⓞ	Ⓡ	#2	17.011	5.427
ENVIRONMENTAL INITIATIVES	0.879	0.275	31.3%	0.730	83.0%	Ⓞ	Ⓡ	#3	15.110	10.013
INFORMATION TECHNOLOGY	13.702	1.388	10.1%	7.546	55.1%	Ⓢ	Ⓡ	#10	59.025	25.341
OUTDOOR RECREATION CENTRE	8.221	1.551	18.9%	5.482	66.7%	Ⓢ	Ⓡ	#4	27.522	9.275
PARK DEVELOPMENT	30.771	0.740	2.4%	19.822	64.4%	Ⓢ	Ⓡ	#5	191.455	75.337
PARKING LOTS & TENNIS	0.000	0.000		0.000					1.461	1.367
PLAYGROUNDS/WATERPLAY	7.198	0.660	9.2%	6.512	90.5%	Ⓞ	Ⓡ	#7	31.577	20.953
POOL	3.957	1.739	43.9%	3.493	88.3%	Ⓞ	Ⓡ	#11	21.475	18.446
SPECIAL FACILITIES	8.178	0.586	7.2%	2.801	34.2%	Ⓡ	Ⓡ	#12	36.818	7.781
FACILITY COMPONENTS	4.628	0.198	4.3%	1.564	33.8%	Ⓡ	Ⓡ	#8	10.950	3.539
TRAILS & PATHWAYS	1.515	0.003	0.2%	0.902	59.5%	Ⓢ	Ⓡ	#9	16.884	5.956
Sub-Total	82.469	7.399	9.0%	51.427	62.4%	-	-		443.062	190.450
Growth Related										
COMMUNITY CENTRES	40.890	7.857	19.2%	30.877	75.5%	Ⓞ	Ⓡ	#2	391.890	147.769
LAND ACQUISITION	4.314	0.122	2.8%	3.519	81.6%	Ⓞ	Ⓞ		236.294	13.943
OUTDOOR RECREATION CENTRE	0.000	0.000		0.000					0.400	0.077
PARK DEVELOPMENT	2.577	0.055	2.1%	1.903	73.9%	Ⓞ	Ⓡ	#5	19.488	1.293
Sub-Total	47.781	8.034	16.8%	36.299	76.0%	-	-		648.071	163.082
Total	201.345	29.327	14.6%	133.067	66.1%				1,414.956	517.062

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: under-spending of \$5.126 M is anticipated, including \$4.726 M for the CAMP SOGR Arenas project due to 2019 year-end adjustments and potential reductions to the 2020 Plan as a result of COVID-19; and \$0.400 M for the Don Mills Civitan Facility Design as a result of delays in issuing the Request for Proposal.

Note # 2:

Community Centres (CC): under-spending of \$15.647 M is anticipated, \$4.479 M for the CAMP State of Good Repair Community Centres project due to potential reductions to the 2020 Plan as a result of COVID-19; \$3.340 M for the Bessarion Facility due to delays in construction due to COVID-19 and cost-sharing of cash flow; \$2.110 M for the Etobicoke Civic Centre Community Centre that is being coordinated through CreateTO who are reviewing funding for the overall multi-divisional project; \$2.150 M for the Lower Yonge Street Community Centre Space that is being delivered by a Developer; \$1.567 M for the 40 Wabash Parkdale New CC Design and \$0.265 M for the Western North York New CC Design, both due to delays in Community Consultation/Engagement due to COVID-19; and \$0.581 M for York Community Centre that is delayed due to ongoing contractor issues.

Parks, Forestry & Recreation (PKS)

Note # 3:

Environmental Initiatives: under-spending of \$1.455 M is expected, \$1.306 M for the City Wide Environmental Initiatives project due to potential reductions to the 2020 Plan as a result of COVID-19; \$0.089 M for Phase 2 of Wilket Creek Park due to RFP/RFQ delays for the design of Reach 3; and \$0.060 M for the Lindylou Park Community Flower Gardens project which has been cancelled and submitted for closure in the staff report that will be before the July 28 City Council meeting.

Note # 4:

Outdoor Recreation Centre (ORC): under-spending of \$4.272 M is expected, \$1.284 M for the Humber Bay Park East New Pavilion as a result of delays in the community consultation process; \$1.080 M for the Dufferin Grove AIR Building due to the impact of COVID-19 on the process for reviewing drawings for submission to City Planning to obtain a building permit; \$1.000 M for the Sports Field Program due to potential reductions to the 2020 Plan as a result of COVID-19; \$0.534 M for the Capital Asset Management Program (CAMP) State of Good Repair (SOGR) Outdoor Recreation Centre Facilities project as a result of 2019 year-end adjustments to be approved at the July 28th City Council meeting; and \$0.200 M for the York Stadium Turf Improvements as the City is awaiting funds and an agreement with the Toronto Catholic District School Board (TCDSB).

Note # 5:

Park Development: under-spending of \$16.077 M is projected, including \$4.454 M for Parks Rehabilitation and \$0.713 M for Parks Plan due to potential reductions to the 2020 Plan as a result of COVID-19; \$1.050 M as a result of RFP/RFQ delays (St. Andrew Playground Improvements, David Crombie Park Revitalization, Osler Park Improvements); \$2.103 M for delays in Community Consultation/Engagement (\$0.960 M for Corktown Parks, \$0.200 M for Toronto Island Park Implementation); \$2.651 M for Co-ordination with Other Projects (\$0.612 M for Moorevale Park Improvements and \$0.707 M for Lawrence Heights projects, including Baycrest, Greenway and Local Neighbourhood); \$0.723 M for five (5) projects completed under-budget and submitted for closure; and over \$4.300 M for various park development projects at risk for not being fully spent by the end of 2020 due to design work spanning over multiple years, other Divisions or partners leading the projects, regulatory approvals or agreements, and delivery of base parks/sites.

Note # 6:

Parking Lot and Tennis Courts: under-spending of \$1.705 M is expected for various Parking Lot, Tennis Courts and Sports Pad State of Good Repair projects due to potential reductions to the 2020 Plan as a result of COVID-19.

Note # 7:

Playground and Water play: under-spending of \$1.337 M is anticipated, including \$0.551 M for CAMP State of Good Repair of Water plays (Wading Pools) as a result of potential reductions to the 2020 Plan due to COVID-19; \$0.459 M for the Play Equipment Program FY2019-2020 project due to community engagement and the co-ordination of various playground projects; and \$0.022 M for projects that are completed and to be closed out (Maple Leaf Park Playground Improvements and Centre Island West Wading Pool Conversion).

Note # 8:

Facility Components: under-spending of \$7.141 M is projected, including \$4.077 M for Facility Rehabilitation due to potential reductions to the 2020 Plan as a result of COVID-19; and \$3.036 M for Accessibility projects, \$0.202 M due to 2019 year-end adjustments and potential COVID-19 reductions; and \$2.834 M for Riverdale and Lower Don Accessibility which is being done in coordination with Metrolinx.

Note # 9:

Trail & Pathways: under-spending of \$1.482 M is projected, including \$0.868 M for various Trails & Pathways and Bridge CAMP State of Good Repair projects as a result of potential reductions to the 2020 Plan due to COVID-19; \$0.465 M for construction of Humber Bay Shores Park as the project is completed and to be closed out; and \$0.100 M for the Bridge to Mississauga via Etobicoke Valley Park project which is being managed by Toronto Region and Conservation Authority (TRCA), and currently put on hold by the City of Mississauga pending further community consultation and easement agreements.

Note # 10:

Information Technology (IT): under-spending of \$6.282 M is anticipated due to potential reductions to the 2020 Plan as a result of COVID-19, including \$2.501 M for Registration, Permitting & Licensing (CLASS), \$3.545 M for the Enterprise Work Management System, and \$0.110 M for Modernization Roadmap.

Note # 11:

Pool: under-spending of \$0.464 M is expected 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.

Note # 12:

Special Facilities: under-spending of \$7.207 M is projected, \$2.847 M for the Ferry Boat Replacement #1 due to RFP/RFQ delays; \$1.037 M for the CAMP SOGR Harbourfront, Marine, Fountains & Seawalls, \$0.605 M for the CAMP SOGR Special Facilities Buildings and Structures, \$0.188 M for the Golf Courses Rehabilitation projects as a result of potential reductions to the 2020 Plan due to COVID-19; and \$2.124 M for the Allan Gardens Washroom Building due to site conditions.

Chart 1
2020 Approved Budget by Category (\$397.17)

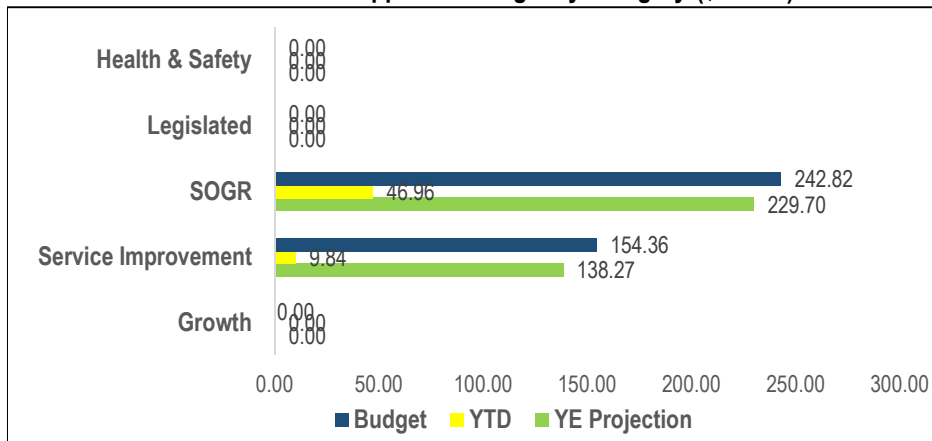


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	10
Growth	
Total # of Projects	13

Chart 2
Project Status - 13

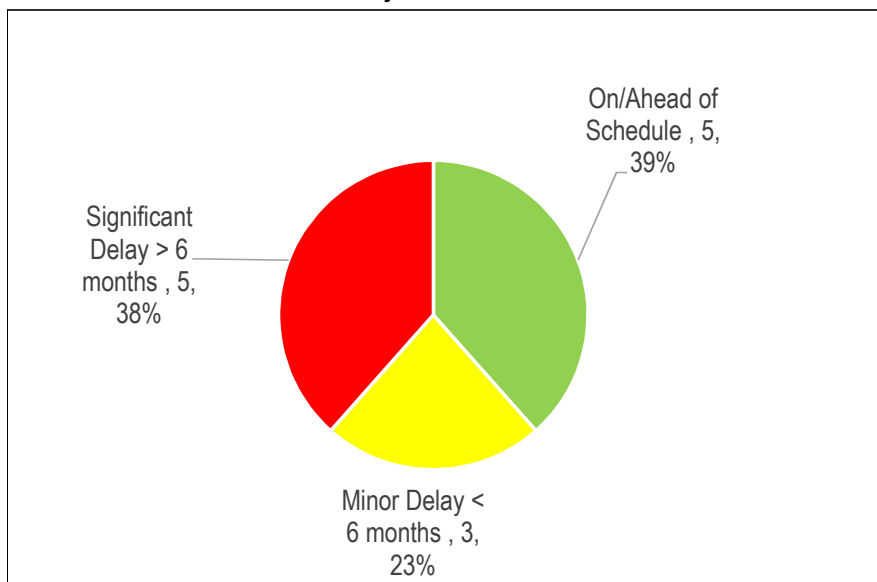


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
222.03	13.60	161.54		

Key Discussion Points:

- **George Street Revitalization (GSR):** Renovation of 354 George Street is currently on hold as the site is being used as a COVID-19 response site. As well, renovation of 2299 Dundas Street is also delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. However, TLAB hearings have been delayed indefinitely due to the COVID-19 pandemic. The completion of the Project Specific Output Specifications (PSOS) which will inform the RFQ / RFP process for GSR Phase 3 is also delayed due to the COVID-19 pandemic.
- **1,000 New Shelter Beds:** Project has been delayed because of complexities experienced in the acquisition and renovation of sites. Site development is sometimes dependent on the completion of another or in partnership with another City division which have contributed to project delays. As well, there is a pending appeal of a Committee of Adjustment decision for one of the sites which requires a TLAB hearing before the project can proceed. Unfortunately, TLAB hearings have been indefinitely suspended due to the COVID-19 pandemic.

Shelter, Support & Housing Administration (SHL)

Key Discussion Points (cont'd):

- **SOGR** : SSHA has had to reprioritize critical work due to the COVID 19 pandemic to prevent further disruption to shelter clients during the COVID-19 response. Non-critical projects and uncommitted funds have been deferred to 2021. The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.
- **625 Church Street - Modernization**: Spending delays resulting from processing backlog at PMMD due to COVID-19. In addition to site conditions, project requirements are being amended to account for new physical distancing requirements for office space.
- **TCHC SOGR and Revitalization**: Based on current forecasts, TCHC will require the full funding of \$160.000 million for City funded SOGR and \$34.321 million for Revitalization Development. In addition, projects funded through the Provincial Social Housing Apartment Improvement Program (SHAIP) program have a total allocation of \$78.011 million, with forecasted year-end spending of \$67.000 million (85.9%).

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Cap Repairs/Repl-City Operated Hostels and Lease Buildings	6.703	0.040	0.6%	2.703	40.3%				0.000	0.040
TCHC SOGR - City Funded	160.000	25.000	15.6%	160.000	100.0%			#8	0.000	25.000
TCHC SOGR - SHAI Funded	76.112	21.918	28.8%	67.000	88.0%			#8	76.112	21.918
Sub-Total	242.815	46.958	19.3%	229.703	94.6%	-	-		76.112	46.958
Service Improvements										
Shelter Land Acquisition 63 & 65 Homewood Avenue	7.279	0.000	0.0%	7.279	100.0%			#1	7.800	0.740
George Street Revitalization (GSR)	36.154	3.171	8.8%	26.116	72.2%			#2	566.127	48.163
Choice Based Housing Access System	5.082	0.930	18.3%	3.000	59.0%			#3	6.970	2.474
Addition of 1,000 New Shelter Beds	41.851	5.556	13.3%	41.851	100.0%			#4	166.208	39.685
9 Huntley Street	0.105	0.000	0.0%	0.105	100.0%				0.718	0.613
Central Intake Call Centre	1.240	0.063	5.1%	0.400	32.2%			#5	1.736	0.371
AODA	2.491	0.122	4.9%	1.364	54.7%			#6	7.947	0.481
Modular Supportive Homes Project - Phase 1	20.900	0.000	0.0%	20.900	100.0%				47.500	0.000
625 Church Street - Modernization	4.931	0.001	0.0%	2.931	59.4%			#7	4.931	0.001
TCHC Revitalization	34.321	0.000	0.0%	34.321	100.0%			#8	34.321	0.000
TCHC Building Capital Repair										
Sub-Total	154.355	9.843	6.4%	138.267	89.6%	-	-		844.258	92.528
Total	397.170	56.801	14.3%	367.970	92.6%				920.371	139.486

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

Acquisition of the property initially planned for May, 2020 was delayed to allow the developer to rectify outstanding issues prior to closing which have since been rectified. Closing is firm for July.

Note # 2:

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

Note # 3:

Project RFP process has been delayed due to COVID-19.

Note # 4:

Project has been delayed because of complexities experienced in the acquisition and renovation of sites. Site development is sometimes dependent on the completion of another or in partnership with another City division which have contributed to project delays. As well, there is a pending appeal of a Committee of Adjustment decision for one of the sites which requires a TLAB hearing before the project can proceed. Unfortunately, TLAB hearings have been indefinitely suspended due to the COVID-19 pandemic.

Note # 5:

Project is delayed due to technical issues experienced during implementation. Staff resources for this project also had to be reassigned to support the City's COVID-19 response.

Note # 6:

Project been delayed due to the redeployment of assigned staff to support the City's COVID-19 response. However, elevator modernisation at 674 Dundas St W is ongoing on track for completion.

Shelter, Support & Housing Administration (SHL)

Note # 7:

Spending delays due to backlog at PMMD due to COVID-19. In addition to site conditions, project requirements are being amended to account for new physical distancing requirements for office space.

Note # 8:

YTD expenditures in the table above reflect the amount of funding that has been reviewed and paid to TCHC by SSHA and does not reflect the actual spending completed by TCHC. TCHC is projecting to spend 100% of the \$34.321 million revitalization budget included in the City's 2020 Approved Capital Plan. From the \$160 million in City funding and \$78.011 million in SHAIIP funding budgeted for TCHC's SOGR backlog as part of the City's 2020 Approved Capital Plan, TCHC is projecting to spend 100% of the City funding and 85.9% of the SHAIIP funding in 2020. TCHC will continue to re-evaluate the projected spending on SHAIIP funded projects which have been impacted by COVID.

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

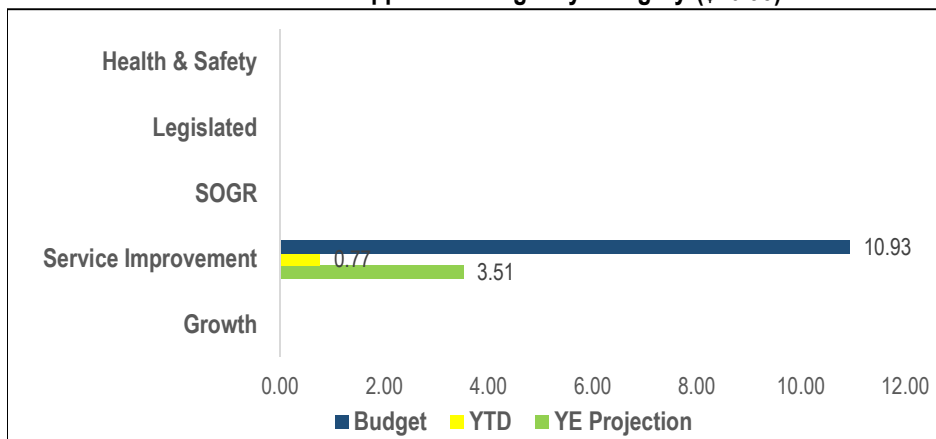


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 5

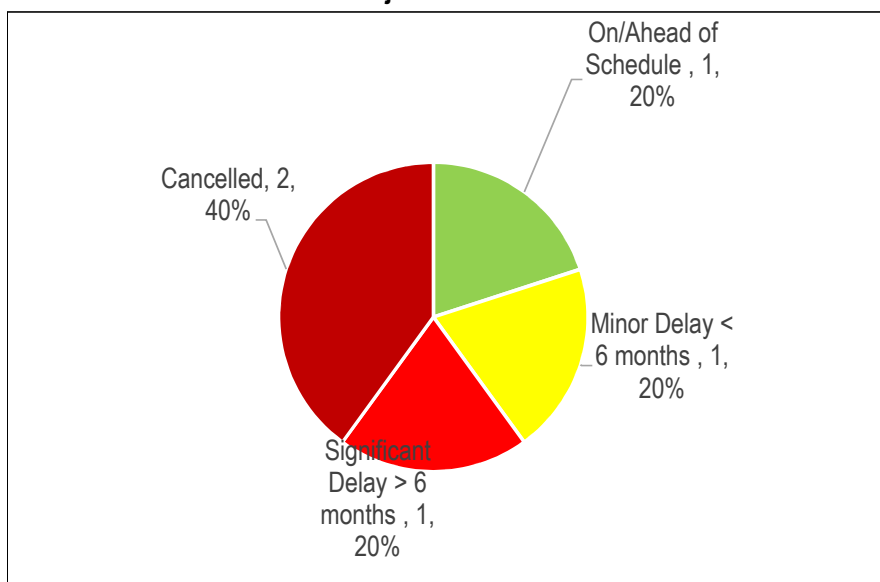


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.93	0.31	3.15		3.53

Key Discussion Points:

- The Dufferin Mall Leasehold Improvement project is facing delays due to COVID-19 with Council consideration of the new lease at Dufferin Mall now expected in the fall of 2020. The retrofit of the space has been pushed into 2021.
- The Yonge St. Leasehold Improvement project is cancelled due to cancelling the move of the Lesmill office to Yonge St. Rather TESS is working with CREM to pursue the availability of space at the North York Civic Centre.
- The Beaches Renovation project was cancelled due to the location now being redeveloped as part of the Housing Now Initiative.
- The Wellesley Place Renovation project construction is complete. Final settlement with the contractor is pending negotiations.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
HSI Project - Phase 2	3.934	0.767	19.5%	2.898	73.7%	Ⓞ	Ⓞ		9.823	5.187
Dufferin Mall Leasehold Improvement	3.150	0.000	0.0%	0.300	9.5%	Ⓡ	Ⓡ	#1	3.500	0.000
Yonge St. Leasehold Improvement	3.161	0.000	0.0%	0.000	0.0%	Ⓡ		#2	3.512	0.000
Beaches Renovation	0.365	0.000	0.0%	0.000	0.0%	Ⓡ		#3	3.650	0.000
Wellesley Place Renovation	0.315	0.000	0.0%	0.315	100.0%	Ⓞ	Ⓜ	#4	8.300	7.974
Sub-Total	10.925	0.767	7.0%	3.513	32.2%	-	-		28.785	13.161
Total	10.925	0.767	7.0%	3.513	32.2%				28.785	13.161

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

Note # 1:

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

Note # 2:

Project has been cancelled

Note # 3:

Project has been cancelled

Note # 4:

Construction is complete. Negotiations with the contractor of the final expenditures are pending settlement.

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

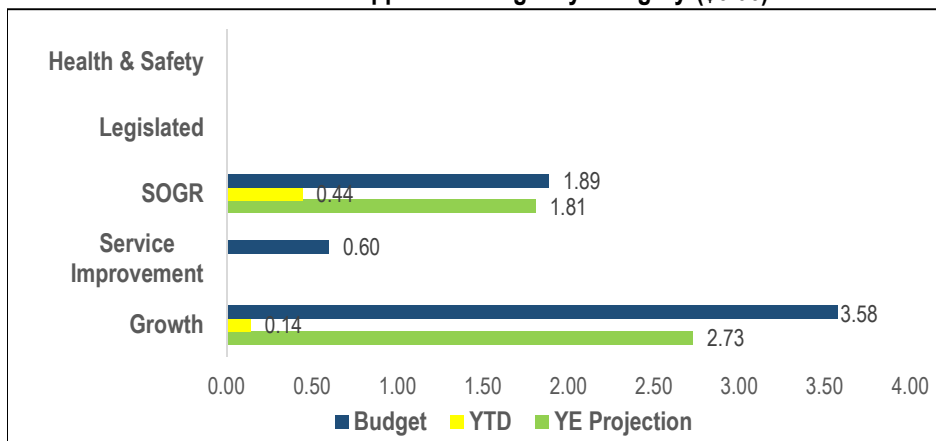


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 10

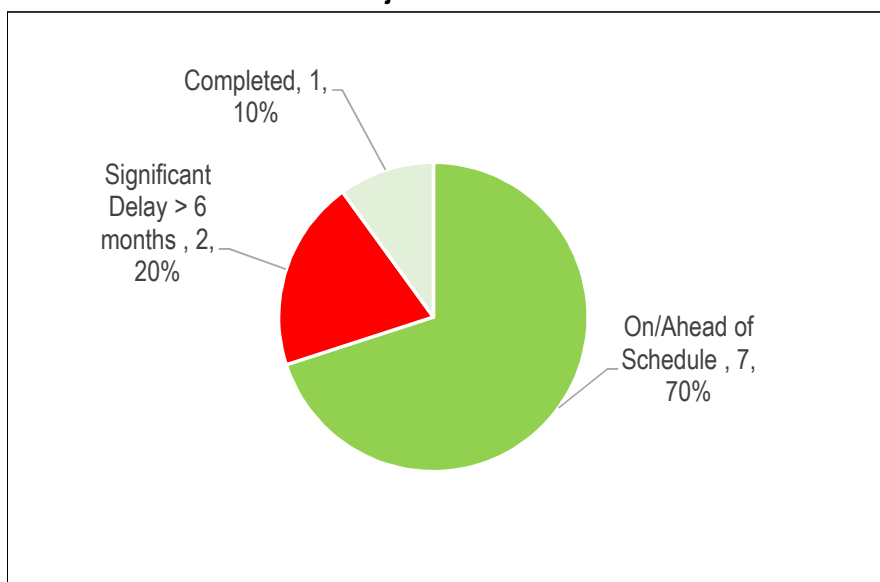


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.84		1.02	0.20	

Key Discussion Points:

- The year-end projected spending of the Additional Emergency Response Vehicles (ERV) project reflects underspending attributed to COVID-19 impacts.
- The Rexdale Ambulance Post project is delayed due to the requirement of a new City Planning application in order to meet Toronto Green Standard (TGS) Tier 2 profile. This project is in collaboration with Toronto Fire Services and is now anticipated to be complete by Q4 2022.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
MOBILE DATA COMMUNICATIONS - 2019	0.198	0.198	100.0%	0.198	100.0%	Ⓞ	Ⓞ		0.500	0.500
MOBILE DATA COMMUNICATIONS - 2020	0.300	0.235	78.2%	0.280	93.3%	Ⓞ	Ⓞ		0.300	0.235
MEDICAL EQUIPMENT REPLACEMENT	0.582	0.011	1.9%	0.580	99.6%	Ⓞ	Ⓞ		4.343	3.619
AMBULANCE RADIO REPLACEMENT	0.550	0.000	0.0%	0.550	100.0%	Ⓞ	Ⓞ		2.588	2.037
DISPATCH CONSOL REPLACEMENT	0.256	0.000	0.0%	0.200	78.1%	Ⓞ	Ⓞ		0.560	0.276
Sub-Total	1.886	0.444	23.5%	1.808	95.9%	-	-		8.291	6.667
Service Improvements										
ADDITIONAL ERV (2020)	0.600	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.600	0.000
Sub-Total	0.600	0.000	0.0%	0.000	0.0%	-	-		0.600	0.000
Growth Related										
ADDITIONAL AMBULANCES (2019-SICK KIDS)	0.329	0.000	0.0%	0.329	100.0%	Ⓞ	Ⓞ		0.564	0.235
ADDITIONAL AMBULANCES (2020)	1.750	0.000	0.0%	1.300	74.3%	Ⓞ	Ⓞ		1.750	0.424
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.076	0.143	13.3%	0.800	74.3%	Ⓞ	Ⓞ		25.600	0.162
AMBULANCE POST - REXDALE	0.423	0.000	0.0%	0.300	70.9%	Ⓢ	Ⓡ	#2	2.000	0.152
Sub-Total	3.578	0.143	4.0%	2.729	76.3%	-	-		29.914	0.973
Total	6.064	0.587	9.7%	4.537	74.8%				38.805	7.640
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>										

Note # 1:

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

Note # 2:

Collaborative project with Toronto Fire Services, the architect is re-submitting a new planning application to meet the Toronto Green Standard (TGS) Tier 2 profile.

2020 Capital Spending by Program
Infrastructure and Development Services

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	5M	7.47	1.13	5.15	68.9%		⚠
Fire Services	5M	19.22	0.91	6.47	33.7%		⚠
Transportation	5M	468.47	87.85	416.75	89.0%		Ⓢ
Waterfront Revitalization	5M	200.51	34.07	189.86	94.7%		Ⓢ
TOTAL	5M	695.66	123.96	618.22	88.9%		Ⓢ
Ⓢ >70% ⚠ between 50% and 70% ⚠ < 50% or > 100%							

For the five months ended May 31, 2020, the capital expenditures for Infrastructure and Development Services totalled \$124.0 million of their collective 2020 Approved Capital Budget of \$695.7 million. Spending is expected to increase to \$618.2 million (88.9%) by year-end. Two Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Transportation Services and Waterfront Revitalization have project year-end spending rate of 89.0% and 94.7% respectively, while City Planning and Fire Services have projected year-end spending rate of 68.9% and 33.7% respectively.

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

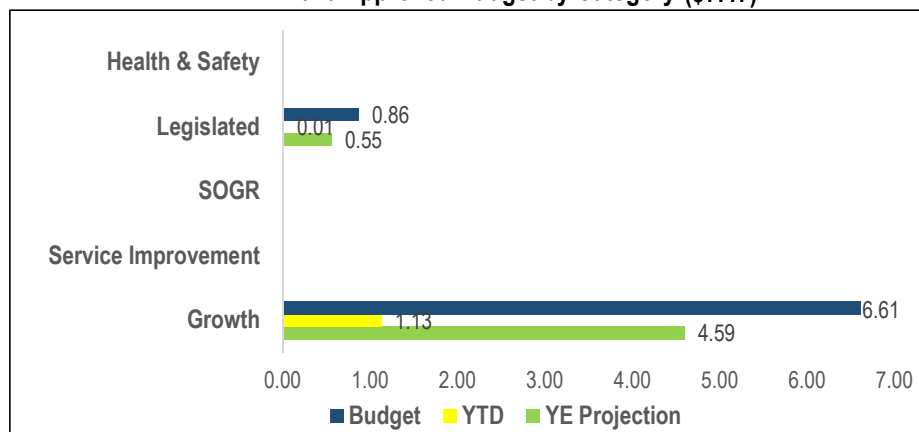


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	
Service Improvement	
Growth	19
Total # of Projects	26

Chart 2
Project Status - 26

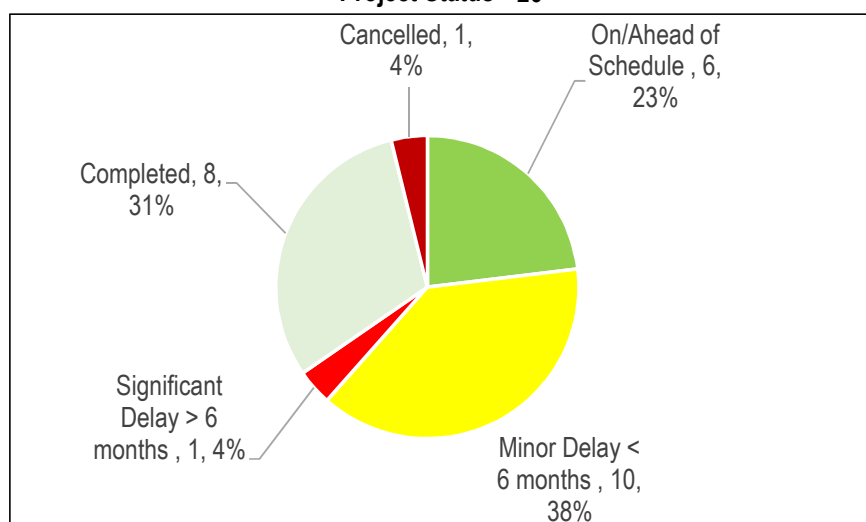


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
COVID-19 Related	1	8
Other*		
Total # of Projects	1	10

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.373	5.950	0.100		

Reasons for "Other*" Projects Delay:

City Planning (PLN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Natural Heritage Inventory Evaluation System	0.035	0.000	0.0%	0.035	100.0%	ⓐ	ⓐ		0.160	0.067
Toronto Archaeological Resources Plan Implementation	0.068	0.000	0.0%	0.018	26.8%	Ⓡ	ⓐ	#5	0.112	0.033
Official Plan Conformity Review	0.200	0.000	0.0%	0.100	50.0%	Ⓨ	Ⓨ	#1	0.200	0.000
5 Year Review of the Official Plan	0.562	0.005	0.9%	0.400	71.2%	ⓐ	Ⓨ	#2	2.050	0.863
Sub-Total	0.865	0.005	0.6%	0.553	63.9%	-	-		2.522	0.963
Growth Related										
Growth Studies	1.334	0.405	30.4%	1.060	79.5%	ⓐ	Ⓨ	#3	7.323	4.889
Transportation & Transit Studies	0.977	0.024	2.5%	0.416	42.6%	Ⓡ	Ⓨ	#3	2.754	0.507
St. Lawrence Market North-Archaeological	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.300	0.099
Avenue/Area Studies	0.264	0.002	0.6%	0.164	62.1%	Ⓨ	Ⓨ	#3	0.667	0.403
Heritage Conservation District Studies	0.700	0.140	20.0%	0.300	42.9%	Ⓡ	Ⓨ	#3	2.350	0.858
Secondary Plan Implementation	0.638	0.123	19.3%	0.638	100.0%	ⓐ	ⓐ		1.667	0.541
Places - Civic Improvements	2.597	0.432	16.7%	2.015	77.6%	ⓐ	Ⓨ	#4	15.873	9.108
Sub-Total	6.609	1.127	17.0%	4.593	69.5%	-	-		30.935	16.406
Total	7.474	1.132	15.1%	5.146	68.9%				33.456	17.369

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

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

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

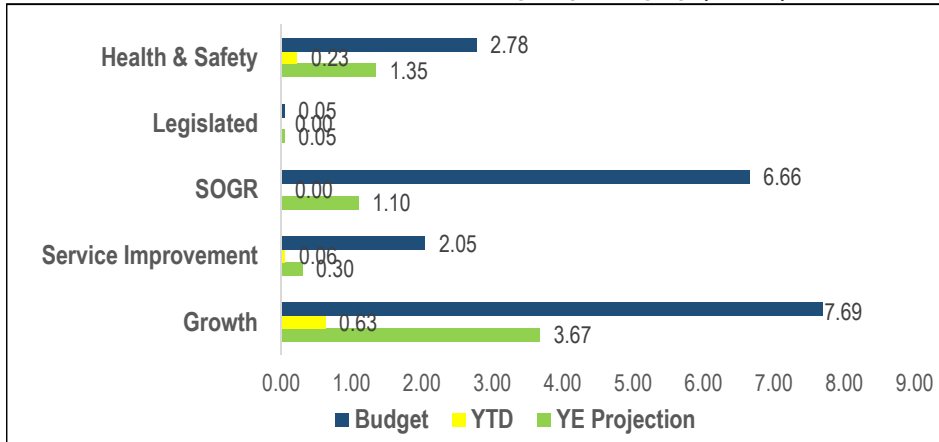


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 20

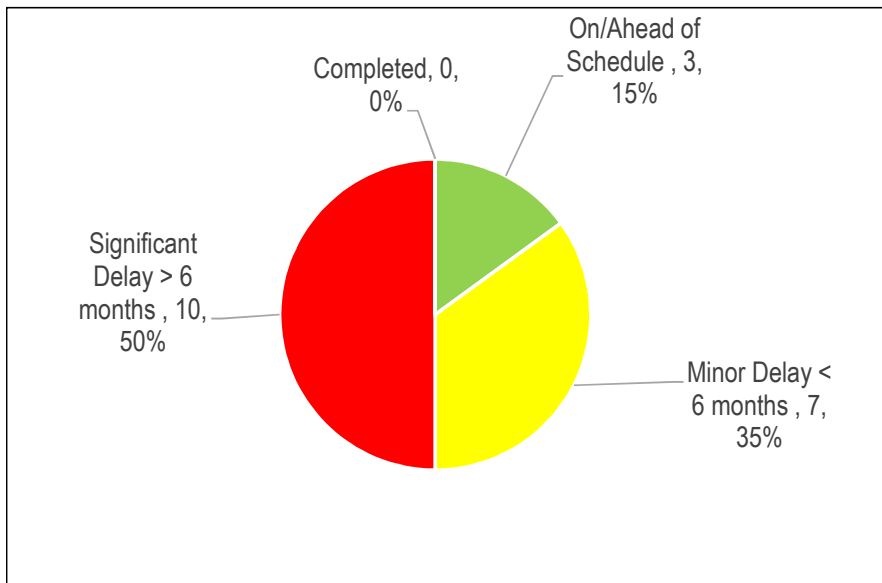


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	5
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	5	2
Other*		
Total # of Projects	10	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.84	3.06	12.32		0.70

Key Discussion Points:

- Station A (Woodbine): The cost of co-location with TPS has been incorporated into budget; the project design will be modified to accommodate City wide zero net emission policy. (the project is currently on hold pending further direction on how to proceed with regards to the Net Zero requirements and potential funding shortfall.)
- Five of the 20 projects are in the procurement stage and are projected to be completed by 2020
- The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts on 5 projects

Fire Services (FIR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Defibrillators Lifecycle Replacement	0.222	0.051	23.0%	0.222	100.0%	Ⓞ	Ⓞ		1.000	0.829
Personal Protection Equipment	1.206		0.0%		0.0%	Ⓡ	Ⓡ	1	4.500	0.094
Firefighting Particulate Hoods	0.650		0.0%	0.600	92.3%	Ⓞ	Ⓨ	2	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.219	0.173	79.0%	0.219	100.0%	Ⓞ	Ⓨ	3	0.411	0.365
Next Generation 911 Project	0.350		0.0%	0.174	49.7%	Ⓡ	Ⓡ	1	0.350	0.000
Breathing Air Compressor Replacement	0.131	0.001		0.131	100.0%	Ⓡ	Ⓨ	3	0.155	0.024
Sub-Total	2.778	0.225	8.1%	1.346	48.5%	-	-		7.066	1.312
Legislated										
Replacement of HUSAR Equip - 2020	0.050		0.0%	0.050	100.0%	Ⓞ	Ⓨ	3	0.050	0.000
Sub-Total	0.050	0.000	0.0%	0.050	100.0%	-	-		0.050	0.000
State of Good Repair										
Fire Prevention Office Space Accommodation (3 Dohme)	4.195		0.0%	0.100	2.4%	Ⓡ	Ⓡ	3	4.500	0.000
Training Facilities Needs Assessment	0.600		0.0%		0.0%	Ⓡ	Ⓡ	1	0.600	0.000
Training Simulators Rehabilitation	0.100		0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	0.300	
Training Simulators Rehabilitation	0.098		0.0%	0.098	100.0%	Ⓞ	Ⓨ	3		0.101
Toronto Radio Infrastructure Project (TRIP)	1.662		0.0%	0.900	54.2%	Ⓨ	Ⓨ	1	8.534	0.000
Sub-Total	6.655	0.000	0.0%	1.098	16.5%	-	-		13.934	0.101
Service Improvements										
Fire Prevention Integration Project	1.800		0.0%	0.150	8.3%	Ⓡ	Ⓡ	1	2.010	0.210
Operational BI Data Architecture Modernization	0.245	0.056	22.9%	0.150	61.2%	Ⓨ	Ⓨ	1	0.770	0.580
Sub-Total	2.045	0.056	2.7%	0.300	14.7%	-	-		2.780	0.790
Growth Related										
Station B (Stn 144) Keele/ Sheppard	3.497	0.540	15.4%	3.497	100.0%	Ⓞ	Ⓞ		11.685	4.677
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.917	-0.002	-0.1%	0.050	1.3%	Ⓡ	Ⓡ	5	8.342	1.768
Husar Building Expansion	0.123	0.089	72.4%	0.123	100.0%	Ⓞ	Ⓞ		2.400	0.156
Fire Apparatus for Station A	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.800	0.000
Fire Apparatus for Station B	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.800	0.000
High Density Urban Aerial Truck	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	3.000	0.000
Sub-Total	7.687	0.627	8.2%	3.670	47.7%	-	-		27.027	6.601
Total	19.215	0.908		6.464					50.857	8.804

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

Note # 1:

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

Note # 2:

Complications with product testing resulted in delay in issuing RFP; scheduled to go to Bid Committee in June

Note # 3:

Delays in procurement process; projects projected to be fully spent by year end

Fire Services (FIR)

Note # 4:

Project ready for tender, with construction scheduled to start in October, 2020

Note 5:

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

Note 6:

Procurement under way, with delivery anticipated in 2021

Transportation Services (TRN)

Chart 1
2020 Approved Budget by Category (\$468.47)

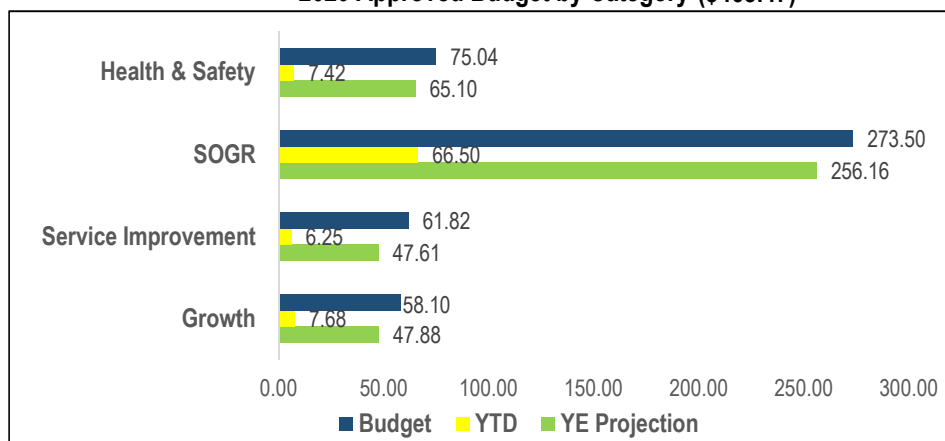


Table 1
2020 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	14
Service Improvement	12
Growth	17
Total # of Projects	48

Chart 2
Project Status - 48

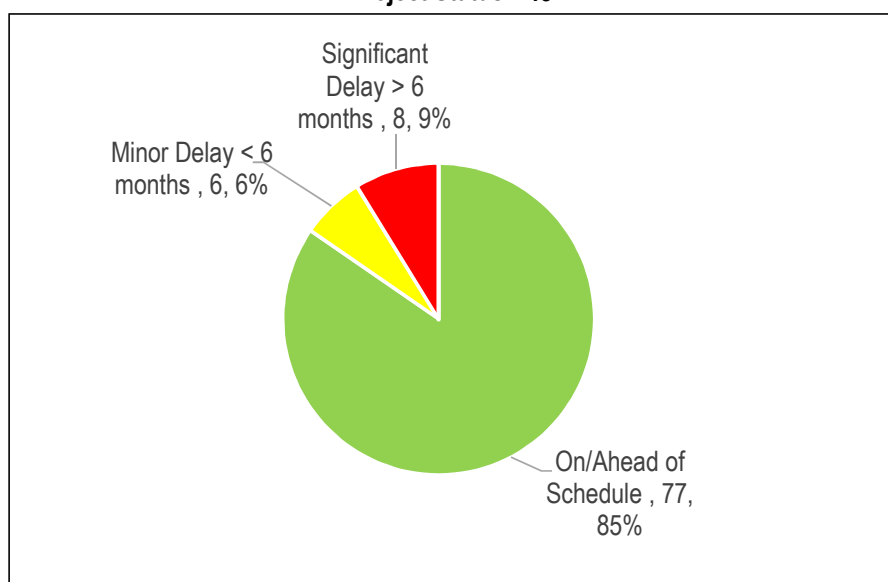


Table 2

Reason for Delay	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Covid-19 Related	2	2
Other*	6	4
Total # of Projects	8	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
460.89	4.75	2.82		

Reasons for "Other*" Projects Delay:

- Transportation Services has ten sub-projects with "Other" reasons for delay. In these cases, "Other" represents consultation with stakeholders / developers; detailed design delays; etc.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status.

Key Discussion Points:

- The rate of spending is consistent with project schedules for construction as most are weather / temperature dependent.
- Typically, the majority of cash flow funding is spent during the traditional construction season through to the latter part of the year, after contracts are tendered and awarded.
- Most of the year-end under-spending is anticipated in capital projects that require third party coordination and/or funding; community consultation; are development / transit dependent; and/or reflects under-spending attributed to COVID-19 impacts.

Transportation Services (TRN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	44.205	2.363	5.3%	39.784	90.0%	Ⓒ	Ⓒ	#1	111.087	22.826
Glen Road Pedestrian Bridge	2.322	0.058	2.5%	0.290	12.5%	Ⓐ	Ⓜ		19.716	0.331
Guide Rail Program	0.814	0.024	2.9%	0.508	62.4%	Ⓜ	Ⓒ		6.116	3.397
Pedestrian Safety & Infrastructure Programs	0.510	0.135	26.4%	0.459	90.0%	Ⓒ	Ⓒ			
Road Safety Plan	27.191	4.843	17.8%	24.059	88.5%	Ⓒ	Ⓒ			
Sub-Total	75.042	7.422	9.9%	65.100	86.8%					
State of Good Repair										
City Bridge Rehabilitation	20.503	4.747	23.2%	18.452	90.0%	Ⓒ	Ⓒ	#2	2,445.726	313.301
Critical Interim Road Rehabilitation	7.160	0.313	4.4%	3.600	50.3%	Ⓜ	Ⓒ			
Ditch Rehabilitation & Culvert Reconstruction	1.337	0.133	9.9%	1.003	75.0%	Ⓒ	Ⓒ			
Don Valley Parkway Rehabilitation	2.024	0.156	7.7%	1.579	78.0%	Ⓒ	Ⓒ			
F.G. Gardiner**	107.023	46.473	43.4%	107.023	100.0%	Ⓒ	Ⓒ			
Facility Improvements	1.509	0.098	6.5%	0.360	23.8%	Ⓐ	Ⓒ			
Laneways	1.875	0.579	30.9%	1.875	100.0%	Ⓒ	Ⓒ			
Local Road Rehabilitation	55.000	7.133	13.0%	55.000	100.0%	Ⓒ	Ⓒ			
Major Road Rehabilitation	51.210	3.503	6.8%	46.055	89.9%	Ⓒ	Ⓒ			
Major SOGR Pooled Contingency	3.800	-0.059	-1.6%	2.850	75.0%	Ⓒ	Ⓒ			
Retaining Walls Rehabilitation	0.784	0.061	7.7%	0.441	56.2%	Ⓜ	Ⓒ			
Sidewalks	11.306	0.366	3.2%	10.175	90.0%	Ⓒ	Ⓒ			
Signs & Markings Asset Management	3.545	0.522	14.7%	3.124	88.1%	Ⓒ	Ⓒ			
Traffic Plant Requirements / Signal Asset Management	6.426	2.470	38.4%	4.621	71.9%	Ⓒ	Ⓒ			
Sub-Total	273.501	66.496	24.3%	256.157	93.7%					
Service Improvements										
Cycling Infrastructure	20.554	0.932	4.5%	16.603	80.8%	Ⓒ	Ⓒ	#3	12.173	0.882
Engineering Studies	7.731	1.343	17.4%	5.412	70.0%	Ⓜ	Ⓒ			
Enterprise Work Management System	2.191	0.313	14.3%	1.098	50.1%	Ⓜ	Ⓒ			
King Street Transit Priority Corridor	0.425	0.051	12.1%	0.297	70.0%	Ⓜ	Ⓜ			
LED Signal Module Conversion	0.680	0.038	5.5%	0.038	5.5%	Ⓐ	Ⓐ			
Mapping & GIS Repository	0.613	0.000	0.0%	0.160	26.0%	Ⓐ	Ⓐ			
Neighbourhood Improvements	3.623	0.674	18.6%	1.972	54.4%	Ⓜ	Ⓒ			
PTIF Projects	17.739	2.057	11.6%	16.007	90.2%	Ⓒ	Ⓒ			
Quick Clear Squad Vehicles	0.600	0.000	0.0%	0.358	59.7%	Ⓜ	Ⓒ			
System Enhancements for Road Repair & Permits	1.595	0.323	20.3%	1.255	78.7%	Ⓒ	Ⓒ			
TO360 Wayfinding	0.702	0.000	0.0%	0.477	68.0%	Ⓜ	Ⓜ			
Traffic Congestion Management	5.371	0.521	9.7%	3.934	73.2%	Ⓒ	Ⓒ			
Sub-Total	61.824	6.253	10.1%	47.612	77.0%					
Growth Related										
Broadview Extension	14.000	0.000	0.0%	9.800	70.0%	Ⓜ	Ⓒ	#5	14.000	
Emery Village Improvements	0.091	0.000	0.0%	0.046	50.0%	Ⓜ	Ⓐ		0.787	
Gardiner York/Bay/Yonge Reconfiguration	0.300	0.059	19.7%	0.270	90.0%	Ⓒ	Ⓒ		35.217	32.690
John Street Revitalization Project	0.155	0.061	39.2%	0.140	90.0%	Ⓒ	Ⓒ		52.479	0.305
King Liberty Cycling Pedestrian Bridge	3.543	0.927	26.2%	3.189	90.0%	Ⓒ	Ⓒ		14.038	10.777
Lawrence-Allen Revitalization Project	1.998	0.214	10.7%	1.598	80.0%	Ⓒ	Ⓒ	#6	11.246	2.302
Legion Road Extension & Grade Separation	0.336	0.010	2.9%	0.101	30.0%	Ⓐ	Ⓜ		3.859	0.541

Transportation Services (TRN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
North York Service Road	9.329	0.002	0.0%	7.250	77.7%	Ⓒ	Ⓒ	#7	31.640	25.267
Port Union Road	0.569	0.000	0.0%	0.313	55.0%	Y	Ⓒ		12.013	0.257
Rean to Kenaston - New Road	0.825	3.210	389.0%	3.210	389.0%	R	Ⓒ		7.325	6.204
Regent Park Revitalization	0.050	0.022	44.7%	0.045	90.0%	Ⓒ	Ⓒ		5.421	4.677
Scarlett / St. Clair / Dundas	0.600	0.075	12.5%	0.480	80.0%	Ⓒ	Ⓒ		9.881	2.180
Six Points Interchange	17.540	2.451	14.0%	13.209	75.3%	Ⓒ	Ⓒ		78.332	51.479
Redevelopment										
Steeles Widening (Tapscott Rd - Beare Rd)	0.628	0.028	4.5%	0.377	60.0%	Y	Y		44.849	0.940
Third Party Signals	0.030	0.000	0.0%	0.023	75.0%	Ⓒ	Ⓒ			
Work for TTC & Others	6.431	0.617	9.6%	6.322	98.3%	Ⓒ	Ⓒ			
York Street Tunnel	1.676	0.000	0.0%	1.508	90.0%	Ⓒ	Ⓒ		1.676	
Sub-Total	58.101	7.675	13.2%	47.879	82.4%					
Total	468.467	87.846	18.8%	416.748	89.0%					

*Project Cost is provided for specific multi-year capital projects, excluding ongoing capital projects (i.e. Major Road Rehab projects)

**The total project cost for the Gardiner reflects the 2012 - 2029 costs.

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

Project is delayed as consultation with Yard operators is taking longer than anticipated. Yard design is currently ongoing.

Note # 6:

Design is taking longer than anticipated as investigations of different design alternatives is underway. Consultation is ongoing with Metrolinx to confirm delivery approach.

Note # 7:

Portion of property settlement completed ahead of schedule. Acceleration of funding from 2021 will be requested in-year. Demolition expected in the Fall of 2020, with road construction anticipated to begin in 2021.

Waterfront Revitalization Initiative (WFT)

Chart 1
2020 Approved Budget by Category (\$200.51)

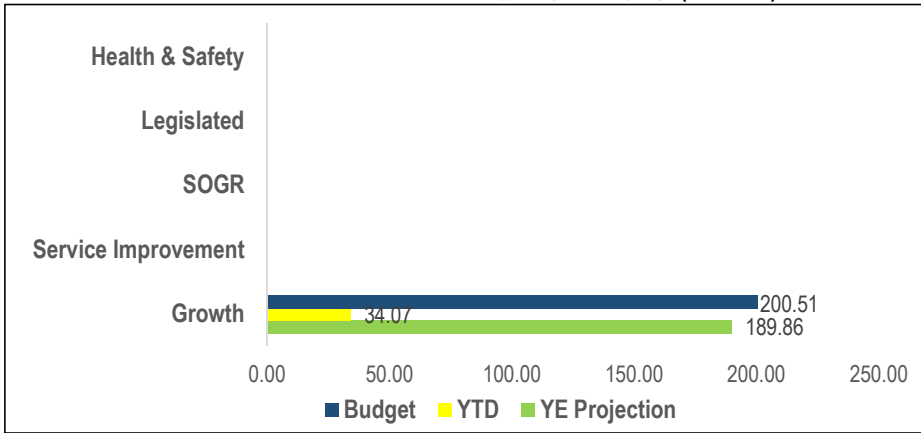


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 17

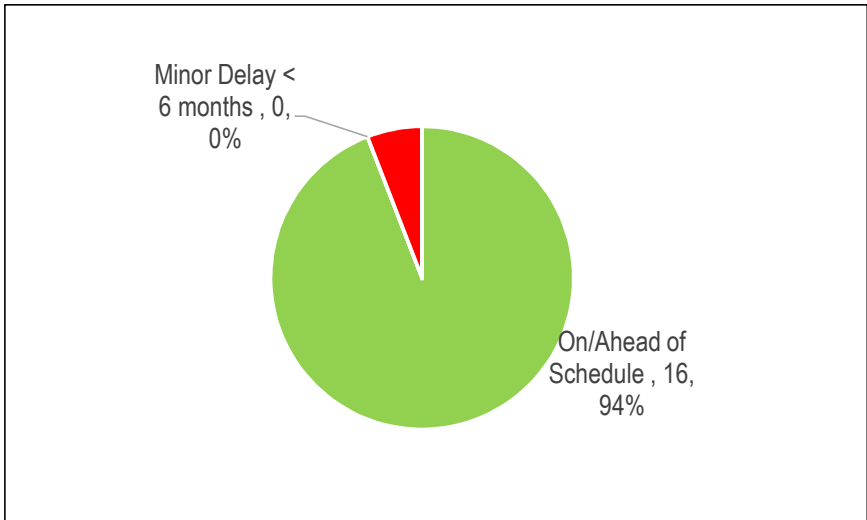


Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
199.91		0.60		

Table 2

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

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
Precinct Implementation Projects	18.524	0.131	0.7%	10.000	54.0%	Y	C	#1	247.398	225.992
Transportation Initiatives	1.554	0.472	30.4%	1.400	90.1%	C	C		31.775	29.797
Technical Studies	0.115	0.000	0.0%	0.115	100.0%	C	C		6.300	5.861
Waterfront Secretariat	0.576	0.212	36.8%	0.500	86.8%	C	C		10.706	7.800
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.190	100.0%	C	C		4.380	0.000
Urban Planning Resources	0.545	0.099	18.2%	0.510	93.6%	C	C		3.886	2.887
Strategic Review	0.127	0.076	60.3%	0.126	99.6%	C	C		0.400	0.350
Eastern Broadview Flood Protection	0.691	0.000	0.0%	0.300	43.4%	R	C	#2	2.000	1.309
Bathurst Quay Public Realm	1.473	0.000	0.0%	1.000	67.9%	Y	C	#3	2.339	0.668
Bentway Pedestrian Bridge	1.507	-0.124	-8.2%	1.400	92.9%	C	C		7.911	1.119
Bentway PTIF Projects	0.111	0.096	86.7%	0.096	86.7%	C	C		0.980	0.965
Leslie Street Greening	0.200	0.000	-0.1%	0.160	80.1%	C	C		0.200	0.000
Quayside	0.601	0.108	18.0%	0.330	54.9%	Y	R	#4	0.800	0.307
Bentway and Fort York	1.031	0.000	0.0%	1.031	100.0%	C	C		1.031	0.000
Lower Don Coordination	0.400	0.000	0.0%	0.200	50.0%	Y	C	#5	1.000	0.000
Cherry Street Stormwater Lakefilling	13.323	13.000	97.6%	13.000	97.6%	C	C		65.000	51.677
Port Lands Flood Protection	159.541	20.000	12.5%	159.500	100.0%	C	C		394.817	140.602
Sub-Total	200.508	34.071	17.0%	189.858	94.7%	-	-		780.923	469.335
Total	200.508	34.071	17.0%	189.858	94.7%				780.923	469.335

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

Note # 1:

Multi-year project with a December 2022 end date with some delays in 2020 due to COVID-19, however we are not forecasting any delays to meet the 2022 end date. Public consultations have commenced in 2020 to confirm that the 2006 Vision for Marine Community remains relevant and completion of the Marine Study is

Note # 2:

Technical studies review and public consultation are ongoing, with project completion anticipated in 2020. Delays in the project are a result of changes in the infrastructure plans in the area such as the Ontario Line; in addition, the scope of the plan was expanded to include a phasing and implementation plan.

Note # 3:

Multi-year project under spent in 2020 but still forecasting to need to spend the full amount by end of 2021. Field work (borehole drilling and utility locates) and preparation of technical reports to support a Provincially-legislated environmental remediation began in December 2017 and is expected to be complete by October 2020. Ports Toronto has submitted a site plan application for the first phase of work within the City-owned 5 Eireann Quay property, and construction commenced in April 2020 and the City will issue a proposal call in Summer 2020 for detailed design work on the plaza space.

Note # 4:

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

Note # 5:

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

**2020 Capital Spending by Program
Corporate Services**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	5M	4.72	0.22	2.16	45.9%		®
CREM	5M	308.24	121.88	239.40	77.7%		©
Environment & Energy	5M	47.13	3.61	45.38	96.3%		©
Fleet Services	5M	63.24	15.66	47.53	75.2%		©
Technology Services	5M	70.31	14.05	50.32	71.6%		©
TOTAL	5M	446.50	151.82	339.42	76.0%		©
<div>© >70%</div> <div>Ⓜ between 50% and 70%</div> <div>® < 50% or > 100%</div>							

For the five months ended May 31, 2020, the capital expenditures for Corporate Services totalled \$151.8 million of their collective 2020 Approved Capital Budget of \$446.5 million. Spending is expected to increase to \$339.4 million (76.0%) by year-end. Four Programs in this service area have projected year-end spending rate of over 70% of their respective 2020 Approved Capital

Corporate Real Estate Management, Environment & Engery, Fleet Services and Technology Services have a projected year-end spending rate of 77.7%, 96.3%, 75.2% and 71.6% respectively while 311 Toronto have a projected year-end spending rate of less than 70%.

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

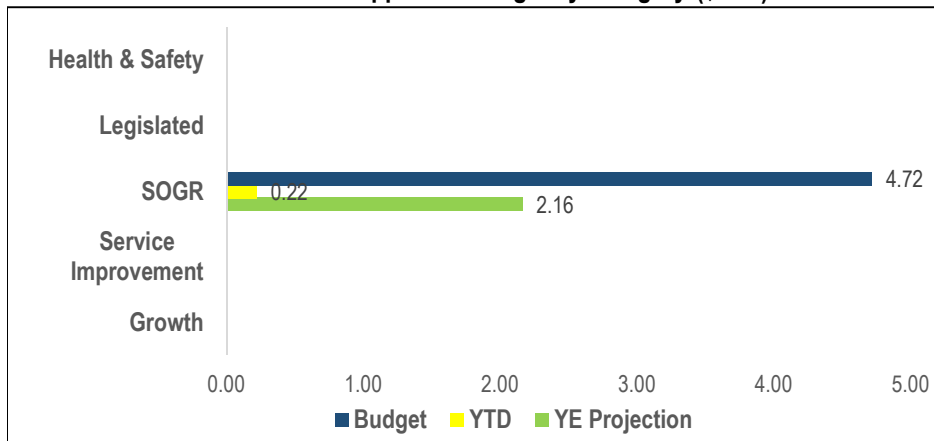


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 5

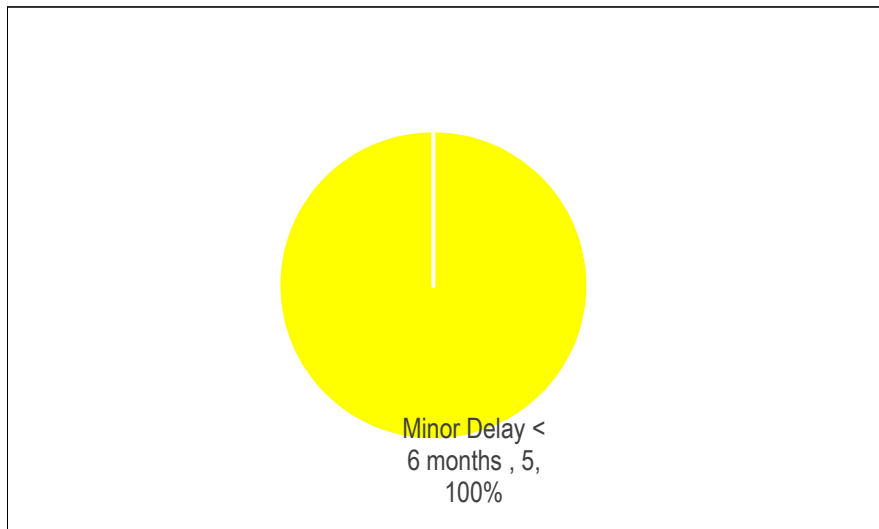


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

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

311 Toronto (THR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Business Intelligence	0.250	0.004	1.6%	0.016	6.4%	Ⓡ	Ⓢ	# 1	0.528	0.149
Enterprise Workorder Management System (EWMS)	0.110	0.005	4.8%	0.020	18.4%	Ⓡ	Ⓢ	# 1	0.508	0.137
SOG - Various	0.600	0.076	12.7%	0.372	62.0%	Ⓢ	Ⓢ	# 1	0.600	0.076
UCCE Telephony Maintenance & Upgrade	2.495	0.067	2.7%	0.872	34.9%	Ⓡ	Ⓢ	# 1	8.337	0.067
Verint Upgrade	1.264	0.069	5.5%	0.884	69.9%	Ⓢ	Ⓢ	# 1	3.559	0.069
Sub-Total	4.719	0.221	4.7%	2.164	45.9%	-	-		13.532	0.498
Total	4.719	0.221	4.7%	2.164	45.9%				13.532	0.498

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

Note # 1:

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

Chart 1
2020 Approved Budget by Category (\$308.24)

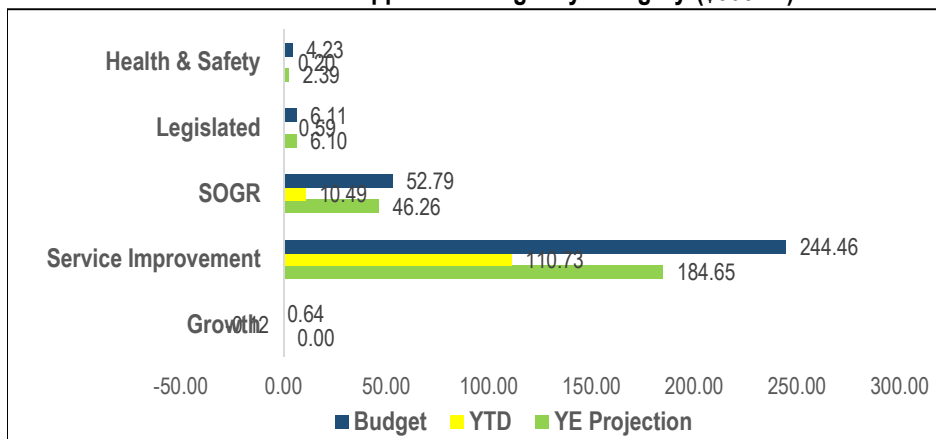


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 185

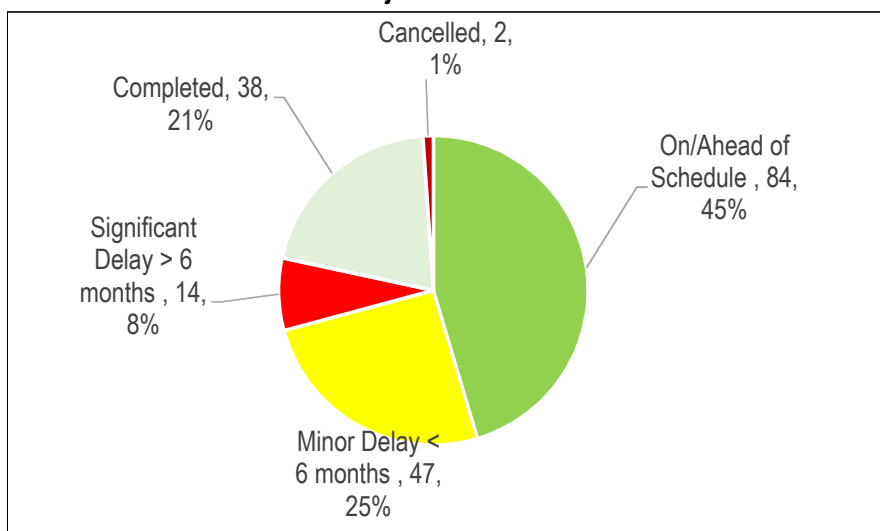


Table 2

Reason for Delay	61	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects		5
Community Consultation		
COVID-19 Related		38
Other*	14	1
Total # of Projects	14	47

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
201.17	64.24	41.01	1.43	0.38

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

- The CREM program is currently forecasting to spend \$239.4 million, or 77.7% of its 2020 Capital Plan. This includes major capital projects such as Union Station Revitalization (2020 Plan - \$41.0M) and St. Lawrence Market Redevelopment (2020 Plan - \$24.2M) that are complex in nature and are dependent on a variety of stakeholders and external factors that impact progress. Excluding these major and complex initiatives, year-end spending is forecasted to be 82.3%.

Corporate Real Estate Mangement (FAC)

Key Discussion Points (cont'd):

- On the core SOGR program, 32 projects carried over from 2019 have either been completed or are in the close-out stage, and 83 other projects are scheduled for completion, helping to address numerous backlog issues across the portfolio of facilities.
- CREM has faced some delays and challenges from the COVID-19 pandemic that have impacted its ability to execute on projects and utilize cash flows planned for 2020, however, the program is making progress on delivering its current Capital Plan.
- Current spending across the program is \$121.9 million year-to-date, with \$63.3 million of current capital commitments in place on projects that will be delivered over the remainder of 2020 and into 2021. The program will continue to manage its capital program and utilize the funding available to deliver on City priorities and meet client needs.

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Emergency Repairs	1.709	-0.031	-1.8%	0.500	29.3%	R	Y	#1 & #7	2.661	0.422
Environmental Remediation	0.111	0.000	0.0%	0.111	100.0%	G	G		2.500	0.072
Global Corporate Security Program	2.409	0.230	9.5%	1.781	73.9%	G	G		9.177	4.717
Sub-Total	4.229	0.199	4.7%	2.392	56.6%	-	-		14.338	5.210
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	5.985	0.589	9.8%	6.100	101.9%	R	Y	#1	198.010	8.787
Barrier Free / Equity	0.126	-0.002	-1.7%	0.000	0.0%	R	G	#2 & #7	1.887	1.759
Sub-Total	6.112	0.587	9.6%	6.100	99.8%	-	-		199.897	10.545
State of Good Repair										
150 Borough	0.407	0.002	0.6%	0.002	0.6%	R	Y	#1	0.950	0.295
Albert Campbell Square Park Rehabilitation	0.540	0.407	75.4%	0.526	97.4%	G	G		3.194	3.062
Emergency Repairs	1.689	0.046	2.7%	0.746	44.2%	R	Y	#1	2.275	0.632
Environmental Remediation	2.065	0.205	9.9%	1.933	93.6%	G	G		7.335	4.976
Fire Hall Emergency Generators	4.104	1.617	39.4%	2.376	57.9%	Y	Y	#1	17.501	15.089
Indian Residential School Survivors Legacy	0.641	0.353	55.1%	0.469	73.1%	G	G		5.950	0.363
Mechanical & Electrical	15.438	3.662	23.7%	17.650	114.3%	R	Y	#1	66.730	36.860
Others - SOGR	13.860	1.066	7.7%	6.915	49.9%	R	Y	#1	38.946	20.534
Renovations	1.703	0.772	45.3%	1.522	89.4%	G	Y	#1	9.900	5.256
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	0.000	0.0%	R	G	#2	4.687	4.655
Re-Roofing	0.127	0.000	0.0%	0.000	0.0%	R	G	#2	3.267	4.503
Resiliency Program	0.321	0.027	8.5%	0.100	31.2%	R	G	#2	3.901	3.608
Sitework	0.131	0.000	0.0%	0.000	0.0%	R	Y	#1	1.492	0.989
Structural / Building Envelope	11.758	2.332	19.8%	14.016	119.2%	R	Y	#1	120.483	47.691
Sub-Total	52.793	10.489	19.9%	46.255	87.6%	-	-		286.612	148.512
Service Improvements										
8 Cumberland St	3.499	0.029	0.8%	2.500	71.4%	G	G		3.500	0.029
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#2	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	R	G	#2	10.507	10.484
Administrative Penalty System	0.589	0.144	24.5%	0.245	41.6%	R	Y	#1	3.000	2.555
CCTV Infrastructure Enhancements	0.961	0.029	3.0%	0.961	100.0%	G	G		9.754	7.325
Corporate Facilities Refurbishment Program	1.015	0.068	6.7%	0.202	19.9%	R	Y	#1	4.132	3.274
Courts Services Relocation & Fit Out Costs	4.484	1.423	31.7%	3.641	81.2%	G	G		5.558	2.658
Customer Experience Program	3.172	0.636	20.0%	3.735	117.7%	R	Y	#1	6.719	1.026
Energy Conservation & Demand Management	2.012	0.013	0.6%	0.020	1.0%	R	Y	#1	9.798	7.804
Energy Retrofit Program	0.665	0.001	0.1%	0.001	0.1%	R	Y	#4	3.045	1.830
Etobicoke Civic Centre	15.012	-0.032	-0.2%	8.278	55.1%	Y	Y	#1 & #7	36.827	3.994
Global Corporate Security Program	1.867	0.060	3.2%	1.315	70.4%	Y	Y	#1	4.550	0.949
Mechanical & Electrical	0.203	0.062	30.8%	0.066	32.5%	R	G	#2	2.010	1.869
ModernTO	2.200	0.000	0.0%	1.747	79.4%	G	G		4.400	0.000
Northwest Path - Phase 2	0.457	0.000	0.0%	0.000	0.0%	R	Y	#1	5.690	0.788
Office Modernization Program	4.045	0.859	21.2%	3.279	81.1%	G	G		23.670	19.883
Others - Service Improvements	11.043	0.025	0.2%	2.351	21.3%	R	Y	#1	43.725	15.988
Others - SOGR	3.050	0.456	15.0%	2.186	71.7%	G	G		10.950	6.652
Physical Security Capital Plan	1.350	0.049	3.6%	1.350	100.0%	G	G		4.585	3.288
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	0.265	46.5%	R	G	#2	0.569	0.000
Security Bollards - Union Station	0.836	0.030	3.6%	0.136	16.3%	R	Y	#1	4.910	0.304
St. Lawrence Market North Redevelopment	24.246	3.274	13.5%	17.093	70.5%	Y	G	#2	115.427	23.159
St. Lawrence Market South Renovations	0.357	-0.028	-7.9%	0.000	0.0%	R	Y	#1 & #7	5.150	0.766
Strategic Property Acquisitions	95.000	94.979	100.0%	94.979	100.0%	G	G		100.000	99.979
Toronto Strong Neighbourhood Strategy	2.542	-1.174	-46.2%	0.600	23.6%	R	Y	#8	7.599	5.325
TransformTO	1.689	0.025	1.5%	0.560	33.2%	R	Y	#1	2.000	0.336
Union Station - Signage & Wayfinding	0.085	0.000	0.0%	0.085	100.0%	G	G		0.085	0.000
Union Station East Wing	18.551	2.888	15.6%	15.270	82.3%	G	G		20.000	4.337
Union Station Enhancement Project	1.898	0.064	3.4%	0.196	10.3%	R	Y	#1	3.037	1.203
Union Station PTIF Projects	0.514	0.079	15.3%	0.422	82.1%	G	G		1.501	0.966
Union Station Revitalization	41.014	6.650	16.2%	22.242	54.2%	Y	R	#6	693.732	703.729
Various IT-Related Projects	1.380	0.122	8.8%	0.930	67.4%	Y	Y	#1	3.864	2.183

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	244.465	110.729	45.3%	184.655	75.5%	-	-		1,155.194	937.448
Growth Related										
1251 Bridletowne Circle Acquisition	0.055	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#2	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#5	15.000	0.000
Strategic Property Acquisitions	0.082	-0.120	-145.6%	0.000	0.0%	Ⓡ	Ⓢ	#5 & #7	5.062	3.356
Sub-Total	0.638	-0.120	-18.8%	0.000	0.0%	-	-		26.004	9.243
Total	308.235	121.885	39.5%	239.402	77.7%				1,682.046	1,110.959

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

Note # 1:

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

Note # 2:

Project is expected to be completed under budget.

Note # 3:

Some projects are expected to be completed on time with low spending attributed to delayed project progress and/or impacts of COVID-19 on spending priorities and project

Note # 4:

Various projects were cancelled and active projects are delayed due to prioritization of other projects.

Note # 5:

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

Note # 6:

Ongoing issues having an impact throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station.

Note # 7:

Technical adjustment will be made to clear out negative balances reflected.

Note # 8:

Projects completed or expected to be completed under budget and awaiting final invoicing. Negative balances will be cleared out as they relate to the reversal of prior year accruals.

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

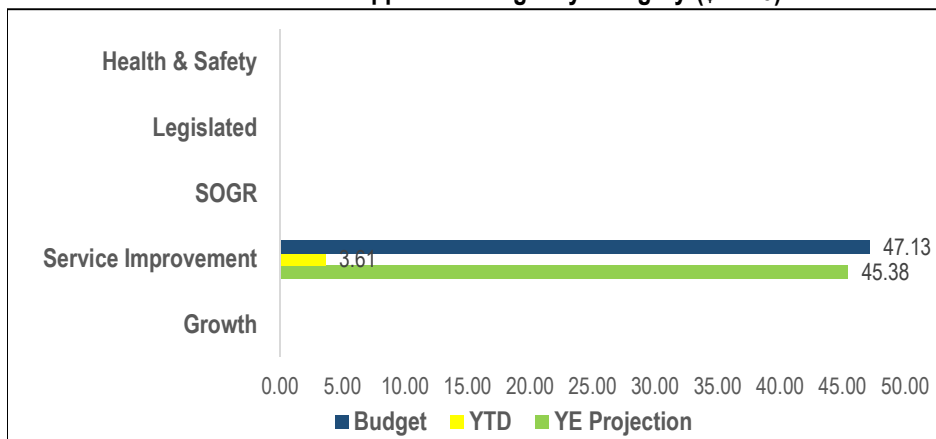


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 14

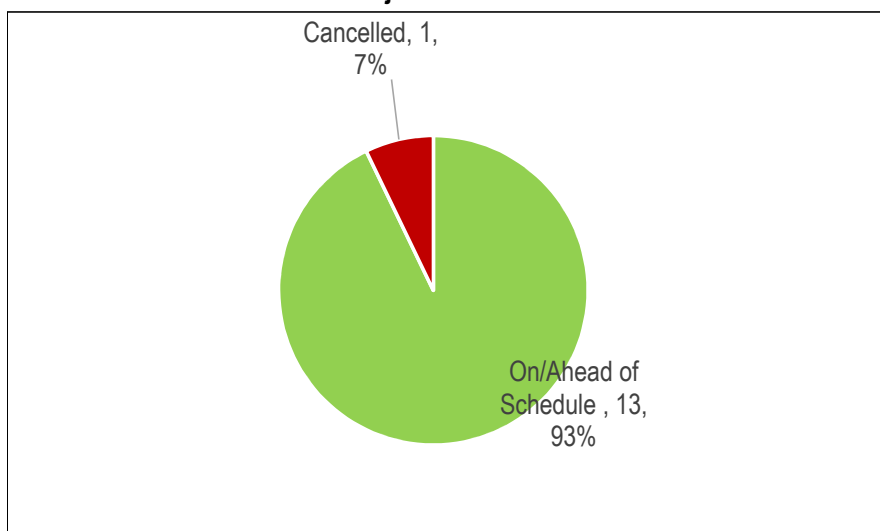


Table 2

Reason for Delay

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

Key Discussion Points: (Please provide reason for delay)

- The Environment & Energy Division (EED) is currently forecasting to spend \$45.4 million, or 96.3% of its 2020 Capital Plan.
- This includes a \$29.2 million loan (representing 62% of the Capital Plan) issued to the Toronto Community Housing Corporation (TCHC) for deep energy retrofits and Combined Heat & Power (CHP) generators in facilities.
- EED's year-end spending will be dependent on TCHC meeting its required project milestones to issue the planned installment payments. Currently, the Division has all contracts in place with work progressing on schedule, and has met all project milestones to-date.
- Green Energy and Thermal Energy projects, as part of the TransformTO initiative, are on track to be completed by year-end with purchase order agreements already in place.

Environment and Energy (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Combined Heat & Power (CHP)	0.016	0.013	85.3%	0.016	100.0%	Ⓒ	Ⓒ		4.001	2.677
Community Energy Planning	35.863	3.451	9.6%	35.426	98.8%	Ⓒ	Ⓒ		92.780	61.607
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓒ	#1	0.893	0.000
Renewable Energy Program	1.305	-0.050	-3.9%	1.293	99.1%	Ⓒ	Ⓒ	#2	20.300	16.274
Residential Energy Retrofit Program (HELP)	2.732	0.194	7.1%	1.894	69.4%	Ⓐ	Ⓒ	#3	14.750	4.990
TransformTO	7.120	0.000	0.0%	6.755	94.9%	Ⓒ	Ⓒ		14.771	0.178
Sub-Total	47.127	3.608	7.7%	45.384	96.3%	-	-		147.495	85.725
Total	47.127	3.608	7.7%	45.384	96.3%				147.495	85.725

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

Note # 1:

Project has been cancelled.

Note # 2:

Technical adjustment will be made to clear out negative balance reflected.

Note # 3:

Project is expected to be completed under budget.

Chart 1
2020 Approved Budget by Category (\$63.24)

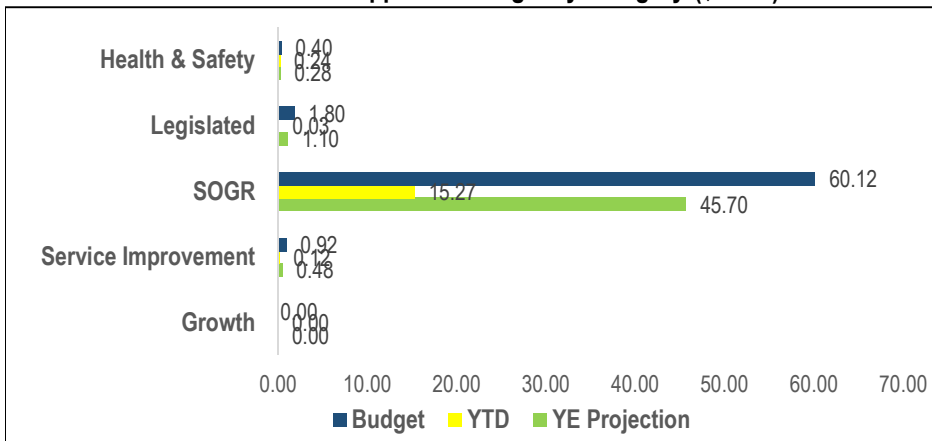


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 32

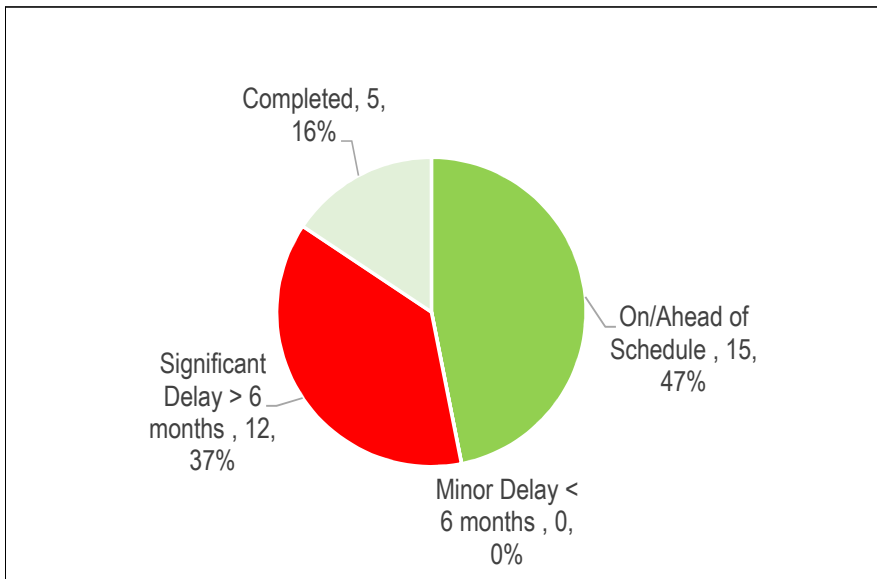


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	7	
Other*	4	
Total # of Projects	12	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
48.48		14.03	0.72	

Reasons for "Other*" Projects Delay:

- EDC Fleet Replacement partially being deferred to 2021 as requested by client.
- Insurance cash flows represent amounts assigned for units to be written off which is based on estimates. Fewer than planned units have been written off to date.
- Purchase of final units for the Library Fleet Replacement are awaiting decisions by the client.
- PMMD Fleet Replacement being deferred to 2021 as requested by client.

Fleet Services (FLT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fleet Services - Garage Security	0.160	0.013	8.1%	0.055	34.2%	R	R	#1	0.315	0.168
Municipal Licensing - At Large Vehicle Purchase	0.237	0.224	94.6%	0.224	94.6%	G	G		1.200	1.116
Sub-Total	0.397	0.237	59.8%	0.279	70.3%	-	-		1.515	1.284
Legislated										
EV Program	1.298	0.000	0.0%	0.625	48.2%	R	R	#1	1.298	0.000
Fleet Share Program	0.020	0.000	0.0%	0.000	0.0%	R	R	#1	0.020	0.000
Green Fleet Plan	0.479	0.025	5.3%	0.478	99.8%	G	G		0.614	0.053
Sub-Total	1.797	0.025	1.4%	1.103	61.4%	-	-		1.932	0.053
State of Good Repair										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Arena Boards - Fleet Replacement	0.107	0.088	82.0%	0.088	82.0%	G	G		0.333	0.088
Economic Development & Culture - Fleet Replacement	0.093	0.043	45.7%	0.043	45.7%	R	R	#2	0.093	0.043
Engineering & Construction Services - Fleet Replacement	0.164	0.094	57.1%	0.161	97.9%	G	G		1.542	0.565
Exhibition - Fleet Replacement	0.619	0.000	0.0%	0.619	100.0%	G	G		1.000	0.381
Facility & Real Estate - Fleet Replacement	0.780	0.034	4.4%	0.710	91.1%	G	G		0.881	0.136
Fire Services - Fleet Replacement	10.443	0.141	1.4%	1.553	14.9%	R	R	#1	21.609	5.104
Fleet Office Modernization	0.136	0.000	0.0%	0.136	100.0%	G	R	#1	0.150	0.014
Fleet Replacement - Insurance Company	0.245	0.027	10.8%	0.245	100.0%	G	R	#3	0.423	0.204
Fleet Services - At Large Vehicle Purchase	0.145	0.103	71.1%	0.134	92.5%	G	G		0.610	0.522
Fleet Services - Fleet Replacement	0.336	0.000	0.0%	0.333	99.0%	G	G		0.734	0.258
Fleet Tools & Equipment	0.652	0.038	5.8%	0.652	100.0%	G	G		0.789	0.175
Fuel Site Closures	0.886	0.031	3.5%	0.361	40.8%	R	R	#1	2.237	0.183
Library - Fleet Replacement	0.084	0.004	5.3%	0.084	99.8%	G	R	#4	1.676	0.714
Municipal Licensing - Fleet Replacement	0.574	0.334	58.3%	0.567	98.7%	G	G		1.138	0.334
Parks, Forestry & Recreation - Fleet Replacement	6.809	2.494	36.6%	6.654	97.7%	G	G		29.384	20.228
Purchasing & Materials - Fleet Replacement	0.100	0.000	0.0%	0.000	0.0%	R	R	#5	0.000	0.000
Shelter, Support & Housing Administration - Fleet Replacement	0.050	0.048	96.8%	0.048	96.8%	G	G		0.071	0.048
Solid Waste - Fleet Replacement	9.327	0.400	4.3%	6.102	65.4%	Y	G	#6	67.214	44.370
Toronto Building - Fleet Replacement	0.087	0.071	81.8%	0.071	81.8%	G	G		0.112	0.071
Toronto Community Housing Corporation - Fleet Replacement	1.338	0.165	12.3%	1.222	91.3%	G	G		3.400	1.660
Toronto Paramedic - Fleet Replacement	6.357	1.116	17.6%	6.020	94.7%	G	G		10.557	5.316
Toronto Water - Fleet Replacement	10.263	3.102	30.2%	9.994	97.4%	G	G		37.586	18.387
Transportation Services - Fleet Replacement	10.146	6.941	68.4%	9.522	93.8%	G	G		41.795	19.989
Zoo - Fleet Replacement	0.380	0.000	0.0%	0.379	99.8%	G	G		0.730	0.350
Sub-Total	60.120	15.274	25.4%	45.697	76.0%	-	-		224.064	119.138
Service Improvements										
Car Share Technology	0.088	0.000	0.0%	0.088	100.0%	G	R	#1	0.105	0.017

Fleet Services (FLT)

Fleet Management and Fuel	0.357	0.082	23.0%	0.273	76.5%	Ⓔ	Ⓔ		0.711	0.242
Integration Sustainment										
Vendor Management Portal	0.478	0.042	8.8%	0.120	25.1%	Ⓓ	Ⓓ	#7	0.478	0.042
Sub-Total	0.922	0.124	13.5%	0.481	52.1%	-	-		1.294	0.301
Total	63.236	15.661	24.8%	47.559	75.2%				228.805	120.777

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 resulting from COVID-19.

Note # 2:

EDC Fleet Replacement partially being deferred to 2021 as requested by client.

Note # 3:

Insurance cash flows represent amounts assigned for units to be written off which is based on estimates. Fewer than planned units have been written off to date.

Note # 4:

Purchase of final units for the Library Fleet Replacement are awaiting specification decisions by the client.

Note # 5:

PMMD Fleet Replacement being deferred to 2021 as requested by client due to a change in expected delivery date.

Note # 6:

Underspend due to cancellation of discontinued model of litter vac vehicles. Project to be closed out.

Note # 7:

Project has insufficient resources which delayed the project start date. Staff are now in place and a revised project plan is being drafted.

Chart 1
2020 Approved Budget by Category (\$70.31)

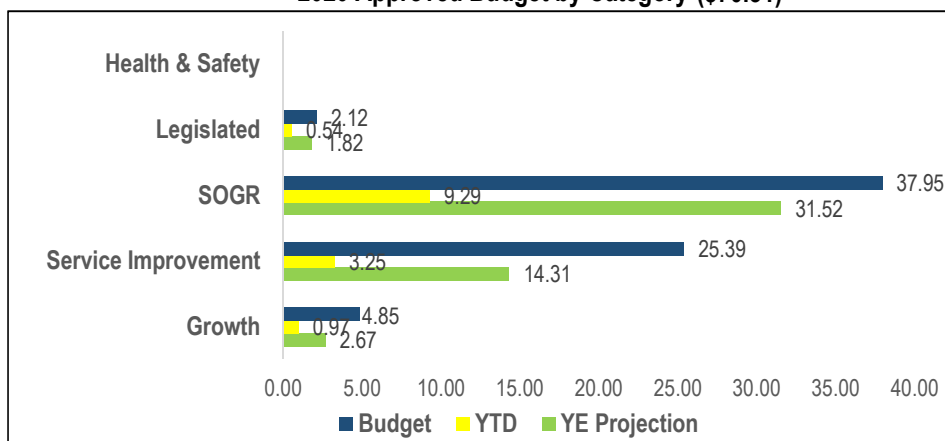


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	29
Service Improvement	35
Growth	10
Total # of Projects	76

Chart 2
Project Status - 76

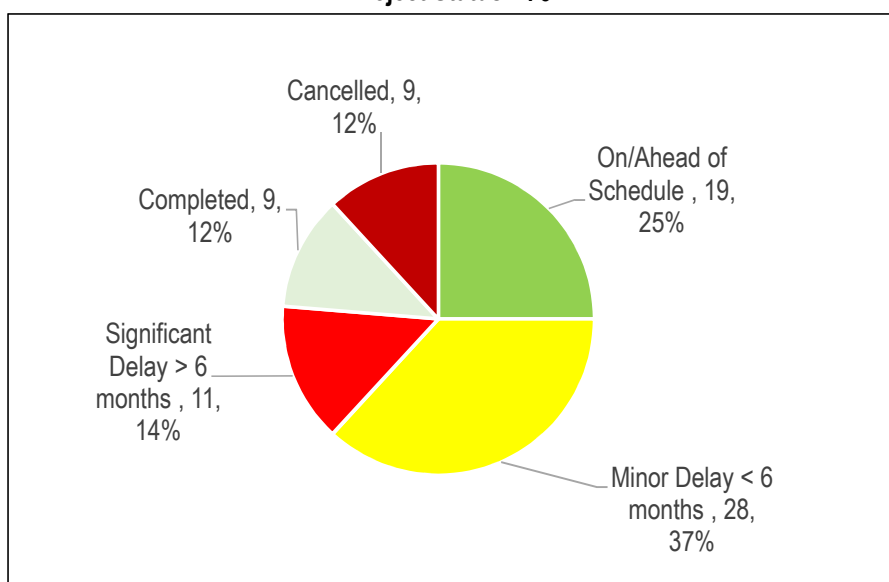


Table 2

Reason for Delay	39	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	3	2
Community Consultation		
COVID-19 Related	7	23
Other*		1
Total # of Projects	11	28

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.50	30.77	11.46	0.83	4.75

Reasons for "Other*" Projects Delay:

- The SAP Solution Manager version upgrade (SOGR) RFP extension initially deferred due to COVID-19 and RFP subsequently retracted in April. The project team is looking into preparing a modified request for a reduced RFP extension to complete the essential work.

Technology Services

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
AODA Compliance	1.817	0.525	28.9%	1.817	100.0%	Ⓞ	Ⓞ		4.800	2.762
EDHR - Complaints Management System	0.307	0.018	5.9%	0.000	0.0%	Ⓡ	Ⓞ	#1	0.345	0.026
Sub-Total	2.124	0.543	25.6%	1.817	85.5%	-	-		5.145	2.788
State of Good Repair										
Application Systems	0.706	0.188	26.7%	0.445	63.0%	Ⓢ	Ⓢ	#2	5.646	4.473
Applications Portfolio Tools & Rationalization	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#3	0.200	0.000
Asset Lifecycle Management	17.624	5.968	33.9%	16.759	95.1%	Ⓞ	Ⓞ		125.293	107.067
Business Sustainment Systems	0.454	0.093	20.5%	0.182	40.1%	Ⓡ	Ⓡ	#4	4.519	2.809
Corporate Initiatives	1.124	1.034	91.9%	1.034	91.9%	Ⓞ	Ⓢ	#5	2.404	2.187
Corporate Planning & Management	1.355	0.163	12.0%	0.617	45.6%	Ⓡ	Ⓢ	#6	3.424	2.425
Cybersecurity	9.164	1.304	14.2%	9.164	100.0%	Ⓞ	Ⓞ		23.449	12.139
IT Service Mgmt	0.767	0.024	3.2%	0.310	40.4%	Ⓡ	Ⓢ	#7	4.393	3.396
Kronos Upgrade	0.797	0.000	0.0%	0.450	56.5%	Ⓢ	Ⓢ	#8	0.797	0.000
Museums & Heritage Services IT	0.334	0.143	42.8%	0.710	212.7%	Ⓡ	Ⓢ	#9	0.885	0.694
Infrastructure SOGR										
Network Upgrades	0.887	0.165	18.6%	0.887	100.0%	Ⓞ	Ⓞ		4.532	1.935
Project Portfolio Management System (SOGR)	0.415	0.032	7.6%	0.000	0.0%	Ⓡ	Ⓞ	#10	1.065	0.110
Technology Infrastructure	3.320	0.178	5.4%	0.914	27.5%	Ⓡ	Ⓞ	#11	5.605	2.092
TEMS Replacement	0.800	0.000	0.0%	0.050	6.3%	Ⓡ	Ⓢ	#12	1.600	0.308
Sub-Total	37.946	9.291	24.5%	31.520	83.1%	-	-		183.813	139.635
Service Improvements										
Application Systems	5.197	1.212	23.3%	3.128	60.2%	Ⓢ	Ⓢ	#13	23.995	13.194
Applications Portfolio Tools & Rationalization	0.565	0.090	15.9%	0.420	74.3%	Ⓞ	Ⓢ	#14	0.810	0.090
Artificial Intelligence for SSHA and TPH	0.780	0.034	4.3%	0.110	14.1%	Ⓡ	Ⓢ	#15	3.000	0.104
Business Sustainment Systems	6.300	0.228	3.6%	2.745	43.6%	Ⓡ	Ⓡ	#16	26.278	18.089
Corporate Initiatives	3.317	0.376	11.3%	2.694	81.2%	Ⓞ	Ⓢ	#17	29.858	22.630
Corporate Planning & Management	0.646	0.253	39.1%	0.418	64.8%	Ⓢ	Ⓢ	#18	3.639	2.372
ECS Business Systems Improvements	0.241	0.043	18.0%	0.042	17.6%	Ⓡ	Ⓡ	#19	0.600	0.386
ECS Cloud Deployment-Construction Project and DMS	1.183	0.011	0.9%	0.398	33.6%	Ⓡ	Ⓢ	#19	3.504	0.221
Etime Scheduling Enterprise Rollout	1.515	0.180	11.9%	1.345	88.8%	Ⓞ	Ⓢ	#20	4.868	3.359
HR Labour Relations Information System (LRIS)	0.404	0.018	4.5%	0.305	75.4%	Ⓞ	Ⓢ	#21	0.505	0.119
IT Audit Project Health Check Framework	0.080	0.026	32.3%	0.026	32.3%	Ⓡ	Ⓞ	#22	0.130	0.094
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#23	0.520	0.000
Open Data Visualization	1.418	0.185	13.0%	0.404	28.5%	Ⓡ	Ⓢ	#24	4.136	1.770
Publicly Accessible Wi-Fi For City Facilities	0.788	0.158	20.0%	0.400	50.8%	Ⓢ	Ⓞ	#25	1.279	0.367
TASS Business Readiness	0.206	0.000	0.0%	0.206	100.0%	Ⓞ	Ⓞ		0.461	0.255
Technology Infrastructure	1.273	0.173	13.6%	0.873	68.6%	Ⓢ	Ⓞ	#26	3.310	0.596
Toronto Property System (TPS) refresh	0.328	0.031	9.5%	0.167	50.8%	Ⓢ	Ⓢ	#27	0.553	0.253
Work Management Solution - Transportation	0.628	0.236	37.6%	0.628	100.0%	Ⓞ	Ⓞ		9.396	6.414
Sub-Total	25.389	3.253	12.8%	14.309	56.4%	-	-		116.842	70.313
Growth Related										

Technology Services

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Applications Portfolio Tools & Rationalization	0.653	0.072	11.0%	0.375	57.4%	Y	Y	#28	1.346	0.726
Business Sustainment Systems	0.036	0.000	0.0%	0.000	0.0%	R	G	#29	0.967	0.931
CLASS Replacement Planning	0.027	0.000	0.0%	0.027	100.0%	G	R	#30	0.150	0.048
Consolidated Data Centre	1.867	0.690	37.0%	1.847	98.9%	G	G		21.148	18.880
Corporate Initiatives	1.098	0.135	12.3%	0.279	25.4%	R	R	#31	1.668	0.307
Enterprise Architecture	0.564	0.067	11.9%	0.131	23.3%	R	Y	#32	6.254	5.878
Technology Infrastructure	0.500	0.000	0.0%	0.000	0.0%	R	G	#33	0.500	0.000
WAN High Speed Fibre Data	0.103	0.003	2.7%	0.012	11.7%	R	G	#34	2.214	1.990
Sub-Total	4.848	0.968	20.0%	2.671	55.1%	-	-		34.247	28.760
Total	70.308	14.055	20.0%	50.318	71.6%				340.047	241.496

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

The SAP Solution Manager Version Upgrade RFP extension was initially deferred due to COVID-19 and subsequently retracted in April. The project team is looking into to preparing a modified request for a reduced RFP extension to complete the essential work. The SAP Enable Now (SEN) Cloud project has been delayed due

Note # 6:

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

Note # 7:

The IT Service Process Improvement Program is delayed while the needed foundational architecture is first put in place.

Note # 8:

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

Note # 9:

The Museums & Heritage Services IT Infrastructure SOGR project has been delayed due to COVID-19. A funding adjustment is in progress to address an

Note # 10:

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

Note # 11:

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

Note # 12:

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

Note # 13:

The Corporate Geospatial Strategy Roadmap and Enterprise Collaboration Foundation projects are on track. The Enterprise E-Forms project is complete. The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts for the Enterprise Business Intelligence Implementation and Enterprise Document & Record Management Solution projects.

Technology Services

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

Note # 14:

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

Note # 15:

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

Note # 16:

The MLS Centralized DataMart and Toronto Building Electronic Service Delivery projects are complete. The Building Permits Electronic Portal is delayed due to inadequate work by the vendor. The project team is evaluating how to align what was delivered with corporate direction. The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts for the MLS Systems Modernization and Online Portal Services projects.

Note # 17:

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

Note # 18:

The SDFA Online Grant Management System project is being accelerated while the I&T Strategic Planning project is delayed due to COVID-19.

Note # 19:

The Business Strategy Implementation Phase 2 project and Cloud Deployment-Construction Project and Document Management System projects for ECS are delayed as staff have been redeployed due to COVID-19 related priorities.

Note # 20:

The eTime Scheduling Enterprise Rollout is delayed with project staff redeployed due to COVID-19. A new PM will be reassigned to progress the project and minimize delays.

Note # 21:

The HR Labour Relations Information System (LRIS) is delayed with project staff redeployed due to COVID-19.

Note # 22:

The IT Audit Project Health Check Framework project is complete. The project will subsequently be closed and remaining funds released.

Note # 23:

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

Note # 24:

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

Note # 25:

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

Note # 26:

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

Note # 27:

The Toronto Property System (TPS) refresh has been delayed as the PM was redeployed to support COVID-19 related tasks. A new PM will be reassigned to advance the project.

Note # 28:

The Application Portfolio Tools & Rationalization is delayed to COVID-19.

Note # 29:

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

Note # 30:

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

Note # 31:

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

Note # 32:

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

Note # 33:

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

Note # 34:

The WAN High Speed Fibre Data Services (Cogeco) is complete. Final invoices were received in early 2020. Project will be subsequently closed and remaining

2020 Capital Spending by Program
Finance and Treasury Services

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	5M	13.88	2.74	8.46	61.0%		⚠
TOTAL	5M	13.88	2.74	8.46	61.0%		⚠
<div> Ⓢ >70% ⚠ between 50% and 70% Ⓡ < 50% or > 100% </div>							

For the five months ended May 31, 2020, the capital expenditures for Finance and Treasury Services totalled \$2.7 million of their 2020 Approved Capital Budget of \$13.9 million. Spending is expected to increase to \$8.5 million (61.0%) by year-end.

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

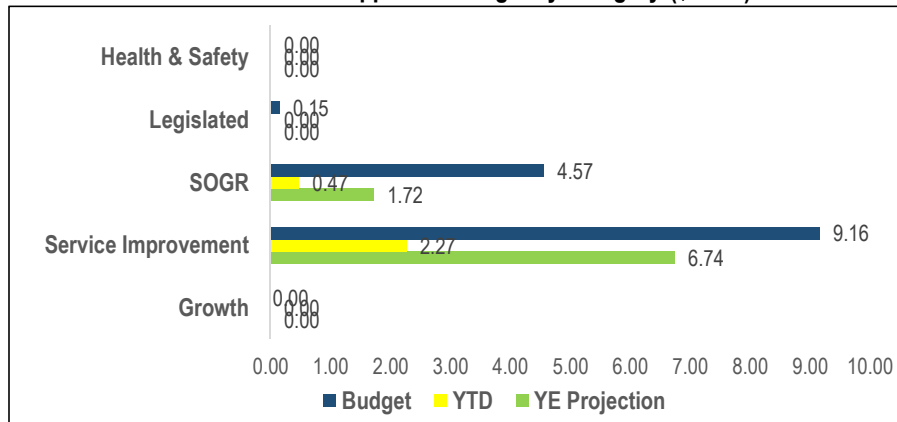


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 14

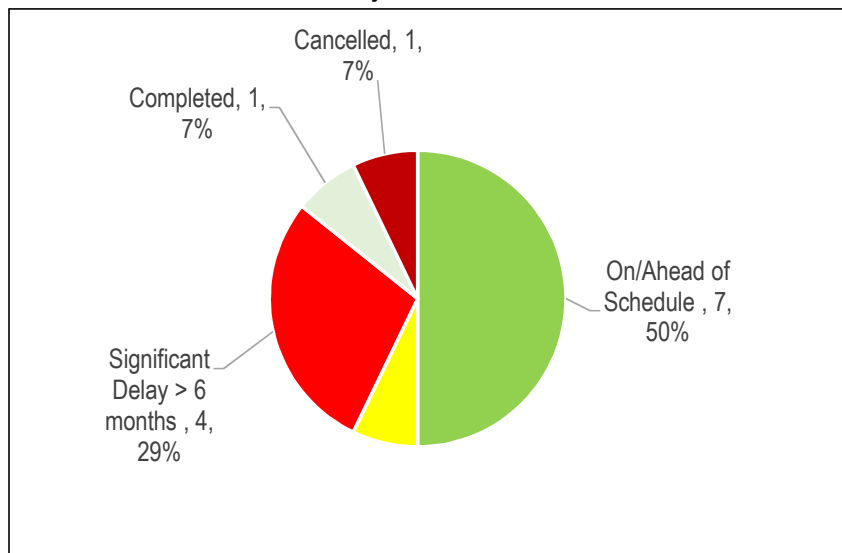


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.84	0.57	6.31	0.01	0.15

Reasons for "Other*" Projects Delay:

- Development Charges Background Study is extended into 2020 due to expanded scope to review and potentially amend the non-residential DC policies in 2020.

Financial Services (FNS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated DEV. CHARGES BACKGROUND STUDY	0.150	0.000	0.0%	0.000	0.0%	R		#1	0.000	0.000
Sub-Total	0.150	0.000	0.0%	0.000	0.0%	-	-		0.000	0.000
State of Good Repair CROSS-APPLICATION TIMESHEET CATS IMPLEMENTATION INTEGRATED ASSET PLANNING MANAGEMENT (IAPM) RISK MANAGEMENT INFO SYSTEM UPGRADE TAX BILLING SYSTEM UTILITY BILLING SYSTEM	0.007 1.939 0.400 1.300 0.920	0.000 0.035 0.000 0.370 0.070	0.0% 1.8% 0.0% 28.4% 7.6%	0.000 0.035 0.400 0.370 0.920	0.0% 1.8% 100.0% 28.4% 100.0%	R R G R G	G R G R G	#2 #3	7.540 5.000 1.892 9.922 5.971	7.534 0.930 1.104 2.733 0.240
Sub-Total	4.566	0.474	10.4%	1.724	37.8%	-	-		30.325	12.540
Service Improvements EBILLING INITIATIVE ELECTRONIC SELF SERVICE TAX AND UTILITY EMPLOYEE SERVICE CENTRE (ESC) FINANCE ACCOUNTING SYSTEMS TRANSFORMATION PARKING TAG MGMT SOFTWARE UPGRADE PPEB TRANSFORMATION PROGRAM REVENUE SYSTEM - PHASE 11 - 2000 SUPPLY CHAIN MANAGEMENT TRANSFORMATION	0.079 0.138 0.565 2.073 0.900 2.171 0.227 3.007	0.000 0.000 0.360 0.726 0.003 0.000 0.030 1.150	0.0% 0.0% 63.7% 35.1% 0.3% 0.0% 13.3% 38.2%	0.079 0.138 0.565 2.073 0.003 1.298 0.227 2.357	100.0% 100.0% 100.0% 100.0% 0.3% 59.8% 100.0% 78.4%	G G G G R Y G G	G G Y G R R G G	#4 #5	0.469 0.551 1.255 4.260 2.592 3.034 3.500 18.993	0.390 0.221 0.975 2.610 0.661 0.000 3.303 16.466
Sub-Total	9.160	2.269	24.8%	6.739	73.6%	-	-		34.654	24.626
Total	13.875	2.744	19.8%	8.464	61.0%				64.979	37.166

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:

Development Charges Background Study was initially extended into 2020 due to expanded scope to review and potentially amend the non-residential DC policies in 2020. However, project has been cancelled with total project cost being transferred to the Operating Budget.

Note # 2:

The Integrated Asset Planning Management (IAPM) project is projecting underspend at year end. Prior year cash flow was budgeted to set up internal staff to begin the asset management framework, but due to a lack of internal skillset, a vendor was acquired to deliver this. The asset management RFP is on hold due to COVID-19.

Note # 3:

Partial project deferred to 2021 due to COVID-19.

Note # 4:

The Parking Tags Management Software Upgrade project is meant to replace the current Parking Tags Management System. This entails issuing and awarding the RFP, as well as, licencing, initial set-up and implementation costs. Project is currently on hold due to COVID-19.

Note # 5:

Project was on track up to end of Q1 2020; however, due to COVID-19, project has been on hold. Projected year end spend is mainly attributable to projects in implementation and contracted work are starting to commence, such as such as the Pension Business Process Reengineering project and improvements implementation in SAP, as working remotely is starting to normalize. Other transformation projects are in final stage of completion and implementation such as the PPEB Intranet Redesign and the division organization restructuring.

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

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Office of the Lobbyist Registrar	5M	0.12	0.04	0.12	98.1%		Ⓒ
City Clerk's	5M	4.05	0.88	3.30	81.4%		Ⓒ
Corporate Initiatives	5M	36.29	0.12	8.12	22.4%		Ⓓ
TOTAL	5M	40.46	1.04	11.53	28.5%		Ⓓ
Ⓒ >70% Ⓔ between 50% and 70% Ⓓ < 50% or > 100%							

For the five months ended May 31, 2020, the capital expenditures for Other City Programs totalled \$1.0 million of their collective 2020 Approved Capital Budget of \$40.5 million. Spending is expected to increase to \$ 11.5 million (28.5%) by year-end. All programs in this Service Area have a projected year-end spending rate of less 70% of their respective 2020 Approved Capital Budgets.

Projected spending rate at year-end for the for Office of Lobbyist Registrar, City Clerk's Office and Corporate Initiatives Program are projected at , and respectively.

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

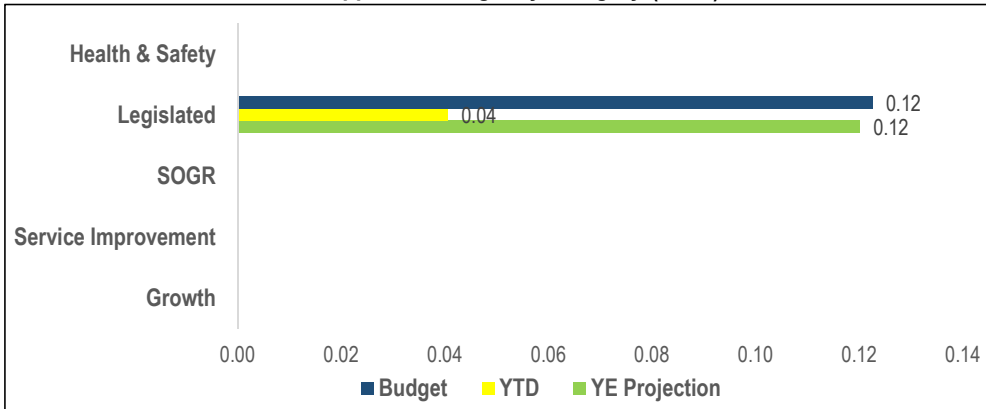


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 1



Table 2

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

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- Delay is due to (1) a change in scope in Q4 2019 as a result of a legislated change, and (2) COVID-19 emergency situation as project implementation was put on hold in March and April.

Office of the Lobbyist Registrar (LR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated OLR INVESTIGATION CASE MANAGEMENT SYSTEM	0.123	0.041	33.1%	0.120	98.1%	Ⓒ	Ⓓ	#1	0.215	0.133
Sub-Total	0.123	0.041	33.1%	0.120	98.1%	-	-		0.215	0.133
Total	0.123	0.041		0.120					0.215	0.133

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 is due to (1) a change in scope in Q4 2019 as a result of a legislated change, and (2) COVID-19 emergency situation as project implementation was put on hold in March and April.

Chart 1
2019 Approved Budget by Category (\$4.05)

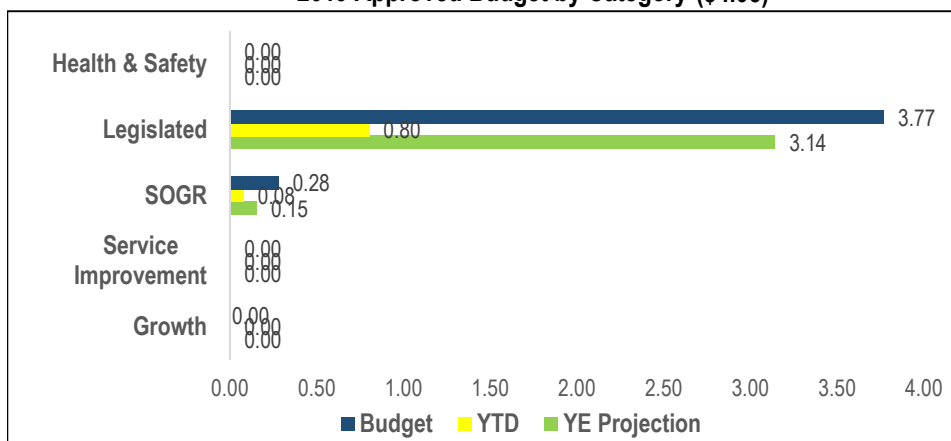


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 13

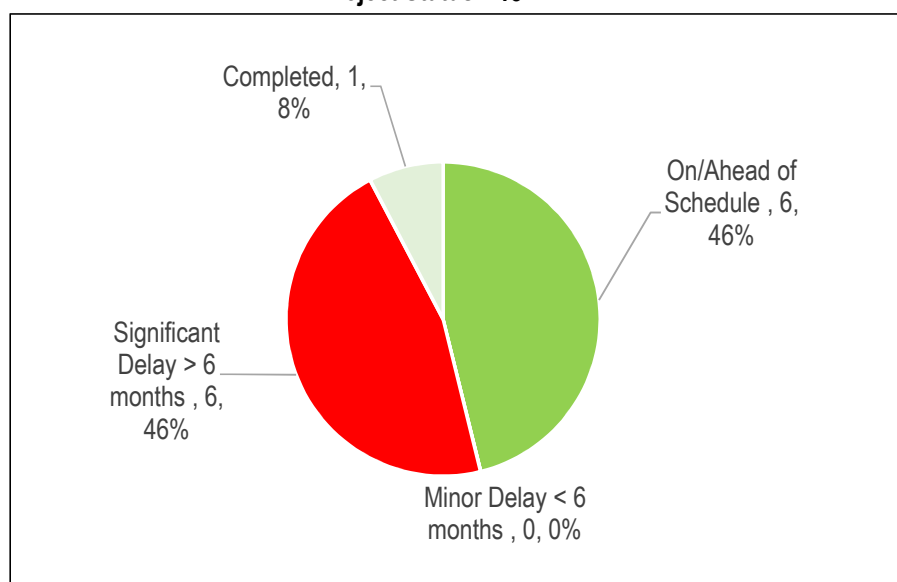


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.66		1.33	0.06	

Reasons for "Other*" Projects Delay:

- With the departure of the Service Canada at City Hall first floor, the full reconfiguration of the City Hall Registry Counter will be considered as part of the City's City Hall project. Project is deferred to 2021.

City Clerk's Office (CLK)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	2.039	0.602	29.5%	2.039	100.0%	Ⓒ	Ⓒ	#1	6.295	1.684
	0.312	0.072	23.0%	0.112	36.0%	Ⓔ	Ⓔ		0.890	0.119
TORONTO MEETING MANAGEMENT INFORMATION SYSTEM (TMMIS) SOGR 2019-2022						Ⓔ	Ⓔ			
OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE	0.058	0.056	96.2%	0.056	96.2%	Ⓒ	Ⓒ		0.125	0.123
PRIVACY CASE MANAGEMENT SYSTEM 2019	0.135	0.052	38.4%	0.132	97.5%	Ⓒ	Ⓒ		0.205	0.122
	0.030	0.008	25.4%	0.008	25.4%	Ⓔ	Ⓒ	#2	0.200	0.135
VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY						Ⓔ	Ⓒ			
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.290	0.001	0.5%	0.075	25.9%	Ⓔ	Ⓔ		0.440	0.151
	0.275	0.003	1.1%	0.189	68.9%	Ⓒ	Ⓔ	#3	0.555	0.003
CITY CLERK'S OFFICE BUSINESS SYSTEMS 2020 -2021						Ⓒ	Ⓔ	#4		
	0.330	0.004	1.3%	0.231	69.9%	Ⓒ	Ⓔ		0.665	0.004
COUNCIL BUSINESS SYSTEMS 2020 -2021						Ⓒ	Ⓒ	#4		
	0.300	0.004	1.5%	0.300	100.0%	Ⓒ	Ⓒ		1.510	0.972
COUNCILTRANSITION REQUIREMENTS 2017						Ⓒ	Ⓒ			
Sub-Total	3.769	0.803	21.3%	3.141	83.3%	-	-		10.885	3.312
State of Good Repair										
INFORMATION PRODUCTION ONLINE REQUEST PORTAL REPLACEMENT	0.097	0.055	57.4%	0.097	100.0%	Ⓒ	Ⓒ	#5	0.110	0.069
ARVHIVES EQUIPMENT UPGRADE 2017-2023	0.057	0.022	39.1%	0.057	100.0%	Ⓒ	Ⓒ		0.265	0.180
CITY HALL REGISTRY COUNTER REFRESH	0.075	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ	#6	0.150	0.003
RECORDS CENTRE SERVICES SOGR	0.050	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ		0.250	0.000
Sub-Total	0.279	0.078	27.9%	0.154	55.2%	-	-		0.775	0.252
Total	4.048	0.880	21.7%	3.295	81.4%				11.660	3.564

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

City Clerk's Office (CLK)

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note #5:

With the departure of the Service Canada at City Hall first floor, the full reconfiguration of the City Hall Registry Counter will be considered as part of the City's City Hall project. Project is deferred to 2021.

Note # 6:

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

**2020 Capital Spending by Program
City Agencies**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	5M	14.27	2.41	7.93	55.6%		⚠
Go Transit	5M	60.00	0.00	60.00	100.0%		Ⓢ
To Live	5M	19.63	2.29	8.24	42.0%		Ⓢ
TRCA	5M	24.83	10.34	24.83	100.0%		Ⓢ
Toronto Police	5M	79.61	23.90	63.23	79.4%		Ⓢ
Toronto Public Health	5M	4.19	1.09	1.70	40.7%		Ⓢ
Toronto Public Library	5M	38.33	10.97	34.18	89.2%		Ⓢ
Toronto Zoo	5M	17.23	0.84	10.46	60.7%		⚠
Toronto Transit Commission	5M	1,089.60	331.87	988.64	90.7%		Ⓢ
Yonge-Dundas Square	5M	0.09	0.03	0.06	73.6%		Ⓢ
TOTAL	5M	1,347.78	383.72	1,199.22	89.0%		Ⓢ
Ⓢ >70% ⚠ between 50% and 70% Ⓢ < 50% or > 100%							

For the five months ended May 31, 2020, the capital expenditures for City Agencies totalled \$383.72 million of their collective 2020 Approved Capital Budget of \$1,348 billion. Spending is expected to increase to \$1,199 billion (89.0%) by year-end. 5 Agencies have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Go Transit and Toronto & Region Conservation Authority are expected to spend 100% of the 2020 Approved Budget while Toronto Police Service, Toronto Public Library, Toronto Transit Commission and Yonge Dundas Square have projected year-end spending rate of 79.4%, 89.2% , 90.7% and 73.6% respectively. Exhibition Place ,Toronto Public Health, Toronto Zoo and TO Live have projected year-end spending rate of less than 70%

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

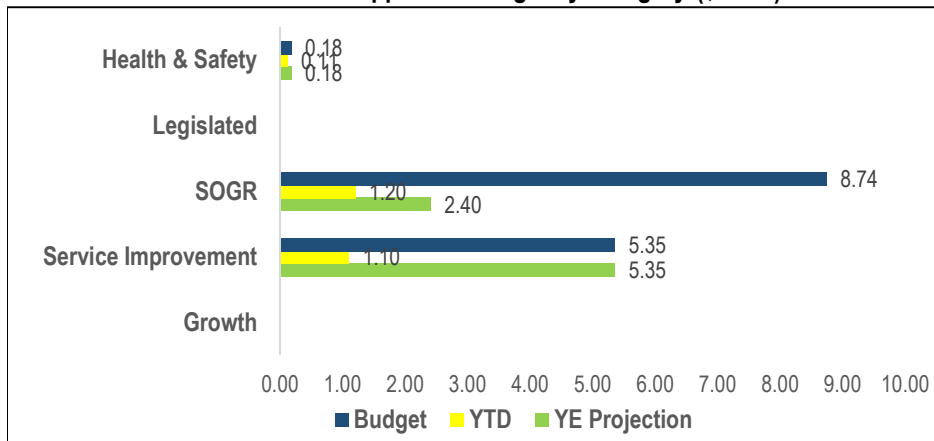


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 39

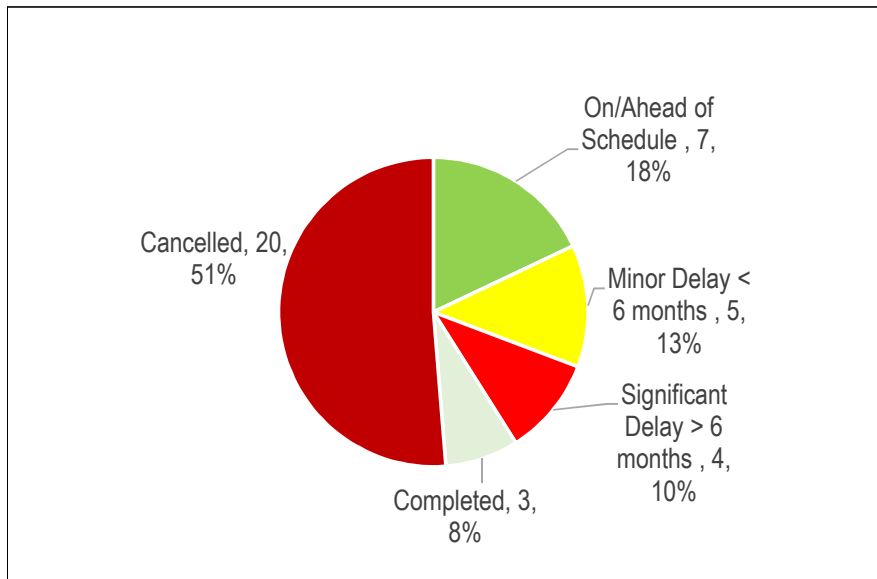


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	3	5
Other*		
Total # of Projects	4	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.03	1.66	1.03	0.12	6.44

Key Discussion Points :

- Exhibition Place is currently projecting a 2020 Year-end spending of \$7.934 million, or 55.6% of its 2020 Council Approved Capital Budget of \$14.273 million.
- In terms of project status, 7 projects are currently on-track (\$5.030 million) and 3 projects have been completed (\$0.121 million) as of May 31, 2020.
- 1 project (\$0.011 million) is currently experiencing minor delays primarily due to site conditions and COVID-19 is the cause of minor delays of 5 projects (\$1.647 million) and significant delays in 4 projects (\$1.028 million). 20 projects (\$6.44 million) have also been cancelled as a result of COVID-19.

Exhibition Place (EXH)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Other Building	0.179	0.112	62.7%	0.179	100.0%	ⓐ	ⓐ		0.350	0.283
Sub-Total	0.179	0.112	62.7%	0.179	100.0%	-	-		0.350	0.283
State of Good Repair										
Pre-Engineering Program	0.186	0.012	6.2%	0.013	7.0%	Ⓡ	Ⓡ	#1	0.300	0.126
Queen Elizabeth Building	0.211	0.003	1.4%	0.014	6.7%	Ⓡ	Ⓡ	#1	0.475	0.267
Other Building	0.640	0.278	43.5%	0.527	82.3%	ⓐ	Ⓡ	#1	0.640	0.278
Equipment	0.883	0.082	9.3%	0.391	44.3%	Ⓡ	Ⓡ	#1	1.405	0.604
Enercare Centre	2.339	0.071	3.0%	0.172	7.3%	Ⓡ	Ⓡ	#1	2.770	0.502
Coliseum Complex	0.121	0.006	5.4%	0.022	18.4%	Ⓡ	Ⓡ	#1	0.200	0.086
Parks, Parking Lots and Roads	0.726	0.180	24.8%	0.431	59.3%	Ⓨ	Ⓡ	#1	0.895	0.349
Food Building	0.631	0.409	64.9%	0.414	65.7%	Ⓨ	Ⓡ	#1	0.690	0.468
Better Living Centre	0.175	0.003	1.4%	0.003	1.4%	Ⓡ	Ⓡ	#1	0.175	0.003
Beanfield Centre	0.450	0.007	1.5%	0.007	1.5%	Ⓡ	Ⓡ	#1	0.450	0.007
Electrical Underground High Voltage Utilities	2.379	0.150	6.3%	0.409	17.2%	Ⓡ	Ⓡ	#1	3.500	1.271
Sub-Total	8.740	1.201	13.7%	2.402	27.5%	-	-		11.500	3.961
Service Improvements										
Beanfield Centre	5.353	1.100	20.5%	5.353	100.0%	ⓐ	Ⓡ	#1	5.969	1.716
Sub-Total	5.353	1.100	20.5%	5.353	100.0%	-	-		5.969	1.716
Total	14.273	2.413	16.9%	7.934	55.6%				17.819	5.960

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

Note # 1:

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

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

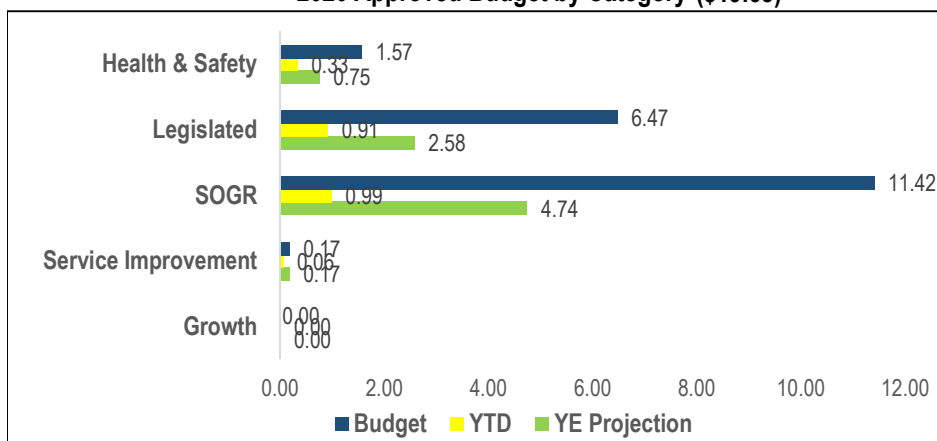


Table 1
2020 Active Projects by Category

Health & Safety	6
Legislated	5
SOGR	6
Service Improvement	2
Growth	
Total # of Projects	19

Chart 2
Project Status - 19

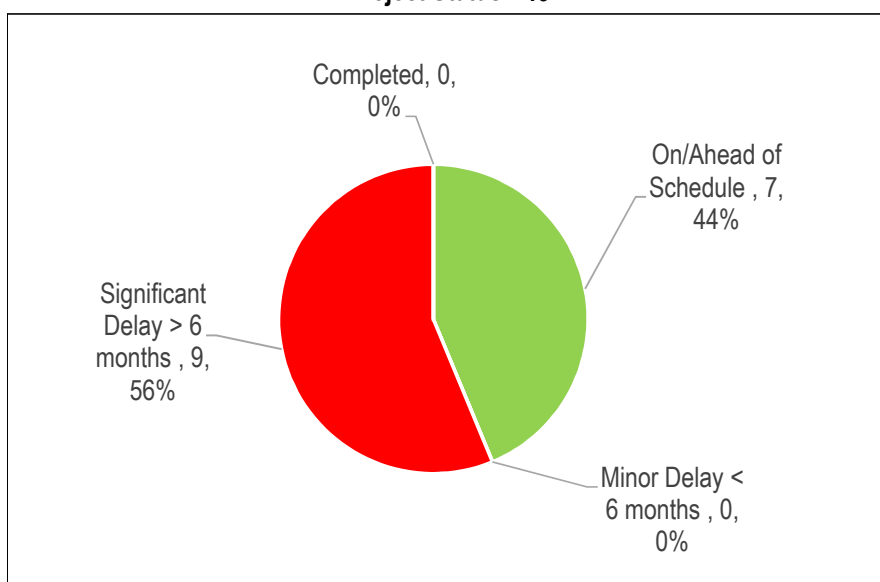


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.04		15.60		

Reasons for "Other*" Projects Delay:

- TO Live spent \$2.291 million or 11.7% of its 2020 cash flow YTD and is projecting to spend \$8.242 million or 42.0% by year end.
- As a result of COVID-19, some capital projects are experiencing delays and will be postponed.

TO Live

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Meridian Hall - Building Envelope	0.866	0.016	1.9%	0.066	7.6%	Ⓡ	Ⓡ	#1	0.867	0.017
Meridian Hall - Vertical Transportation	0.294	0.245	83.3%	0.294	100.0%	Ⓢ	Ⓢ		0.329	0.280
Meridian Hall - Fire Safety Systems	0.383	0.060	15.8%	0.383	100.0%	Ⓢ	Ⓢ		0.454	0.130
Meridian Hall - Theatre Systems & Equipment	0.012	0.005	43.0%	0.007	54.5%	Ⓢ	Ⓡ	#1	0.119	0.112
St. Lawrence Centre for the Arts - Health and Safety	0.011	0.004	35.6%	0.004	35.6%	Ⓡ	Ⓡ	#1	0.200	0.193
Sub-Total	1.566	0.331	21.1%	0.754	48.1%	-	-		1.969	0.732
Legislated										
Meridian Arts Centre - AODA	1.967	0.288	14.6%	0.600	30.5%	Ⓡ	Ⓡ	#1	4.245	0.319
Meridian Arts Centre - Concession Stands	0.116	0.072	62.0%	0.116	100.0%	Ⓢ	Ⓢ		0.133	0.089
Meridian Hall - AODA	3.870	0.503	13.0%	1.612	41.7%	Ⓡ	Ⓡ	#1	4.468	0.676
St. Lawrence Centre for the Arts - AODA	0.521	0.048	9.2%	0.250	48.0%	Ⓡ	Ⓡ	#1	0.600	0.127
Sub-Total	6.473	0.911	14.1%	2.578	39.8%	-	-		9.447	1.210
State of Good Repair										
Meridian Arts Centre - SOGR	3.145	0.012	0.4%	0.289	9.2%	Ⓡ	Ⓡ	#1	3.145	0.012
Meridian Hall - Mechanical Systems	1.390	0.477	34.3%	1.390	100.0%	Ⓢ	Ⓢ		1.420	0.507
Meridian Hall - Building Envelope	0.959	0.099	10.3%	0.880	91.7%	Ⓢ	Ⓢ		0.959	0.099
Meridian Hall - Electrical Systems	0.721	0.009	1.2%	0.721	100.0%	Ⓢ	Ⓢ		0.721	0.009
Meridian Hall - Theatre Systems & Equipment	0.342	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.342	0.000
St. Lawrence Centre for the Arts - SOGR	4.864	0.392	8.1%	1.458	30.0%	Ⓡ	Ⓡ	#1	5.475	1.003
Sub-Total	11.421	0.989	8.7%	4.737	41.5%	-	-		12.062	1.629
Service Improvements										
Meridian Arts Centre - Sound Isolation	0.173	0.061	35.1%	0.173	100.0%	Ⓢ	Ⓢ		0.215	0.103
Sub-Total	0.173	0.061	35.1%	0.173	100.0%	-	-		0.215	0.103
Growth Related										
Growth Project								#3		
Growth Project								#3		
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	19.634	2.291	11.7%	8.242	42.0%				23.693	3.674

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

Note # 1:

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

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

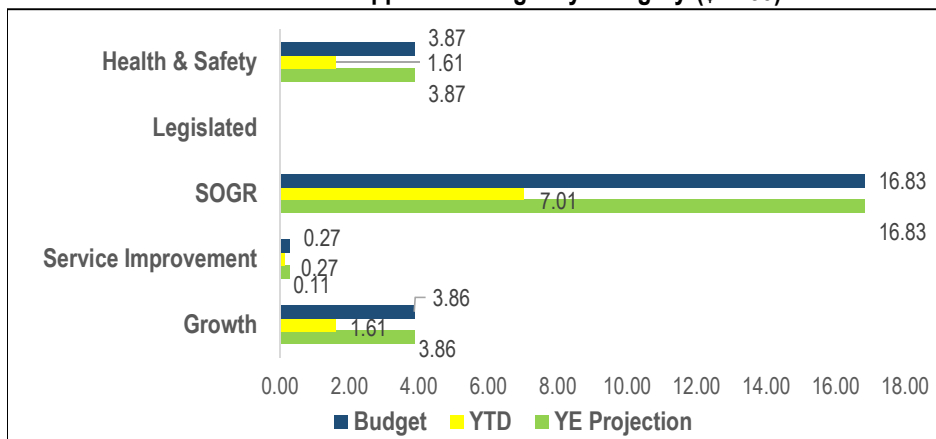


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 23

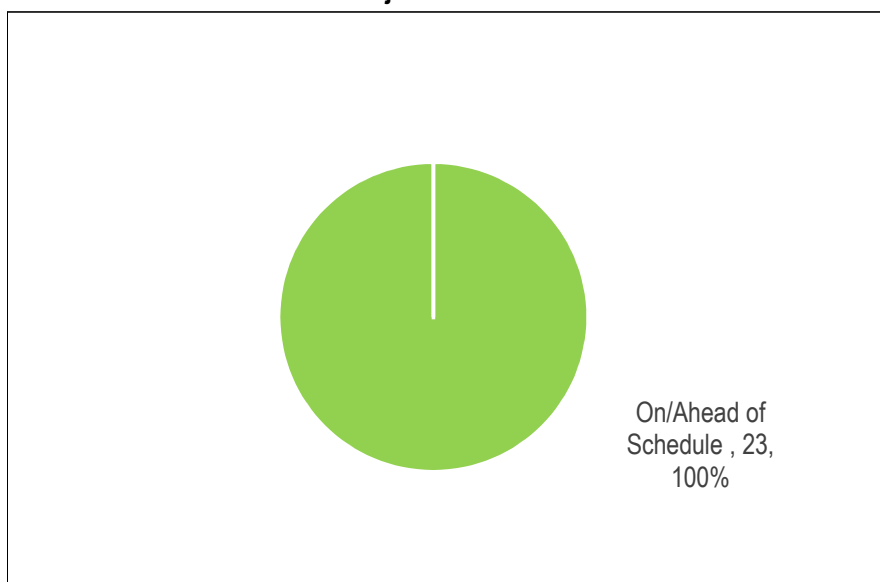


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning.
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- Projects are currently on track to be fully spent in 2020 and will continue to be monitored throughout the year.
- Historically, TRCA spends and receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Scarborough Waterfront Project - West Segment Design & Brimley Road Construction	3.866	1.611	41.7%	3.866	100.0%	Ⓢ	Ⓢ		3.866	1.611
Sub-Total	3.866	1.611	41.7%	3.866	100.0%	-	-		3.866	1.611
State of Good Repair										
Greenspace Land Acquisition (Toronto Share)	0.064	0.027	41.7%	0.064	100.0%	Ⓢ	Ⓢ		0.748	0.711
Shoreline Monitoring & Maintenance	0.400	0.167	41.7%	0.400	100.0%	Ⓢ	Ⓢ		3.550	3.317
Erosion Infrastructure - Major Maintenance	1.200	0.500	41.7%	1.200	100.0%	Ⓢ	Ⓢ		9.830	9.130
Black Creek Pioneer Village Retrofit	0.371	0.155	41.7%	0.371	100.0%	Ⓢ	Ⓢ		2.834	2.618
Living City Action Plan - Sustainable Communities	0.886	0.369	41.7%	0.886	100.0%	Ⓢ	Ⓢ		7.222	6.705
Living City Action Plan - Watershed Monitoring	0.530	0.221	41.7%	0.530	100.0%	Ⓢ	Ⓢ		4.352	4.043
Living City Action Plan - Regional Watershed Management	1.349	0.562	41.7%	1.349	100.0%	Ⓢ	Ⓢ		9.310	8.523
Living City Action Plan - Regeneration Sites	0.795	0.331	41.7%	0.795	100.0%	Ⓢ	Ⓢ		4.262	3.798
Waterfront Development - Environmental Monitoring	0.245	0.102	41.7%	0.245	100.0%	Ⓢ	Ⓢ		2.200	2.057
Waterfront Development - Keating Channel Dredging	0.320	0.133	41.7%	0.320	100.0%	Ⓢ	Ⓢ		2.880	2.693
Waterfront Development - Ashbridges Bay	0.250	0.104	41.7%	0.250	100.0%	Ⓢ	Ⓢ		2.450	2.304
Tommy Thompson Cell Capping	0.050	0.021	41.7%	0.050	100.0%	Ⓢ	Ⓢ		0.829	0.800
Waterfront Development - Ongoing Major Maintenance	0.188	0.078	41.7%	0.188	100.0%	Ⓢ	Ⓢ		2.018	1.908
Toronto Planning Initiatives	0.100	0.042	41.7%	0.100	100.0%	Ⓢ	Ⓢ		0.380	0.322
Information Technology Replacement	0.257	0.107	41.7%	0.257	100.0%	Ⓢ	Ⓢ		2.348	2.198
Gibraltar Point Erosion	4.700	1.958	41.7%	4.700	100.0%	Ⓢ	Ⓢ		12.230	9.488
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.134	41.7%	0.322	100.0%	Ⓢ	Ⓢ		2.208	2.020
Layer 2 - Extra Waterfront Major Maintenance	1.000	0.417	41.7%	1.000	100.0%	Ⓢ	Ⓢ		4.650	4.067
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.083	41.7%	0.200	100.0%	Ⓢ	Ⓢ		2.000	1.883
Layer 2 - Extra Erosion Major Maintenance	3.600	1.500	41.7%	3.600	100.0%	Ⓢ	Ⓢ		15.556	13.456
Sub-Total	16.827	7.011	41.7%	16.827	100.0%	-	-		91.857	82.041
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.113	41.7%	0.270	100.0%	Ⓢ	Ⓢ		2.250	2.093
Sub-Total	0.270	0.113	41.7%	0.270	100.0%	-	-		2.250	2.093

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
Long Term Accomodation Plan - 5 Shoreham	3.862	1.609	41.7%	3.862	100.0%	Ⓒ	Ⓒ		39.200	2.575
Sub-Total	3.862	1.609	41.7%	3.862	100.0%	-	-		39.200	2.575
Total	24.825	10.344	41.7%	24.825	100.0%				137.173	88.320

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

Chart 1
2020 Approved Budget by Category (\$79.61)

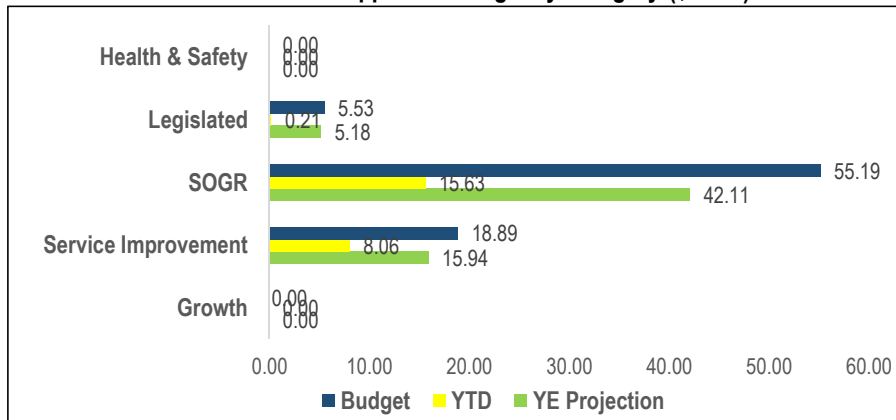


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOG	29
Service Improvement	11
Growth	
Total # of Projects	42

Chart 2
Project Status - 42

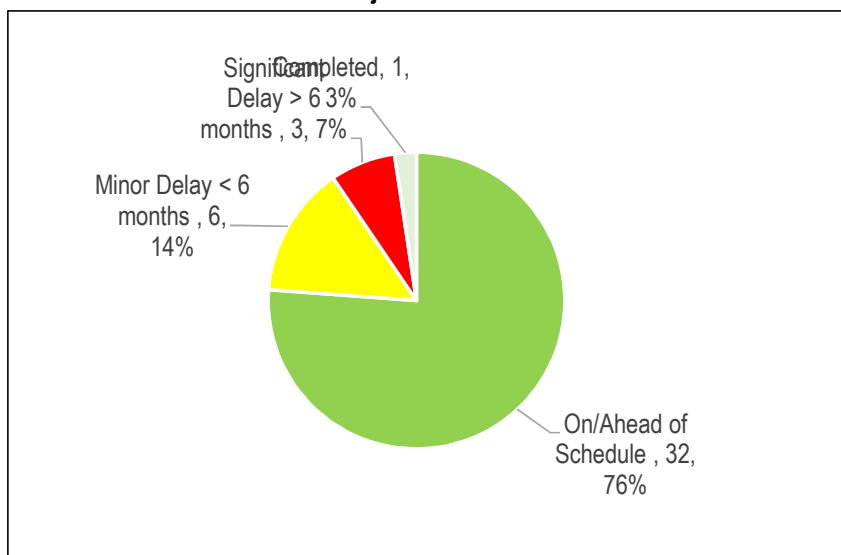


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
56.99	17.49	5.12	0.01	

Reasons for "Other*" Projects Delay:

- *Mobile Workstation* - The hardware for police vehicles such as mounts, modems, printers is required to meet Fleet car lifecycle timing. Current RFQ was cancelled. Currently planned/in-progress RFQ cannot meet this timing. Contract negotiations will be completed in Q4.
- *Property & Evidence Scanners* - The scanners need software that has to be developed and configured by ITS for integration into the PEMS system prior to purchase. Software integration will be completed in Q3 2021. Purchase of scanners deferred to 2021, after software integration is complete.

Pick Program Name (from drop down list)

Key Discussion Points (cont'd):

- As the COVID-19 pandemic continues to exert major stresses globally, the City of Toronto is facing unprecedented times that make it difficult to estimate the impact of the pandemic on the construction industry and capital projects.
- The potential impacts of COVID-19 include delays on planned construction schedules, including labour and critical supply chain disruptions, a delay or inability to obtain required permits. Some of the projects that have been impacted by COVID19 are:
 - 54/55 Divisions Amalgamation
 - 41 Division
 - 32 Division Renovation
 - Communication Center Consulting
 - District Policing Program – District Model

Toronto Police Service (POL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Next Generation (N.G.) 9-1-1	5.028	0.211	4.2%	5.028	100.0%	ⓐ	ⓐ		5.000	0.433
Communication Center Consulting	0.500	0.000	0.0%	0.150	30.0%	Ⓡ	Ⓨ	#1	0.000	0.000
Sub-Total	5.528	0.211	3.8%	5.178	93.7%	-	-		5.000	0.433
State of Good Repair										
State-of-Good-Repair	5.716	0.729	12.8%	4.016	70.3%	ⓐ	Ⓨ		on-going	on-going
32 Division Renovation	2.500	0.008	0.3%	0.800	32.0%	Ⓡ	Ⓨ	#2	10.940	0.358
Radio Replacement	4.640	1.652	35.6%	3.640	78.4%	ⓐ	ⓐ		37.863	26.696
Automated Fingerprint Identification	3.053	0.000	0.0%	1.554	50.9%	Ⓨ	ⓐ		6.106	2.704
System (A.F.I.S.) Replacement										
Property & Evidence Warehouse	0.040	0.000	0.0%	0.040	100.0%	ⓐ	ⓐ		0.000	0.000
Racking										
Vehicle Replacement	7.872	6.547	83.2%	7.799	99.1%	ⓐ	ⓐ		130.853	77.014
Furniture Lifecycle Replacement	1.560	0.783	50.2%	1.555	99.7%	ⓐ	ⓐ		14.160	11.633
Workstation, Laptop, Printer-	3.800	3.416	89.9%	3.439	90.5%	ⓐ	ⓐ		72.238	41.094
Lifecycle plan										
Servers - Lifecycle Plan	4.761	0.043	0.9%	4.761	100.0%	ⓐ	ⓐ		80.927	40.473
IT Business Resumption	2.441	0.172	7.0%	2.441	100.0%	ⓐ	ⓐ		38.772	19.114
Mobile Workstation	6.407	1.148	17.9%	1.969	30.7%	Ⓡ	Ⓨ	#3	36.440	16.937
Locker Replacement	0.168	0.000	0.0%	0.168	100.0%	ⓐ	ⓐ		8.049	3.143
Network Equipment	2.900	0.000	0.0%	2.900	100.0%	ⓐ	ⓐ		46.806	19.056
In-car Camera	0.000	0.000	N/A	0.000	-	ⓐ	ⓐ		9.763	4.216
Voice Logging	0.000	0.000	N/A	0.000	-	ⓐ	ⓐ		1.811	1.460
DVAM I, II (LR)	1.060	0.044	4.1%	1.059	99.9%	ⓐ	ⓐ		12.443	3.379
Automatic Vehicle Locator (A.V.L.)	1.750	0.000	0.0%	0.050	2.9%	Ⓡ	ⓐ		0.000	0.000
Property & Evidence Scanners	0.040	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#4	0.103	0.023
Small Equipment Replacement	1.057	0.008	0.8%	1.055	99.9%	ⓐ	ⓐ		10.090	3.190
Security System Replacement	0.097	0.002	1.9%	0.097	100.0%	ⓐ	ⓐ		1.600	1.505
Digital Photography	0.314	0.000	0.0%	0.314	100.0%	ⓐ	ⓐ		0.000	0.000
Radar Unit Replacement	0.009	0.009	103.9%	0.009	100.0%	ⓐ	ⓐ		0.000	0.000
Divisional Parking lot Network	1.500	0.000	0.0%	1.500	100.0%	ⓐ	ⓐ		0.000	0.000
Conducted Energy Weapon	0.675	0.000	0.0%	0.675	100.0%	ⓐ	ⓐ		0.000	0.000
Closed Circuit Television (C.C.T.V.)	0.275	0.000	0.0%	0.000	0.0%	Ⓡ	ⓐ		0.000	0.000
Connected Officer	0.461	0.000	0.0%	0.461	100.0%	ⓐ	ⓐ		0.000	0.000
Livescan	0.540	0.000	0.0%	0.254	47.0%	Ⓡ	ⓐ	#5	1.337	0.257
Electronic Surveillance	1.088	1.044	96.0%	1.088	100.0%	ⓐ	ⓐ		2.805	2.012
Wireless Parking System	0.470	0.025	5.2%	0.470	100.0%	ⓐ	ⓐ		14.784	3.293
Sub-Total	55.193	15.631	28.3%	42.112	76.3%	-	-		537.889	277.557
Service Improvements										
Peer to Peer Site	0.010	-0.004	-38.2%	0.010	100.0%	ⓐ	ⓐ		19.650	19.632
Transforming Corporate Support	1.718	0.300	17.5%	1.318	76.7%	ⓐ	Ⓡ	#6	8.742	6.517
54/55 Divisions Amalgamation	1.000	0.000	0.0%	0.885	88.5%	ⓐ	Ⓡ	#7	39.225	0.184
ANCOE (Enterprise Business	1.862	0.494	26.5%	1.798	96.6%	ⓐ	ⓐ		12.882	10.059
Intelligence and Global Search)										
TPS Archiving	0.163	0.126	77.1%	0.132	81.0%	ⓐ	ⓐ		0.650	0.613
Body Worn Camera - Phase II	2.250	0.161	7.2%	1.449	64.4%	Ⓨ	ⓐ		11.211	0.793
Connected Officer (SI)	0.288	0.041	14.3%	0.268	93.1%	ⓐ	ⓐ		10.690	2.734
41 Division	2.404	0.208	8.6%	1.404	58.4%	Ⓨ	Ⓡ	#8	38.928	0.760
Additional Vehicles	6.750	6.276	93.0%	6.597	97.7%	ⓐ	ⓐ		0.000	6.276
District Policing Program - District	2.327	0.453	19.5%	1.962	84.3%	ⓐ	Ⓨ		15.900	1.149
Model										
Automated External Defibrillator	0.118	0.000	0.0%	0.118	100.0%	ⓐ	ⓐ		0.201	0.023
(A.E.D.s.)										
Sub-Total	18.890	8.055	42.6%	15.940	84.4%	-	-		158.079	48.739
Total	79.611	23.898	30.0%	63.230	79.4%				700.968	326.728

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

Toronto Police Service (POL)

Note # 1: 'Communication Center Consulting

As a result of COVID19 impacts, the project is being delayed. Consultant will be engaged in 2020 and work will be completed in 2021

Note # 2: 32 Division Renovation

There is a delay for a parking feasibility study, review of the required number of cells prior to tendering for construction services, and COVID-19 impact on construction projects.

Note # 3: Mobile Workstation

The mount, modems, printers are required to meet Fleet car lifecycle timing. Current RFQ was cancelled. Currently planned/in-progress RFQ cannot meet this timing. Contract negotiations will be completed in Q4.

Note # 4: Property & Evidence Scanners

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

Note # 5: Livescan

The costs came in lower than expected, purchase is currently pending Police Board approval

Note # 6: Transforming Corporate Support

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

Note # 7: 54/55 Divisions Amalgamation

The project is in the preliminary information discovery phase. The consultant team is working with CreateT.O. with respect to soil and site conditions, and it should be completed by the third quarter of 2020. A Request for Proposal is being finalized to secure construction management services with an anticipated closing date in the third/fourth quarter of 2020, followed by the start of construction by the first quarter of 2022. There were significant delays in this project due to the lengthy public consultation, planning and approval processes, and now the project may be further impacted by the COVID-19 pandemic.

Note # 8: 41 Division

The construction management services contract was approved by the Board in May 2020, and the Service will commence working with the approved proponent. The approved funding of \$38.9M was a preliminary estimate based on construction costs at the time the funding request was submitted as part of the 2018-2027 capital program. In order to obtain a definitive costing for the new build, the Service must retain the services of a construction manager to explore all variables that will impact the overall project cost from inception to conclusion. This will include the provision of accurate budget estimates for all project components following the completion of detailed design drawings by the project architect. Project timelines are behind schedule, the total construction cost will very likely be higher than currently budgeted and COVID-19 impact on construction projects is not fully known.

Chart 1
2020 Approved Budget by Category (\$4.19)

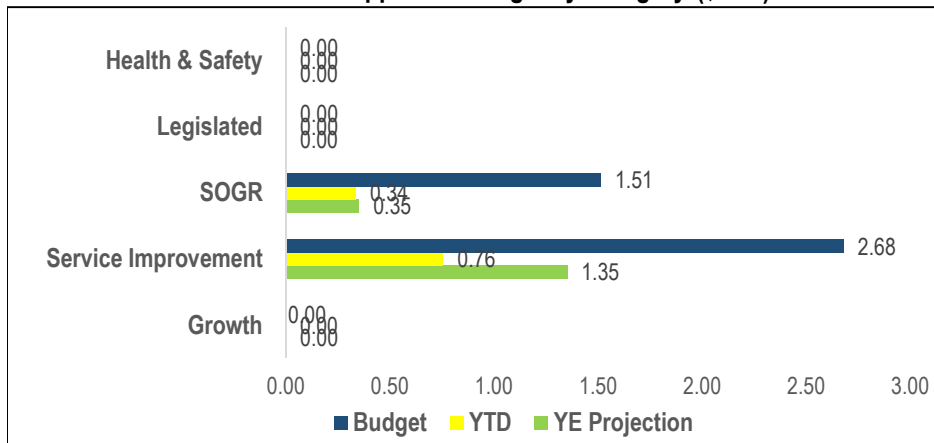


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 8

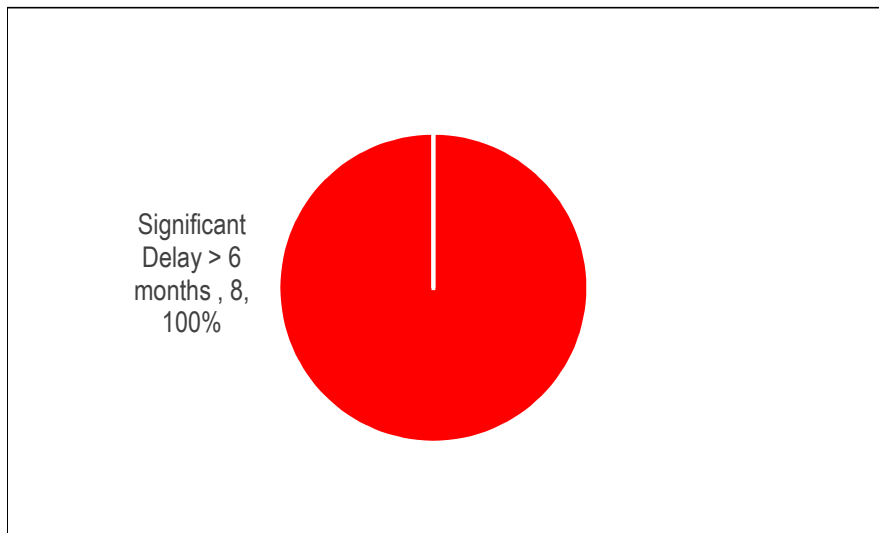


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		4.19		

Key Discussion Points:

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

Toronto Public Health (TPH)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Community Health Information System	0.850	0.337	39.7%	0.352	41.4%	Ⓜ	Ⓜ	#1	3.997	3.073
Inspection Management -	0.663	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	5.287	0.000
Sub-Total	1.513	0.337	22.3%	0.352	23.3%	-	-		9.284	3.073
Service Improvements										
Dental & Oral Health Information Systems	0.031	0.007	21.6%	0.031	100.0%	Ⓢ	Ⓜ		0.521	0.490
Datamart Data Warehouse - Phase 3	0.845	0.392	46.4%	0.310	36.6%	Ⓜ	Ⓜ	#1	1.915	1.581
Electronic Medical Record - Phase 3	0.735	0.320	43.6%	0.462	62.9%	Ⓢ	Ⓜ	#1	1.971	1.556
Community Collaboration - Seed	0.243	0.037	15.4%	0.142	58.4%	Ⓢ	Ⓜ	#1	0.420	0.135
Correspondence and Communications Tracking - Seed	0.069	0.000	0.0%	0.041	59.4%	Ⓢ	Ⓜ	#1	0.128	0.015
Ontario Seniors Dental Care Program	0.757	0.000	0.0%	0.367	48.5%	Ⓜ	Ⓜ	#2	1.147	0.000
Sub-Total	2.680	0.757	28.2%	1.353	50.5%	-	-		6.102	3.777
Total	4.193	1.094		1.705					15.386	6.850

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

Note # 1:

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

Note # 2:

The *Ontario Seniors Dental Care Program* project is experiencing delays as a result of COVID-19 and RFQ issuance delays related to the dental vehicle build portion of the project.

Chart 1
2020 Approved Budget by Category (\$38.67)

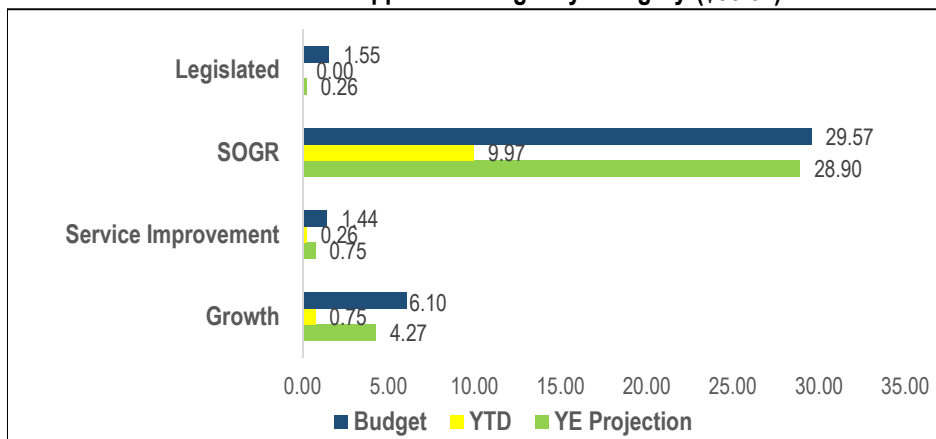


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 22

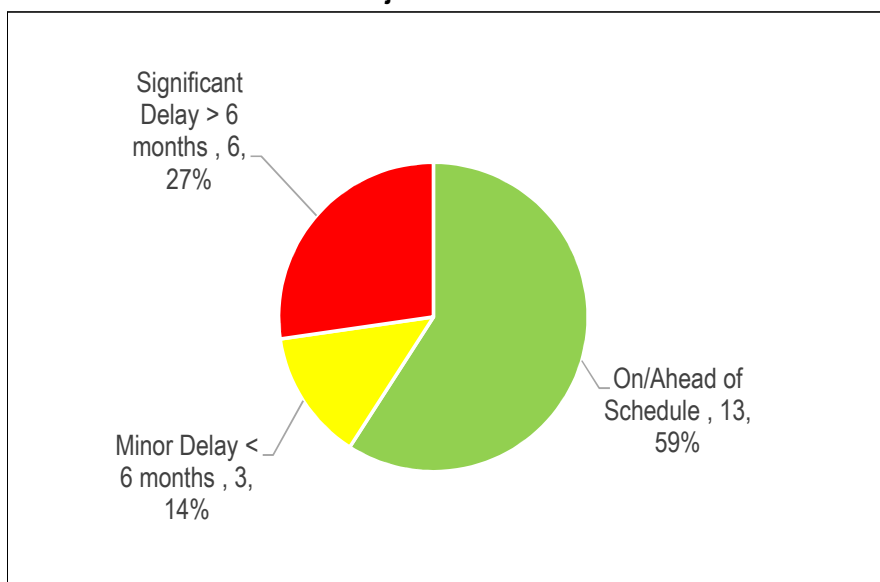


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.93	6.66	4.07		

Reasons for "Other*" Projects Delay:

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

Toronto Public Library (LIB)

Key Discussion Points (cont'd):

- Due to uncertainties caused by COVID-19 impacts and unprecedented budget pressures that the City is facing, the year-end forecasted spend rate of 88% should be considered preliminary at this time.
- The COVID-19 pandemic has negatively impacted planning and execution of capital projects, especially smaller state of good repair work and new projects approved in 2020, and will result in reduced spending in those projects.

Toronto Public Library (LIB)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Multi-Branch Minor Reno Prog (Accessibility)	1.554	0.000	0.0%	0.259	16.7%	R	R	#1	8.550	0.546
Sub-Total	1.554	0.000	0.0%	0.259	16.7%	-	-		8.550	0.546
State of Good Repair										
Albert Campbell Renovation - Construction	4.277	2.098	49.1%	4.598	107.5%	R	G		17.939	3.759
Answerline and Community Space Rental Modernization	0.829	0.018	2.1%	0.602	72.6%	G	G		1.400	0.589
Digital Experiences (Formerly Virtual Branch Services)	1.382	0.388	28.1%	1.382	100.0%	G	G		7.500	0.556
Multi-Branch Minor Reno Prog - 2016 - 2021	0.780	0.197	25.3%	0.780	100.0%	G	G		10.165	8.513
Multi-Branch Minor Reno Prog	3.423	0.866	25.3%	3.423	100.0%	G	G		29.326	5.923
North York Central Library Phase 2	3.447	2.408	69.9%	4.358	126.4%	R	G	#5	12.718	8.079
Northern District Renovation - Design	0.100	0.000	0.0%	0.000	0.0%	R	R	#6	0.251	0.000
Northern District Streetscaping	0.495	0.000	0.0%	0.055	11.2%	R	R	#7	0.990	0.000
Richview Building Elements (SOG)	0.175	0.000	0.0%	0.000	0.0%	R	R	#8	3.546	0.061
Technology Asset Management Prog:20-24	5.130	0.786	15.3%	5.541	108.0%	R	G	#9	28.364	2.058
Toronto Reference Library Renovation	1.500	0.000	0.0%	0.750	50.0%	Y	Y		9.960	0.000
Wychwood Library Renovation	4.162	1.182	28.4%	3.182	76.5%	G	Y		15.796	7.439
York Woods Renovation	3.873	2.023	52.3%	4.223	109.1%	R	G	#10	11.758	4.029
Sub-Total	29.573	9.966	33.7%	28.896	97.7%	-	-		149.712	41.005
Service Improvements										
Expansion of Technological Efficiencies	0.171	0.095	55.8%	0.171	100.0%	G	G		1.600	1.524
Integrated Payment Solutions	0.273	0.102	37.4%	0.273	100.0%	G	G		2.250	2.079
Service Modernization and Transformation	1.000	0.061	6.1%	0.306	30.6%	R	Y	#4	5.153	0.061
Sub-Total	1.444	0.258	17.9%	0.751	52.0%	-	-		9.003	3.664
Growth Related										
Bayview-Bessarion Library Relocation	3.857	0.577	15.0%	3.857	100.0%	G	G		15.322	4.641
Centennial - Design	0.290	0.167	57.6%	0.357	123.0%	R	G		0.502	0.379
Dawes Road Reconstruction & Expansion	0.200	0.003	57.6%	0.030	15.2%	R	G		19.824	5.278
Mall Branch Relocation	0.100	0.000	0.0%	0.000	0.0%	R	R	#2	6.119	0.000
Maryvale Relocation	1.648	0.000	0.0%	0.030	1.8%	R	R	#3	2.714	0.000
Sub-Total	6.096	0.748	12.3%	4.275	70.1%	-	-		44.481	10.298
Total	38.667	10.973	28.4%	34.180	88.4%				211.746	55.514
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>										

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

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

Note # 2: Mall Branch Relocation

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

Note # 3: Maryvale Relocation

TPL is still awaiting approval from City Council of the twenty-year lease agreement. Due to COVID19 impacts, Council meetings have been disrupted and lease approval has not been received.

Toronto Public Library (LIB)

Note # 4: Service Modernization and Transformation

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

Note # 5: North York Central Library Phase 2

The work is proceeding ahead of schedule due the branch closure allowing for more options for the contractor to schedule work even with the COVID restrictions.

Note # 6: Northern District Renovation - Design

Design work has been deferred to start in 2021 due to the COVID-19 impacts.

Note # 7: Northern District Streetscaping

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

Note # 8: Richview Building Elements (SOG)

The scope of the project is being revisited.

Note # 9: Technology Asset Management Prog:20-24

The transition to a work-at-home environment during COVID-19 has resulted in increased purchases of technology equipment.

Note # 10: York Woods Renovation

Construction is progressing ahead of schedule due to strong contractor performance.

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

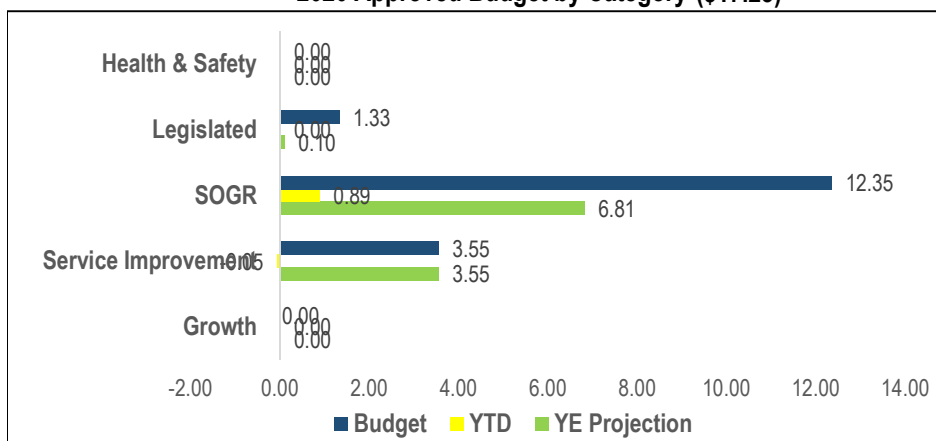


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 9

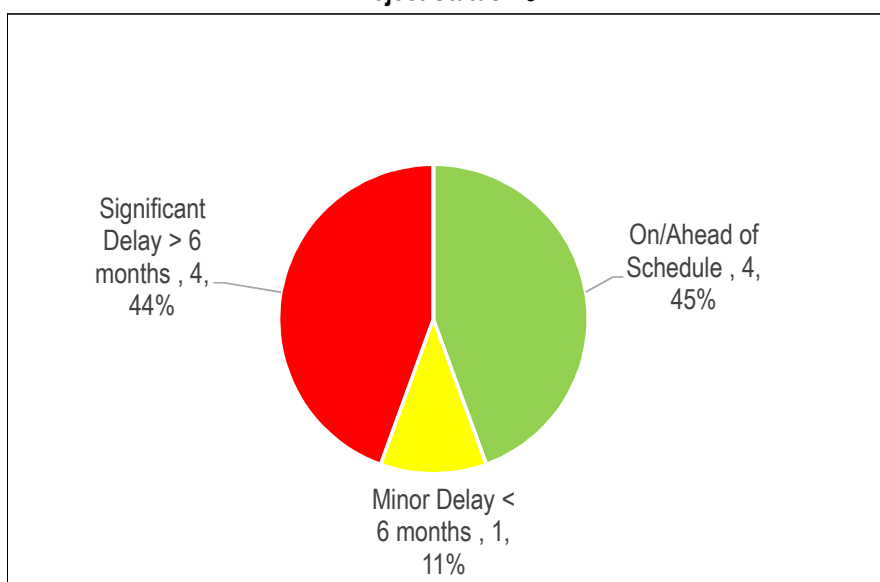


Table 2

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

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$0.838 million of 4.9% YTD and is projecting to spend \$10.463 million or 60.7% of its 2020 capital plan by end of 2020.
- Some projects previously experienced delays due to contractor issues including the Winterized Zoomobile and the Orangutan Outdoor Exhibit are anticipated to be completed by the end of 2020 and 2021 respectively. As a result of COVID-19, some projects will be postponed.

Toronto Zoo (ZOO)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Winter Accessibility	1.327	0.000	0.0%	0.100	7.5%	(R)	(R)	#1	1.327	0.000
Sub-Total	1.327	0.000	0.0%	0.100	7.5%	-	-		1.327	0.000
State of Good Repair										
Building and Services	3.293	0.178	5.4%	1.177	35.8%	(R)	(G)	#2	3.688	0.573
Exhibit Refurbishment	0.978	0.007	0.7%	0.802	82.0%	(G)	(G)		1.221	0.250
Grounds & Visitor Improvements	2.400	0.375	15.6%	1.240	51.7%	(Y)	(G)	#2	2.400	0.383
Information Systems	0.801	0.006	0.7%	0.506	63.2%	(Y)	(G)	#2	1.310	0.515
Wildlife Health Centre	1.191	0.009	0.8%	1.191	100.0%	(G)	(R)	#3	1.191	0.009
Winterized Zoomobile	1.348	0.181	13.5%	1.348	100.0%	(G)	(R)	#4	1.928	0.726
Front Entrance	2.339	0.129	5.5%	0.550	23.5%	(R)	(Y)	#5	2.388	0.178
Sub-Total	12.351	0.885	7.2%	6.815	55.2%	-	-		14.126	2.633
Service Improvements										
Orangutan II Outdoor Exhibit	3.548	-0.047	-1.3%	3.548	100.0%	(G)	(R)	#6	4.345	0.750
Sub-Total	3.548	-0.047	-1.3%	3.548	100.0%	-	-		4.345	0.750
Total	17.226	0.838	4.9%	10.463	60.7%				19.798	3.383

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

Note # 1:

The Winter Accessibility project has been postponed as a result of COVID-19 implications.

Note # 2:

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

Note # 3:

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

Note # 4:

The Winterized Zoomobile was delayed in the zoomobile delivery timeline. The first winterized zoomobile has arrived at the Zoo with the second zoomobile ready to ship. It is anticipated that the Zoo will receive all four zoomobiles by the end of 2020.

Note # 5:

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

Note # 6:

The Orangutan Outdoor Exhibit was delayed previously due to contractor issues. **The project has been awarded and the entire project (with 2021 cash flow) is expected to be completed by the end of 2021.**

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

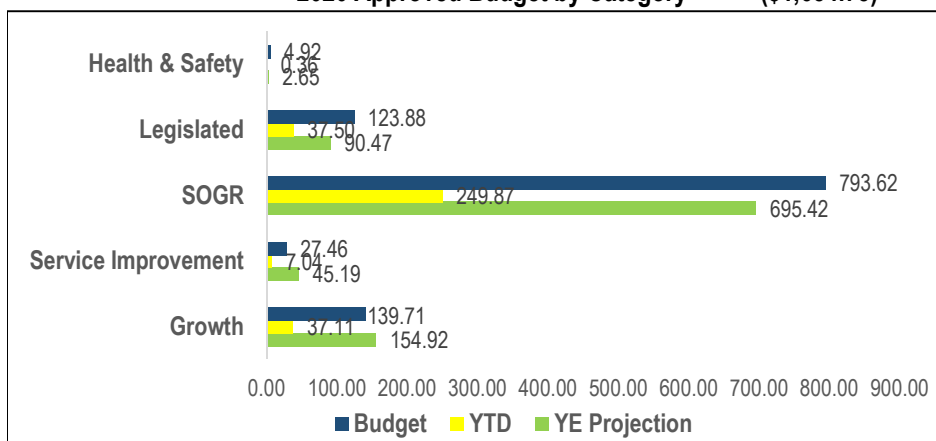


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 66

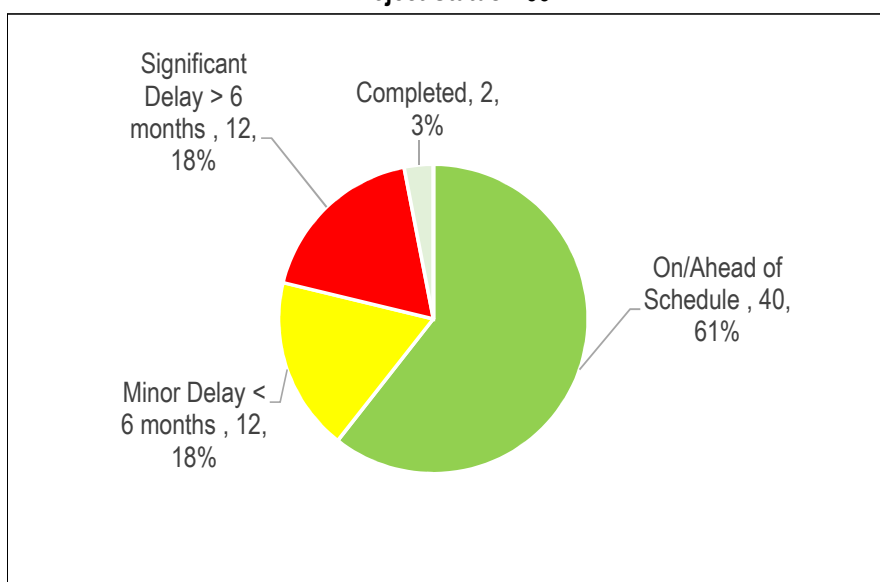


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

- The Toronto Transit Commission (TTC) spent \$535.1 million or 32.3% of its 2019 Base Capital Budget of \$1.655 billion (including \$164.8 million additional carry forward as approved by Council on May 15, 2019) for the period ended July 06, 2019 with a projection to year end estimated at \$1.4 billion or 85% of the budget.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Power Dist. H&S	0.169	0.000	0.0%	0.000	0.0%	R	G		5.234	0.000
Communications-H&S	1.100	0.076	6.9%	0.000	0.0%	R	G		19.505	0.316
Finishes-H&S	1.657	0.185	11.2%	1.016	61.3%	Y	G		42.790	0.828
Other Buildings - H&S	1.407	0.028	2.0%	1.570	111.6%	R	G		21.535	0.058
Safety and Reliability	0.590	0.066	11.1%	0.060	10.1%	R	G		10.000	0.168
Sub-Total	4.924	0.355	7.2%	2.646	53.7%				99.063	1.370
Legislated										
Communications-Legislated	1.195	0.415	34.7%	1.195	100.0%	G	G		21.199	13.873
Equipment-Legislated	0.849	0.576	67.8%	0.849	100.0%	G	G		6.585	19.909
Streetcar Network-Legislated	0.609	0.075	12.3%	0.220	36.1%	R	G		47.671	50.069
Easier Access-Phase III	65.198	27.170	41.7%	65.198	100.0%	G	G		829.917	338.098
Streetcar Overhaul - Legislated (AODA)	0.000	0.000	#DIV/0!	0.000	#DIV/0!		G		0.000	1.376
Subway Car Overhaul - Legislated (AODA)	8.818	0.002	0.0%	0.000	0.0%	R	G		209.080	16.492
Subway Asbestos Removal	32.177	2.934	9.1%	8.577	26.7%	R	R		115.367	106.489
Other Service Planning - Legislated	1.686	0.247	14.7%	0.830	49.2%	R	G		18.484	7.294
Other Buildings - Legislated	13.350	6.080	45.5%	13.599	101.9%	R	G		204.314	35.498
Bus Overhaul - Legislated	0.000	0.000	#DIV/0!	0.000	#DIV/0!		G		0.000	0.000
Sub-Total	123.882	37.498	30.3%	90.468	73.0%				1,452.617	589.098
State of Good Repair										
Subway Track - SOGR	17.540	10.357	59.0%	17.540	100.0%	G	G		223.993	183.324
Surface Track - SOGR	39.228	5.635	14.4%	37.130	94.7%	G	G		238.853	252.157
Traction Power-Various	23.432	9.668	41.3%	22.506	96.0%	G	G		337.641	297.709
Power Dist. SOGR	5.952	1.975	33.2%	6.121	102.8%	R	G		184.348	124.078
Communications-SOGR	7.970	4.244	53.3%	8.900	111.7%	R	Y		141.334	112.296
Signal Systems	13.136	3.654	27.8%	13.137	100.0%	G	G		235.554	158.147
Finishes-SOGR	9.908	4.702	47.5%	9.432	95.2%	G	G		255.788	163.961
Equipment-SOGR	61.690	11.944	19.4%	60.685	98.4%	G	G		478.274	251.619
On-Grade Paving Rehabilitation	7.148	3.432	48.0%	10.543	147.5%	R	G		127.836	96.831
Bridges And Tunnels-Various	33.300	15.687	47.1%	33.486	100.6%	G	G		373.404	478.073
Fire Ventilation Upgrade	11.462	2.049	17.9%	11.232	98.0%	G	Y		504.148	286.773
Purchase of Wheel Trans	4.429	0.240	5.4%	4.429	100.0%	G	G		51.580	21.675
Purchase Of Subway Cars - SOGR	12.229	2.204	18.0%	12.229	100.0%	G	Y		1,222.049	1,148.781
Streetcar Overhaul - SOGR	0.559	0.598	107.0%	1.059	189.6%	R	R		74.027	36.449
Subway Car Overhaul - SOGR	22.376	11.991	53.6%	21.266	95.0%	G	G		530.524	214.239
Automotive Non-Revenue Vehicle Replace - SOGR	2.776	0.814	29.3%	4.564	164.4%	R	G		11.812	11.508
Rail Non Revenue Vehicle Overhaul	6.311	0.918	14.6%	6.311	100.0%	G	Y		23.808	12.127
Rail Non-Revenue Vehicle Purchase - SOGR	5.149	1.371	26.6%	5.149	100.0%	G	Y		25.717	24.673
Tools And Shop Equipment	8.005	0.502	6.3%	9.730	121.5%	R	Y		29.209	19.256
Revenue & Fare Handling Equipment -SOGR	6.415	0.223	3.5%	6.415	100.0%	G	Y		69.066	50.524
Computer Equipment And Software - SOGR	89.391	9.514	10.6%	73.059	81.7%	G	G		646.395	369.781
Other Furniture And Office Equipment	0.384	0.214	55.8%	0.559	145.7%	R	G		4.401	3.609
Other Service Planning - SOGR	1.653	0.361	21.8%	0.741	44.8%	R	R		18.122	7.832
Transit Shelters & Loops -SOGR	0.457	0.000	0.0%	0.457	99.9%	G	G		3.540	2.036
Other Buildings - SOGR	50.431	15.134	30.0%	48.793	96.8%	G	G		771.828	406.481
Purchase of Buses -SOGR	106.449	49.338	46.3%	43.779	41.1%	R	G		1,983.218	817.010
Bus Overhaul - SOGR	51.789	17.608	34.0%	44.186	85.3%	G	G		424.363	353.205
Other Maintenance Equipment	4.441	0.056	1.3%	2.669	60.1%	Y	Y		10.999	6.134
Queensway Garage Expansion	0.082	0.017	20.4%	0.000	0.0%	R	R		24.195	24.084
Purchase of Streetcars	74.437	23.233	31.2%	74.437	100.0%	G	G		1,334.741	1,067.352
POP Legacy Fare Collection	0.636	0.023	3.6%	0.636	100.1%	G	R		3.749	2.915
ATC Resignalling - YUS Line	63.000	29.961	47.6%	63.000	100.0%	G	G		863.009	528.949
ATC Resignalling - Bloor/Danforth Line	0.700	0.014	2.0%	0.700	100.0%	G	R		9.589	0.971

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Leslie Barns	1.732	0.415	24.0%	1.030	59.5%	Y	G		530.489	513.761
TR Yard And Tail Track Accommodation	38.559	11.879	30.8%	39.515	102.5%	R	Y		495.385	299.691
Warehouse Consolidation	2.743	-0.103	-3.7%	0.000	0.0%	R	G		0.000	2.302
Corporate Initiatives - CLA	7.725	0.000	0.0%	0.000	0.0%	R	G		107.800	0.000
Sub-Total	793.622	249.869	31.5%	695.424	87.6%				12,370.788	8,350.315
Service Improvements										
Subway Track - Service Improvement	1.628	0.140	8.6%	1.722	105.8%	R	R		20.790	18.581
Surface Track - Service Improvement	3.311	0.983	29.7%	3.311	100.0%	G	R		20.158	1.889
Power Dist. Service Improvement	0.020	0.024	120.6%	0.023	114.0%	R	G		0.619	1.104
Communications-Service Improvement	0.000	0.000	0.0%	0.111	26077.8%	R	G		0.008	0.310
Finishes-Service Improvement	1.327	0.009	0.6%	1.414	106.6%	R	G		34.246	42.534
Automotive Non-Revenue Vehicle Replace - Service Imp.	5.722	0.000	0.0%	0.000	0.0%	R	Y		24.347	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	5.185	0.015	0.3%	5.185	100.0%	G	R		25.897	0.106
Other Service Planning - Service Improvement	7.298	0.417	5.7%	5.515	75.6%	G	G		80.012	22.865
Transit Shelters & Loops - SI	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Y		0.000	2.449
Other Buildings - Service Improvement	26.339	-2.575	-9.8%	14.160	53.8%	Y	G		403.105	74.160
Purchase of Buses - Service Improvement	-36.887	0.070	-0.2%	0.061	-0.2%		Y		-687.227	134.582
Kipling Station Improvements	0.212	0.053	25.0%	0.170	80.2%	G	R		13.392	13.228
Bicycle Parking at Stations	0.665	0.000	0.0%	0.665	100.0%	G	G		0.582	0.548
Yonge-Bloor Capacity Enhancement	12.645	7.905	62.5%	12.850	101.6%	R	G		1,514.000	7.905
Sub-Total	27.463	7.041	25.6%	45.187	164.5%				1,449.930	320.262
Growth Related										
Bus Rapid Transit-Growth	0.681	0.070	10.2%	0.681	100.0%	G	G		53.307	35.538
Sheppard Subway	0.000	0.000	#DIV/0!	0.000	#DIV/0!		R		915.356	965.151
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.857	0.0%	4.928	0.0%	R	Y		0.000	5.059
Other Service Planning - Growth	0.900	0.002	0.2%	0.900	100.0%	G	R		9.869	0.329
Other Buildings - Growth	9.860	5.440	55.2%	20.689	209.8%	R	G		150.909	143.138
Purchase of Buses - Growth	1.004	0.188	18.7%	0.126	12.6%	R	Y		18.706	0.653
PRESTO Farecard Implementation	15.177	0.940	6.2%	15.177	100.0%	G	G		89.517	57.799
McNicoll New Bus Garage Facility	38.634	12.898	33.4%	38.634	100.0%	G	G		181.000	135.567
Spadina Subway Extension	47.590	10.707	22.5%	47.757	100.4%	G	G		3,184.171	3,030.223
Scarborough Subway Extension	20.780	5.628	27.1%	22.275	107.2%	R	Y	Note.1	424.330	254.211
Waterfront Transit	5.087	0.377	7.4%	3.752	73.8%	G	R		3.600	1.394
Sub-Total	139.713	37.107	26.6%	154.919	110.9%				5,030.765	4,629.063
Total	1,089.604	331.870	30.5%	988.644	90.7%				20,403.164	13,890.108

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:

Schedule delayed due to COVID-19. Expected completion of major refurbishment contract remains end of 2020. SRT Workcar: project on hold due to recent changes in the responsibility for the rapid transit projects. Scarborough Subway Extension: Projected consultant/contract costs from Sep-Dec 2019 have been removed as part of the project handover to Metrolinx.

Yonge-Dundas Square (YDS)

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

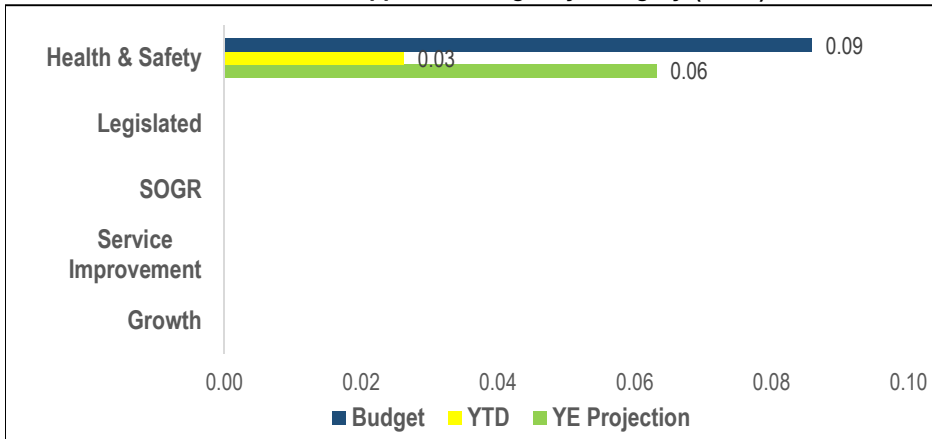


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 1

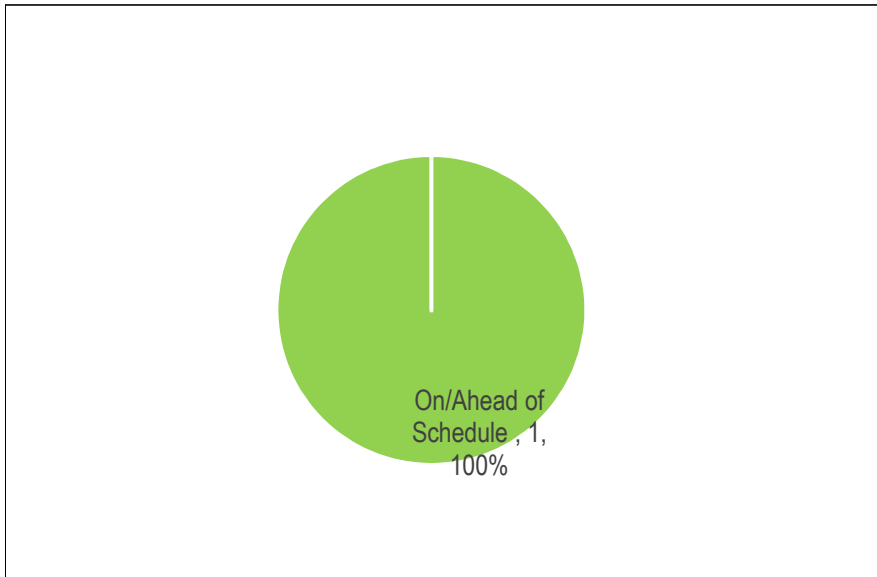


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- Yonge-Dundas Square has one project in its' 2020 Capital Plan which is the *Plinth Safety Guard Project*. The project is expected to be completed by the beginning of Q3 and is anticipated to be underspent by \$0.023 million at its completion.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Plinth Safety Guard Project	0.086	0.026	30.5%	0.063	73.6%	ⓐ	ⓐ		0.100	0.040
Sub-Total	0.086	0.026	30.5%	0.063	73.6%	-	-		0.100	0.040
Total	0.086	0.026	30.5%	0.063	73.6%				0.100	0.040

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

2020 Capital Spending by Program
Rate Supported Programs

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWMS	5M	97.20	12.75	53.32	54.9%		⚠
TPA	5M	76.88	9.58	38.96	50.7%		⚠
Toronto Water	5M	1,186.71	251.59	1,041.77	87.8%		Ⓢ
TOTAL	5M	1,360.79	273.92	1,134.05	83.3%		Ⓢ
Ⓢ >70% ⚠ between 50% and 70% Ⓡ < 50% or > 100%							

For the five months ended May 31, 2020, the capital expenditures for Rate Supported Programs totalled \$273.9 million of their collective 2020 Approved Capital Budget of \$1.361 billion. Spending is expected to increase to \$1,134 million (83.3%) by year-end. One Programs in this Service Area have a year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 87.8% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 50.7% and 54.9% respectively.

Chart 1
2020 Approved Budget by Category (\$97.20)

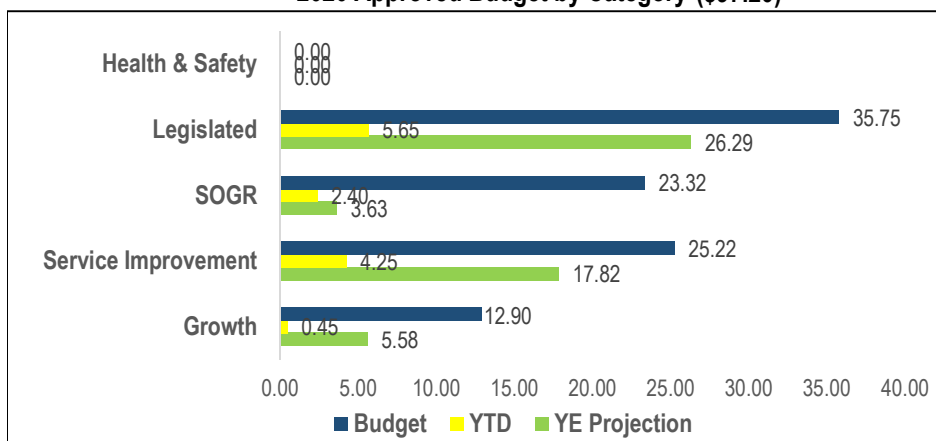


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	6
Service Improvement	10
Growth	4
Total # of Projects	22

Chart 2
Project Status - 22

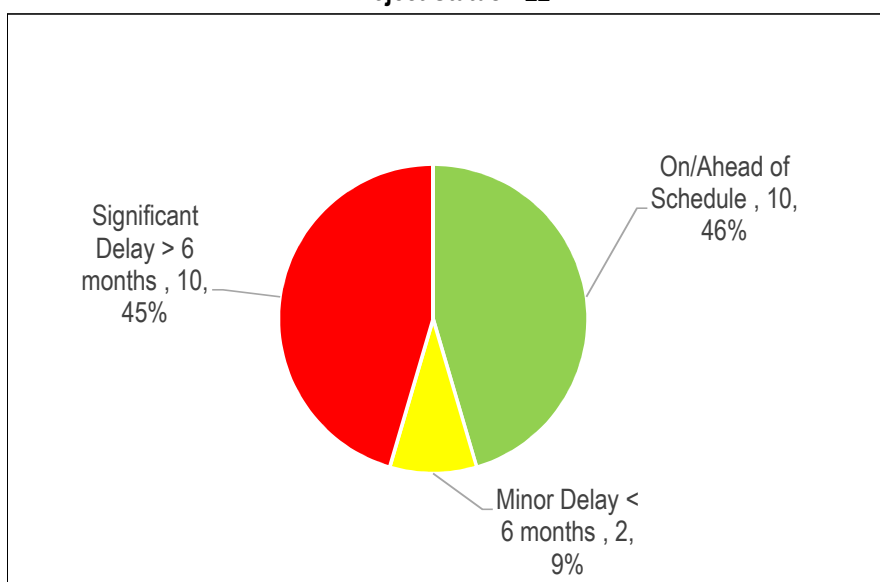


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1.5	
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	2.5	1
Other*	2	1
Total # of Projects	10	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
42.63	16.71	37.85		

Reasons for "Other*" Projects Delay:

- Minor delay on Perpetual Care of Landfills, is projected to be 55% complete at year-end spending \$8.481 million; includes 5-year consultant hydrogeological services contracts (2018-2022) with construction of the Keele Valley Flare delayed due to feedback from the Ministry of the Environment. Less than 6 months delay due to required approvals from Ministry of the Environment Conservation and Parks and Toronto and Region Conservation Authority.

Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 10 projects/subprojects (39% of the budget or \$37.9 million) mainly due to staff levels, coordination with other projects, procurement & contractor issues and other issues such as the impact of COVID-19.
- Projects with delays of more than 6 months include CNG Refuel Station Installation, Diversion Facility & Transfer Station Asset Management, New Fleet, SWM IT projects and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Green Lane Landfill	20.357	2.821	13.9%	17.809	87.5%	Ⓞ	Ⓞ		138.629	91.958
Perpetual Care of Landfills	15.393	2.832	18.4%	8.481	55.1%	Ⓢ	Ⓢ		81.147	32.168
Sub-Total	35.750	5.653	15.8%	26.290	73.5%	-	-		219.776	124.126
State of Good Repair										
Collection Yard Asset Management	2.623	0.049	1.9%	0.090	3.4%	Ⓡ	Ⓞ	#1	9.323	2.224
Transfer Station Asset Management	15.643	2.152	13.8%	2.775	17.7%	Ⓡ	Ⓡ		174.668	42.655
Diversion Facilities Asset Management	2.306	0.020	0.9%	0.238	10.3%	Ⓡ	Ⓡ	#2	7.540	0.592
Organics Processing Facility Asset Management	2.273	0.000	0.0%	0.375	16.5%	Ⓡ	Ⓞ		29.831	0.000
Renewable Natural Gas	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.800	0.000
New Fleet	0.176	0.176	99.8%	0.148	84.1%	Ⓞ	Ⓡ		0.550	0.491
Sub-Total	23.321	2.397	10.3%	3.626	15.5%	-	-		222.712	45.963
Service Improvements										
CNG Refuel Station Installation	0.193	0.000	0.0%	0.141	73.1%	Ⓞ	Ⓡ	#3	1.100	0.869
Diversion Systems	3.750	0.641	17.1%	3.640	97.1%	Ⓞ	Ⓞ		129.534	76.499
Landfill Gas Utilization	3.176	0.000	0.0%	0.012	0.4%	Ⓡ	Ⓞ		67.256	0.266
Construction of Biogas Utilization at Disco & Dufferin	2.430	0.810	33.3%	1.924	79.2%	Ⓞ	Ⓞ		13.082	1.756
Long Term Waste Management Strategy	4.147	0.957	23.1%	3.771	90.9%	Ⓞ	Ⓞ		62.812	11.246
SWM IT Application Initiatives	4.361	0.430	9.9%	3.135	71.9%	Ⓞ	Ⓡ		14.569	3.265
IT Corporate Initiatives	4.520	0.641	14.2%	3.738	82.7%	Ⓞ	Ⓡ		15.602	5.402
Two-Way Radio Replacement	0.050	0.029	57.6%	0.050	100.0%	Ⓞ	Ⓞ		0.640	0.597
Fleet Technology Enhancements	1.320	0.000	0.0%	0.250	18.9%	Ⓡ	Ⓢ		3.850	0.000
Engineering Planning Studies	1.274	0.738	57.9%	1.160	91.0%	Ⓞ	Ⓞ		6.402	1.558
Sub-Total	25.221	4.246	16.8%	17.820	70.7%	-	-		314.848	101.457
Growth Related										
Dufferin SSO Facility	10.391	0.126	1.2%	4.340	41.8%	Ⓡ	Ⓡ	#4	82.543	73.117
Disco SSO Facility	0.258	0.007	2.6%	0.284	110.2%	Ⓡ	Ⓡ		86.692	81.733
Dufferin Waste Facility	2.054	0.322	15.7%	0.759	36.9%	Ⓡ	Ⓞ		26.000	0.580
Organics Processing Facility	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		130.000	0.000
Sub-Total	12.903	0.454	3.5%	5.583	43.3%	-	-		325.236	155.430
Total	97.195	12.750	13.1%	53.319	54.9%				1,082.571	426.975

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

Solid Waste Management (SOL)

Note # 1:

Transfer Station Asset Management - These multi-year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Projects are delayed greater than 6 months primarily due to insufficient staff resources, delays in finalizing the bid documents (RFQ/RFP) and the COVID-19 pandemic.

Note # 2:

Diversion Facilities Asset Management - Building permit delays. Construction is expected to commence Q4 2020 with two year post warranty inspection to commence in 2020. Tender documents revised to include full built-up roof replacement specifications. POA is under review to include cost for construction supervision of roof installation. Project delayed greater than 6 months due to insufficient staff resources to prepare call documents. Consultant has been retained and the tender package is being finalized for planned SOGR work.

Note # 3:

SWM IT Application Initiatives - Service Improvement projects to develop Solid Waste Management Services' Information Technology Initiatives. 1) Transfer Station Efficiencies project is more than 6 months delayed due to procurement issues. Preparing staff report for Sept. 14 GGLC meeting to seek authority to do NCP for upgraded Weigh Scale Solution. 2) Business Intelligence Implementation project is less than 6 months delayed due to Contractor Issues. However, Tonnage Map and RPRA reports finalized, customer and bin data validations nearly complete.

Note # 4:

Dufferin SSO Facility - Dry commissioning of various individual system components started in April 2018 and Wet commissioning has begun in May/June of 2018, continued through 2019 and completion date is to be confirmed by Contractor (tentatively September 2020 is projected). There will also be a 2 year warranty period. The Dufferin facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component. Status in 4th year of construction phase and on budget. Commissioning of various individual system components through 2019. Authorized substantial completion Apr. 1, 2019. DBC Contractor undertaking remedial equipment commissioning (2020:Q2 & Q3) and planned performance test September 2020. The Organics Processing Facility (OPF) will process 55,000 tonnes/year.

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

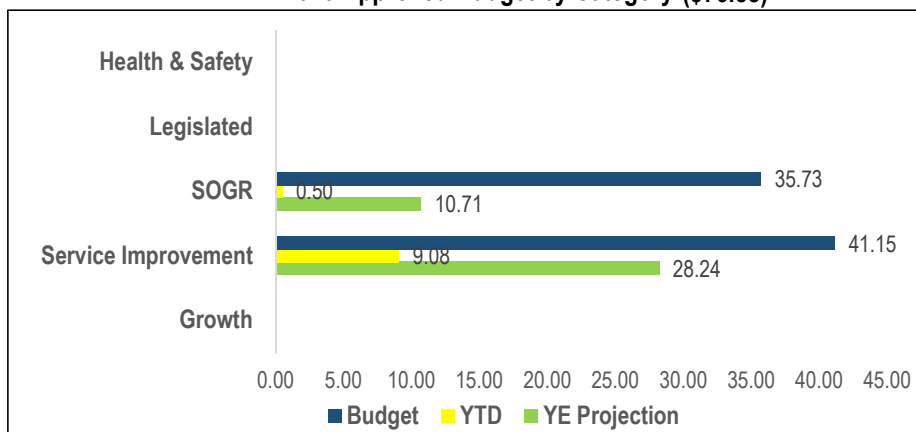


Table 1
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	43
Service Improvement	63
Growth	
Total # of Projects	106

Chart 2
Project Status - 106

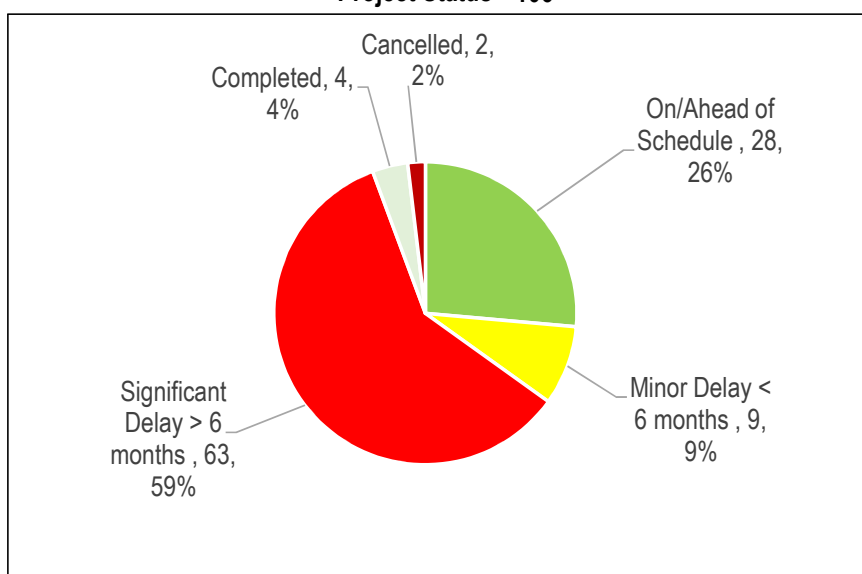


Table 2

Reason for Delay			72	
	Significant Delay	Minor Delay		
Insufficient Staff Resources				
Procurement Issues				
RFQ/RFP Delayed				
Contractor Issues				
Site Conditions				
Co-ordination with Other Projects				
Community Consultation				
COVID-19 Related	63	7		
Other*		2		
Total # of Projects	63	9		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
24.71	21.32	30.54	0.17	0.14

Reasons for "Other*" Projects Delay:

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

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
DUNDAS/DOVERCOURT - (1113 DUNDAS) (CPK178-02)	0.064	0.000	0.0%	0.000	0.0%	R	R	#1	0.064	0.000
CONCRETE REPAIRS CP 43 (CPK208-01)	0.198	0.000	0.0%	0.198	100.0%	G	G		0.200	0.002
2 NEW PAY BOOTHS CP 58 (CPK233-01)	0.115	0.000	0.0%	0.115	100.0%	G	Y	#4	0.600	0.005
WATERPROOFING/CONCRETE REPAIRS CP 36 (CPK239-01)	0.250	0.000	0.0%	0.000	0.0%	R	R	#1	2.450	0.259
CP 36 PAINTING AND PEDESTRIAN SIGNAGE (CPK246-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.495	0.095
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.150	0.000	0.0%	0.000	0.0%	R	R	#1	3.255	2.822
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	1.000	0.000	0.0%	0.000	0.0%	R	R	#1	3.245	2.236
CP 1 - TWO PARKING LEVELS ADDITION (CPK266-01)	0.150	0.000	0.0%	0.150	100.0%	G	G	#2	1.000	0.587
ELEVATOR MODERNIZATION CP 34 (CPK267-01)	1.400	0.007	0.5%	0.010	0.7%	R	R	#1	1.500	0.063
CP 11 PAINTING UPGRADE (CPK279-01)	0.250	0.000	0.0%	0.000	0.0%	R	R	#1	0.250	0.000
CP 15 (JV) 50 CUMBERLAND ST. REDEVELOPME (CPK293-01)	0.144	0.000	0.0%	0.000	0.0%	R		#3	1.000	0.009
CP 422 CONSTRUCTION- SURFACE LOT -1220-1 (CPK295-01)	2.075	0.000	0.0%	0.000	0.0%	R	R	#1	6.000	2.958
CP 11 ELECTRICAL LIGHTING UPGRADE (CPK299-01)	0.300	0.257	85.8%	0.300	100.0%	G	G		0.850	0.572
21 CONNELL OFFICE REDEVELOPMENT (MAINT S (CPK324-01)	0.971	0.000	0.0%	0.000	0.0%	R	R	#1	5.000	4.029
CP 52 PAINTING - 2019 (CPK329-01)	0.200	0.000	0.0%	0.000	0.0%	R	R	#1	0.200	0.000
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.230	0.002	0.9%	0.230	100.0%	G	Y	#4	0.250	0.022
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-01)	1.000	0.013	1.3%	0.020	2.0%	R	R	#1	1.000	0.013
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-02)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.100	0.000
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.000	0.000	0.0%	0.000	0.0%	R	R	#1	2.000	0.000
CP 58 - RETAINING WALL AND FENCE (CPK344-01)	0.950	0.003	0.3%	0.010	1.1%	R	R	#1	1.000	0.020
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-01)	0.200	0.000	0.0%	0.100	50.1%	Y	R	#1	0.200	0.000
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-02)	0.200	0.000	0.0%	0.100	50.0%	Y	R	#1	0.200	0.000
CP 404 LOCALIZED ROOF REPAIRS (CPK346-01)	0.050	0.000	0.0%	0.050	100.0%	G	G		0.250	0.000
CP404 - PAINTING UPGRADES (CPK351-01)	0.300	0.000	0.0%	0.000	0.0%	R	R	#1	0.300	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	0.050	0.000	0.0%	0.050	100.0%	G	G		0.500	0.137
ACQUISITION - 11 WELLESLEY ST W (CPK355-01)	7.466	0.000	0.0%	7.270	97.4%	G	Y	#5	7.475	0.010
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.058	0.002	2.8%	0.050	86.2%	G	G		0.100	0.085
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.239	0.006	2.7%	0.075	31.3%	R	R	#1	0.100	0.008
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.181	0.047	26.2%	0.181	100.0%	G	Y	#4	0.200	0.047
STRUCTURAL MAINT. & TECH. GREEN PLUS 202 (CPK373-01)	5.500	0.145	2.6%	0.250	4.5%	R	R	#1	2.600	0.145
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	5.000	0.000	0.0%	0.000	0.0%	R	G	#1	5.000	0.000
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-01)	0.500	0.000	0.0%	0.200	40.0%	R	R	#1	0.500	0.000
CP 36 LOCAL WP AND CONCRETE REPAIRS (CPK383-01)	1.000	0.000	0.0%	0.500	50.0%	Y	R	#1	1.000	0.000
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.050	0.000	0.0%	0.050	100.0%	G	G		0.050	0.000
CP 111 ELECTRICAL LIGHTING UPGRADE (CPK387-01)	0.150	0.000	0.0%	0.000	0.0%	R	R	#1	0.150	0.000
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%	0.300	100.0%	G	G		0.300	0.000
GREENING OF VARIOUS CPS 45, 48, 82, 502, (CPK400-01)	1.500	0.000	0.0%	0.000	0.0%	R	R	#1	1.500	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%	0.050	11.3%	R	R	#1	0.444	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.000	0.0%	0.115	18.0%	R	R	#1	0.640	0.000
ACQUISITION - 400 KING STREET WEST (CPK405-01)	0.216	0.007	3.4%	0.060	27.8%	R	R	#1	0.216	0.007
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-01)	0.180	0.000	0.0%	0.050	27.8%	R	G	#1	0.180	0.000

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
CP 219 (JV) 87 RICHMOND STREET EAST (CPK407-01)	0.130	0.000	0.0%	0.030	23.1%	R	R	#1	0.130	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.330	0.010	3.0%	0.200	60.6%	Y	R	#1	0.330	0.010
Sub-Total	35.730	0.500	1.4%	10.714	30.0%	-	-		52.823	14.143
Service Improvements										
ILLUMINATED SIGNAGE UPGRADE CP 52 (CPK223-01)	0.100	0.000	0.0%	0.100	100.0%	G	G		0.200	0.000
CP 404 SIGNAGE ILLUMINATED (CPK228-01)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.200	0.000
CP 404 SIGNAGE ILLUMINATED (CPK228-02)	0.200	0.000	0.0%	0.000	0.0%	R	R	#1	0.200	0.000
CP 34 PAINTING (CPK238-01)	0.200	0.000	0.0%	0.000	0.0%	R	R	#1	0.200	0.000
SIGNAGE UPGRADE - ILLUMINATED CP 43 (CPK240-01)	0.193	0.000	0.0%	0.058	30.0%	R	R	#1	0.200	0.007
REPLACEMENT - ENFORCEMENT SOFTWARE (CPK251-01)	0.379	0.232	61.1%	0.379	100.0%	G	G		1.000	0.848
REPLACEMENT - ENFORCEMENT SOFTWARE (CPK251-02)	0.065	0.000	0.0%	0.065	100.0%	G	G		0.065	0.000
OAKWOOD E OF EGLINTON (#2) (CPK256-01)	0.100	0.001	1.2%	0.000	0.0%	R	R	#1	0.750	0.004
P&D REFURBISHMENT PROJECT (CPK259-01)	0.000	0.000		0.000			G	#2	0.850	0.844
CP 11 SIGNAGE UPGRADE CP 11 (CPK280-01)	0.100	0.000	0.0%	0.030	30.0%	R	R	#1	0.100	0.000
SIGNAGE UPGRADE CP 29 (CPK281-01)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.100	0.000
CP 96 PAINTING AND SIGNAGE UPGRADE (CPK282-01)	0.037	0.000	0.0%	0.037	100.0%	G	G		0.045	0.008
CP 111 PAINTING AND SIGNAGE UPGRADE (CPK283-01)	0.080	0.000	0.0%	0.080	100.0%	G	G		0.080	0.000
437 ROGERS ROAD (CPK297-01)	0.100	0.000	0.0%	0.000	0.0%	R	R	#1	0.900	0.731
SIGNAGE UPGRADE CP 26 (CPK311-01)	0.100	0.024	24.2%	0.030	30.0%	R	R	#1	0.100	0.024
WAY FINDING SIGNAGE (CPK334-01)	0.500	0.000	0.0%	0.150	30.0%	R	R	#1	0.500	0.000
WAY FINDING SIGNAGE (CPK334-02)	0.150	0.000	0.0%	0.045	30.0%	R	R	#1	0.150	0.000
CP 29 - NEW ELEVATORS (CPK347-01)	0.150	0.000	0.0%	0.000	0.0%	R	R	#1	1.500	0.000
CP68 - PAINTING UPGRADES (CPK350-01)	0.342	0.000	0.0%	0.000	0.0%	R	R	#1	0.350	0.008
QUEEN/ SOHO (CPK354-01)	9.950	0.006	0.1%	9.182	92.3%	G	Y	#6	10.500	0.556
CP 150 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.010	0.000	0.0%	0.010	100.0%	G	G	#2	0.110	0.096
CP 161 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.050	0.000	0.0%	0.050	100.0%	G	G		0.200	0.003
CP 43 MODIFICATIONS TO OPERATIONS (CPK360-01)	0.010	0.000	0.0%	0.010	100.0%	G	G	#2	0.212	0.137
MONTHLY PAYMENTS SOLUTION (CPK362-01)	0.075	0.000	0.0%	0.050	66.7%	Y	R	#1	0.075	0.000
CP 219 PAY BY PLATE PILOT (CPK363-01)	0.000	0.000		0.000					0.090	0.014
PHONE SUPPORT SYSTEM/ DISPATCH (CPK364-01)	0.080	0.000	0.0%	0.000	0.0%	R	R	#1	0.080	0.000
WEBSITE MAPPING UPGRADES (CPK366-01)	0.100	0.000	0.0%	0.025	25.0%	R	R	#1	0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT (CPK367-01)	2.810	0.974	34.7%	2.810	100.0%	G	Y	#4	3.000	1.164
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	0.004	4.5%	0.045	52.8%	Y	R	#1	0.100	0.019
BIKE SHARE EXPANSION - PTIF FUNDING (CPK369-01)	6.250	0.000	0.0%	6.250	100.0%	G	G		6.250	0.000
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	5.499	7.622	138.6%	5.499	100.0%	G	G		17.480	19.603
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	0.038	25.0%	R	R	#1	0.150	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.191	0.000	0.0%	0.064	33.3%	R	R	#1	0.333	0.142
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.000	0.0%	0.176	75.0%	G	R	#1	0.250	0.015
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	-0.006	0.000	0.0%	-0.006	100.0%	G	R	#1	0.250	0.015
CP 125 MODIFICATIONS TO OPERATIONS (CPK372-05)	-0.006	0.000	0.0%	-0.006	100.0%	G	R	#1	0.250	0.015
CP 286 ELECTRICAL LIGHTING UPGRADE (CPK372-07)	0.048	0.058	119.1%	0.060	123.9%	R	Y	#4	0.350	0.359
CP 286 MODIFICATIONS TO OPERATIONS (CPK372-08)	0.042	0.000	0.0%	0.000	0.0%	R	R	#1	0.050	0.008
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.741	0.000	0.0%	0.557	75.2%	G	R	#1	0.500	0.000
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.444	0.084	19.0%	0.444	100.0%	G	Y	#4	0.550	0.116

Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.491	0.000	0.0%	0.370	75.3%	Ⓢ	Ⓢ	#1	0.250	0.000
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.000	0.0%	0.075	100.0%	Ⓢ	Ⓢ	#4	0.075	0.000
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	0.013	25.0%	Ⓢ	Ⓢ	#1	0.050	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	0.144	33.3%	Ⓢ	Ⓢ	#1	0.432	0.000
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	1.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	1.000	0.000
HUB LANE REFRESH - UPGRADE REVENUE CONT (CPK379-01)	1.221	0.052	4.3%	0.060	4.9%	Ⓢ	Ⓢ	#1	2.000	1.335
CP 5 MODIFICATIONS TO OPERATIONS (CPK380-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	0.500	0.000
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.000	0.0%	0.180	30.0%	Ⓢ	Ⓢ	#1	0.600	0.000
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.000	0.0%	0.105	30.0%	Ⓢ	Ⓢ	#1	0.350	0.000
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	0.045	100.0%	Ⓢ	Ⓢ		0.045	0.000
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.020	0.000	0.0%	0.020	100.0%	Ⓢ	Ⓢ		0.020	0.000
CP 404 MODIFICATIONS TO OPERATIONS (CPK389-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	0.500	0.000
GENERAL PROVISION FOR 2020 (CPK390-01)	5.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	5.000	0.000
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.175	0.000	0.0%	0.175	100.0%	Ⓢ	Ⓢ		0.175	0.000
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.100	0.027	26.7%	0.100	100.0%	Ⓢ	Ⓢ		0.100	0.027
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.250	0.000	0.0%	0.250	100.0%	Ⓢ	Ⓢ		0.250	0.000
CARPARK BARRIER GATE REPLACEMENTS (CPK393-01)	0.075	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	0.075	0.000
SERVERS COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓢ	Ⓢ		0.150	0.000
MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%	0.035	100.0%	Ⓢ	Ⓢ		0.035	0.000
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	0.040	0.000
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.145	0.000	0.0%	0.145	100.0%	Ⓢ	Ⓢ		0.145	0.000
CCTV CAMERAS (CPK401-01)	0.075	0.000	0.0%	0.075	100.0%	Ⓢ	Ⓢ		0.075	0.000
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%	0.070	100.0%	Ⓢ	Ⓢ		0.070	0.000
Sub-Total	41.154	9.084	22.1%	28.243	68.6%				60.307	26.098
Total	76.883	9.584	12.5%	38.957	50.7%				113.130	40.240

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

Note # 1:

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

Note # 2:

Undergoing closing process and the funding is required to cover the invoices which were not accrued in 2019 as the projects were completed in 2019.

Note # 3:

Property under receivership - remaining legal fees will be OPEX.

Note # 4:

Work delay due to COVID-19 - original planned date was September 30-2020 and now pushed to December 31st 2020.

Note # 5:

Revised project costs to reflect the two additional parking spaces - final design provides two additional spaces and this was approved at the May 15th TPA Board Meeting.

Note # 6:

Project Scope Change - Revised projects amounts for reduced spaces.

Chart 1
2020 Approved Budget by Category #####

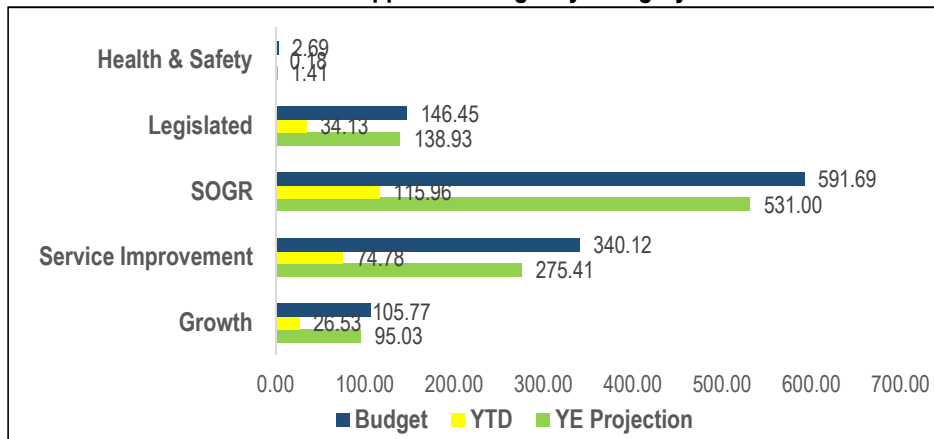


Table 1
2020 Active Projects by Category

Health & Safety	2
Legislated	8
SOGR	21
Service Improvement	19
Growth	13
Total # of Projects	63

Chart 2
Project Status - 63

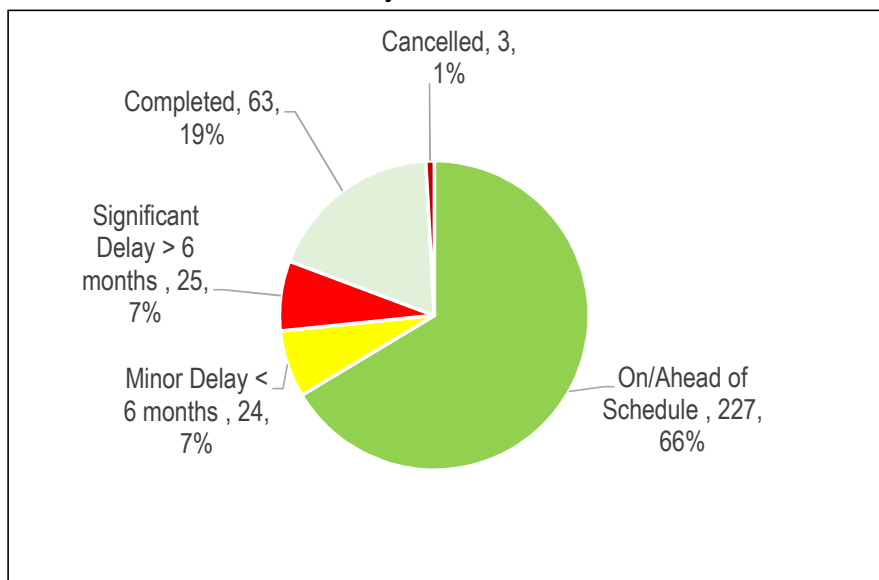


Table 2

Reason for Delay	49	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	1
Procurement Issues	4	2
RFQ/RFP Delayed	6	4
Contractor Issues		
Site Conditions	5	
Co-ordination with Other Projects	2	4
Community Consultation		
COVID-19 Related	1	4
Other*	5	9
Total # of Projects	25	24

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,085.07	46.90	49.60	4.19	0.95

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 14 projects due to pending legal agreements, acquisition of required permits, extended scoping, study and approval phase, and/or combination of several factors listed above.

Key Discussion Points:

- As of May 31, for year-end, Toronto Water is projecting spending of \$1.042 billion or 87.8% of the 2020 Approved Capital Budget of \$1.187 billion. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2020 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 62.4% or \$740.826 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2020.
- \$1.085 billion or 66.4% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years. Current spending is consistent with construction schedules.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 91.9% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$81.164 million or 18.2% of the 2020 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$45.995 million or 21.9% of the 2020 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$7.110 million or 22.2% of the 2020 Approved Capital Budget) and Humber Treatment Plant which include the construction of treatment upgrades (\$18.550 million or 36.4% of the 2020 Approved Capital Budget); Wet Weather Flow (\$35.908 million or 24.8% of the 2020 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$13.014 million or 25.0% of the 2020 Approved Capital Budget); and Basement Flooding Program (\$29.398 million or 22.3% of the 2020

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	2.351	0.171	7.3%	1.236	52.6%	Y	Y	#2	38.393	25.052
Humber Wastewater Treatment	0.338	0.010	3.0%	0.178	52.7%	Y	Y	#2	14.749	8.951
Sub-Total	2.689	0.181	6.7%	1.414	52.6%	-	-		53.142	34.003
Legislated										
Ashbridges Bay Treatment Plant	95.754	25.377	26.5%	95.899	100.2%	G	G	#1	646.569	157.456
RL Clark Treatment Plant	0.239	-	0.0%	0.057	23.8%	R	G		6.287	5.822
Highland Creek Treatment Plant	5.384	0.988	18.3%	4.292	79.7%	G	G		119.803	75.992
Humber Wastewater Treatment	2.095	1.155	55.1%	1.599	76.3%	G	G		60.259	53.381
Island Treatment Plant	1.784	0.031	1.8%	1.531	85.8%	G	G	#2	69.082	20.900
Pumping Stations&Forcemains	3.351	0.030	0.9%	1.412	42.1%	R	Y		96.591	21.422
Water Service Replacement	37.744	6.553	17.4%	34.052	90.2%	G	G		346.940	239.386
WT - Storage & Treatment	0.100	-	0.0%	0.085	85.0%	G	G		1.851	1.451
Sub-Total	146.451	34.134	23.3%	138.926	94.9%	-	-		1,347.382	575.810
State of Good Repair										
Ashbridges Bay Treatment Plant	99.811	19.388	19.4%	85.109	85.3%	G	G	#1	1,827.198	590.598
Business & Technology Support	0.015	-	0.0%	0.010	66.7%	Y	G		4.386	4.138
RL Clark Treatment Plant	1.228	0.495	40.3%	1.003	81.6%	G	G		99.261	96.458
RC Harris Treatment Plant	11.551	2.276	19.7%	11.508	99.6%	G	G		66.645	36.345
Highland Creek Treatment Plant	17.598	4.824	27.4%	17.382	98.8%	G	G	#2	284.585	118.290
FJ Horgan Treatment Plant	0.941	0.098	10.4%	0.866	92.0%	G	G		19.496	9.179
Humber Wastewater Treatment	38.052	16.068	42.2%	35.344	92.9%	G	G		387.199	199.278
Island Treatment Plant	10.392	1.575	15.2%	9.630	92.7%	G	G		60.521	21.754
Linear Engineering	90.561	19.888	22.0%	81.720	90.2%	G	G	#3	694.001	412.064
Pumping Stations&Forcemains	5.345	2.025	37.9%	5.195	97.2%	G	G		70.966	18.519
Sewer Rehabilitation	62.340	12.187	19.5%	59.504	95.4%	G	G		613.664	342.966
Sewer Replacement	12.153	1.370	11.3%	10.287	84.7%	G	G		137.121	60.183
Trunk Sewers	38.717	7.993	20.6%	36.386	94.0%	G	G	#2	398.613	130.127
Trunk Watermains	1.913	0.163	8.5%	1.522	79.6%	G	G		57.115	43.998
Watermain Rehabilitation	59.430	5.265	8.9%	52.524	88.4%	G	G		632.918	441.545
Watermain Replacement	88.798	13.574	15.3%	79.003	89.0%	G	G		644.878	382.104
Water Service Replacement	8.121	0.161	2.0%	6.903	85.0%	G	G	#1	43.832	20.433
WT - Storage & Treatment	21.324	5.287	24.8%	17.655	82.8%	G	G		191.473	86.916
WWF - Implementation Projects	12.098	2.783	23.0%	9.654	79.8%	G	G		60.098	16.876
WWF - Stream Restoration	10.739	0.540	5.0%	9.578	89.2%	G	G		100.079	44.656
Yards & Facilities	0.559	-	0.0%	0.213	38.1%	R	G	#1	4.174	3.157
Sub-Total	591.686	115.959	19.6%	530.995	89.7%	-	-		6,398.223	3,079.584
Service Improvements										
Ashbridges Bay Treatment Plant	9.778	1.024	10.5%	5.931	60.7%	Y	Y	#2	68.864	23.139
Water Meter Program (AMR)	4.899	0.347	7.1%	4.899	100.0%	G	G	#2	235.340	218.264
Business & Technology Support	11.478	3.197	27.8%	11.106	96.8%	G	G		97.342	50.946
Basement Flooding Program	131.894	29.398	22.3%	91.698	69.5%	Y	Y		1,818.345	489.444
RC Harris Treatment Plant	2.160	0.131	6.0%	0.805	37.3%	R	R		13.016	2.987
Highland Creek Treatment Plant	8.997	1.298	14.4%	7.178	79.8%	G	G	#2	168.748	32.720
FJ Horgan Treatment Plant	0.640	0.018	2.8%	0.263	41.1%	R	Y		9.134	3.237
Humber Wastewater Treatment	10.486	1.316	12.6%	8.281	79.0%	G	G		120.012	52.588
Island Treatment Plant	2.600	0.151	5.8%	2.600	100.0%	G	G		10.052	0.660
Linear Engineering	2.197	0.099	4.5%	1.572	71.5%	G	G	#1	13.945	4.437
Pumping Stations&Forcemains	0.060	0.029	49.5%	0.050	84.0%	G	G		3.466	3.346
Sewer Replacement	4.979	-	0.0%	4.979	100.0%	G	G		31.300	26.321
Trunk Sewers	0.010	-	0.0%	0.010	100.0%	G	G		23.410	-
Trunk Watermains	2.850	0.226	7.9%	2.338	82.0%	G	G	#2	8.150	0.952
WT - Storage & Treatment	8.609	3.881	45.1%	8.804	102.3%	R	G		49.125	38.950
WT - Plantwide	8.632	0.416	4.8%	4.660	54.0%	Y	Y		131.851	3.263

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Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
WWF - Implementation Projects	107.723	26.667	24.8%	98.701	91.6%	Ⓞ	Ⓞ		790.269	299.006
WWF - TRCA	14.161	5.919	41.8%	14.197	100.3%	Ⓞ	Ⓞ		112.159	103.168
Yards & Facilities	7.967	0.661	8.3%	7.338	92.1%	Ⓞ	Ⓞ		71.537	26.842
Sub-Total	340.119	74.777	22.0%	275.410	81.0%	-	-		3,776.065	1,380.270
Growth Related										
Ashbridges Bay Treatment Plant	2.051	0.035	1.7%	0.301	14.7%	Ⓡ	Ⓡ	#3	177.001	0.035
Highland Creek Treatment Plant	0.050	-	0.0%	0.020	40.0%	Ⓡ	Ⓡ	#3	9.711	7.161
Island Treatment Plant	0.100	-	0.0%	0.100	100.0%	Ⓞ	Ⓞ		6.400	-
Linear Engineering	0.375	0.038	10.2%	0.205	54.6%	Ⓢ	Ⓞ	#1	3.117	2.277
New Service Connections	53.274	11.989	22.5%	45.283	85.0%	Ⓞ	Ⓞ		418.120	298.675
New Sewers	3.984	0.390	9.8%	3.577	89.8%	Ⓞ	Ⓞ		77.796	33.117
Pumping Stations&Forcemains	5.250	0.809	15.4%	5.155	98.2%	Ⓞ	Ⓞ		24.404	7.088
Trunk Sewers	0.110	0.094	85.1%	0.258	234.5%	Ⓡ	Ⓞ	#1	309.665	3.505
Trunk Watermains	17.314	3.457	20.0%	17.310	100.0%	Ⓞ	Ⓞ		48.786	16.923
Water Efficiency Plan	0.736	0.073	9.9%	0.626	85.0%	Ⓞ	Ⓞ		13.690	11.590
Watermain Replacement	22.524	9.650	42.8%	22.194	98.5%	Ⓞ	Ⓞ		159.808	93.993
Sub-Total	105.768	26.535	25.1%	95.029	89.8%	-	-		1,248.498	474.364
Total	1,186.713	251.585	21.2%	1,041.774	87.8%				12,823.310	5,544.031

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

Projects are proceeding on/ahead of schedule with lower or higher than planned costs in 2020.

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to extended design and approval phase to adress site conditions (Pumping Stations Upgrades Group 6), pending receipt of site plan application (North Toronto Waste Water Treatment Plant Process Improvements) and acquisition of required permits (North Toronto Waste Water Treatment Plant Electrical Upgrades, Plant Wide Standby Power Phase 2 Construction), extended scoping phase, legal agreements and procurement issues (Basement Flooding Program projects), need to adress hydro requirements (FJ Horgan Water Treatment Plant Standby Power Optimization project) and reduced vendor staff to accommodate social distancing (Humber Waste Water Treatment Plant Security Upgrades).

Note # 3:

Major project delays are due to technical and legal issues as well as complexity of projects, including extended design phase to address operational requirements at the same facility (Ashbridges Bay Waste Water Treatment Plant Aeration Tanks 12 & 13, RC Harris Water Treatment Plant Emergency Standby Power and Highland Creek Waste Water Treatment Plant Transformers and Switchgear project).