

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended June 30, 2021
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2021 Capital Spending by Program
Community and Social Services

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Children's Services	4M	17.58	2.81	15.07	85.7%		Ⓞ
	Q2	17.92	4.13	15.04	83.9%	↓	Ⓞ
Court Services	4M	0.00	0.00	0.00			Ⓡ
	Q2	0.00	0.00	0.00		□	Ⓡ
EDC	4M	25.54	1.92	21.26	83.2%		Ⓞ
	Q2	25.62	3.83	17.89	69.8%	↓	Ⓢ
Long Term Care	4M	31.93	0.85	14.11	44.2%		Ⓡ
	Q2	31.93	2.61	12.65	39.6%	↓	Ⓡ
PFR	4M	247.73	18.95	156.94	63.3%		Ⓢ
	Q2	250.48	33.69	151.05	60.3%	↓	Ⓢ
SSHA	4M	248.97	8.31	227.31	91.3%		Ⓞ
	Q2	248.97	36.83	219.72	88.3%	↓	Ⓞ
HS	4M	334.38	138.78	319.04	95.4%		Ⓞ
	Q2	334.38	153.27	303.97	90.9%	↓	Ⓞ
TESS	4M	10.86	0.66	10.72	98.8%		Ⓞ
	Q2	10.86	1.27	9.90	91.1%	↓	Ⓞ
Paramedics Services	4M	7.69	0.36	6.23	81.1%		Ⓞ
	Q2	7.69	0.57	5.48	71.3%	↓	Ⓞ
TOTAL	4M	0.00	172.64	770.68	#####		Ⓡ
	Q2	927.86	236.22	735.70	79.3%	↓	Ⓞ
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for Community and Social Services totalled \$236.2 million of their collective 2021 Approved Capital Budget of \$927.9 million. Spending is expected to increase to \$735.7 million (79.3%) by year-end. 5 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

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

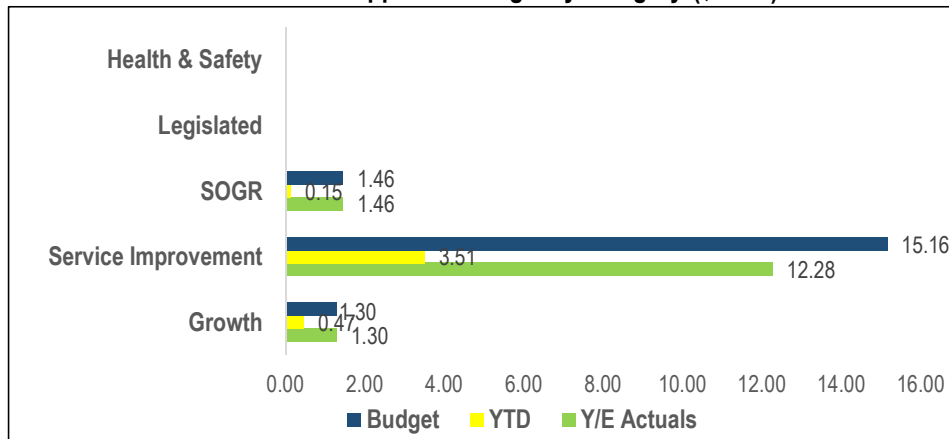


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 20

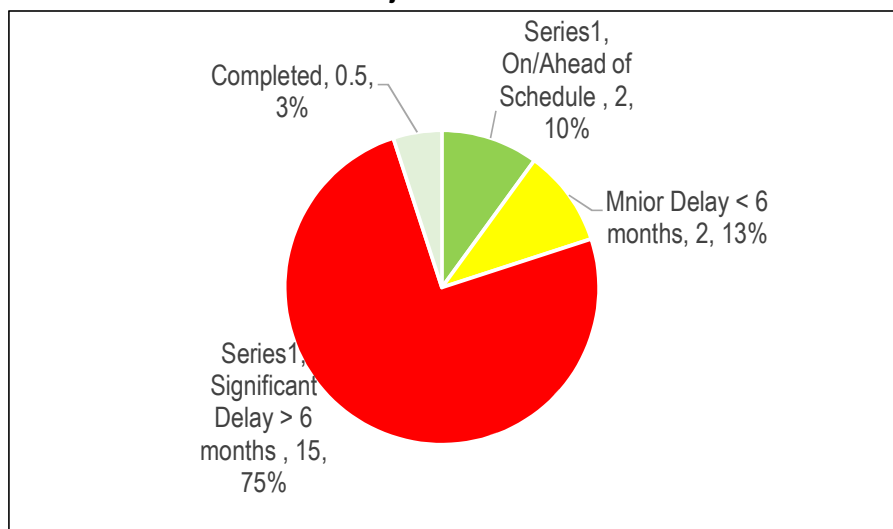


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	4	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation	7	1
COVID - 19 Related	1	
Other*	1	
Total # of Projects	16	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.98	2.27	12.21	0.46	

Key Discussion Points:

- Children's Services has limited control over the delivery of child -care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 17 projects included in the plan that are impacted by 3rd party delays. One is on hold pending site review; 6 are in the planning stage; 4 are in the process of being tendered; 4 are under construction; and 2 have been substantially completed .
- The TELCCS SOGR project underspending is attributed to COVID-19 impacts .

Children's Services (CHS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year End Projections				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS SOGR 2019	0.092			0.092	100.0%	Ⓞ	Ⓡ	1	1.285	1.193
TELCCS SOGR 2021	1.367	0.147	10.8%	1.367	100.0%	Ⓞ	Ⓡ	1	1.367	0.147
Sub-Total	1.459	0.147	10.1%	1.459	100.0%	-	-		2.652	1.340
Service Improvements										
St John the Evangelist Catholic School	1.967			0.100	5.1%	Ⓡ	Ⓞ	2	3.900	1.934
Block 31 Child Care Centre	0.972	0.024	2.5%	0.718	73.9%	Ⓞ	Ⓢ	3	4.733	3.769
Stanley Public School	1.008	1.652	163.9%	1.952	193.7%	Ⓡ	Ⓞ	4	3.900	2.647
St. Barnabas Catholic School	0.973			0.973	100.0%	Ⓞ	Ⓡ	5	3.500	0.535
St. Roch Catholic School	0.945			0.945	100.0%	Ⓞ	Ⓡ	5	4.000	0.255
St Bartholome Catholic School	0.667			0.667	100.0%	Ⓞ	Ⓡ	5	3.800	0.200
North East Scarborough Centre	0.644	0.687		0.643	99.8%	Ⓞ	Ⓡ	6	5.000	0.687
Mount Dennis Child Care Centre	4.231	0.988	23.4%	4.232	100.0%	Ⓞ	Ⓡ	7	19.830	6.867
David and Mary Thompson (Centre 7)	0.050			0.050	100.0%	Ⓞ	Ⓡ	8	5.000	0.000
TCH Needle Firway	0.100				0.0%	Ⓡ	Ⓡ	9	3.900	0.075
Gilder Child Care Centre (Centre 11)	1.100			0.600	54.5%	Ⓢ	Ⓡ	5	3.900	1.979
Anishnabe Child Care Centre	0.950	0.156	16.4%	0.950	100.0%	Ⓞ	Ⓡ	10	7.809	0.601
Bendale Child Care Centre	0.462				0.0%	Ⓡ	Ⓞ	11	3.425	3.040
Wallace Emerson Child Care Centre	0.498	0.006		0.200	40.2%	Ⓡ	Ⓡ	12	5.000	0.267
Western North York Child Care	0.272			0.100	36.8%	Ⓡ	Ⓡ	13	5.000	0.038
Bayside Child Care	0.150		400.0%	0.150	100.0%	Ⓞ	Ⓡ	14	0.700	0.000
Woodbine Child Care Centre	0.175		600.0%		0.0%	Ⓡ	Ⓡ	15	5.000	0.000
Sub-Total	15.164	3.513	23.2%	12.280	81.0%				88.397	22.894
Growth Related										
TCS Growing Child Care	1.300	0.471	36.2%	1.300	100.0%	Ⓞ	Ⓢ	16	4.764	2.342
Sub-Total	1.300	0.471	23.0%	1.300	100.0%				4.764	2.342
Total	17.923	4.131		15.039					95.813	26.576

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

Note # 1:

Expenditures for SOGR upgrades will accelerate in Q3 and Q4, and will be co-ordinated with RFP awards.

Note # 2:

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

Note # 3

This project is projected to be completed by the end of Q3, with final billing to come from Parks, Forestry and Recreation.

Note # 4

Project is nearly completed, with construction progressing ahead of schedule; project budget to be accelerated in Q3, once the timing of project completion is known.

Note # 5:

Construction of these projects is underway, with budgets projected to be signifacently or fully spent by year-end.

Note # 6:

This project is in the design stage, with working drawings being used to develop a plan to deliver a net zero facility; Q2 is over spend by \$0.044 million, reflecting a billing error.

Note # 7:

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

Note # 8:

Children's Services (CHS)

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

Note # 9:

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

Note #10:

This project is in the design stage, with the projected completion date in Q4, 2023. Construction of below grade parking and common mechanical elements scheduled to begin in Q3.

Note # 11:

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

Note # 12:

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

Note # 13:

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

Note # 14:

Waterfront Toronto has issued the RFP, with construction expected to commence in the 3'd Quarter.

Note # 15:

This project is in the planning stage with Toronto Community Housing; CS is still negotiating operating agreements with 3'd parties.

Note # 16:

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

Chart 1

2021 Approved Budget by Category (\$25.62)

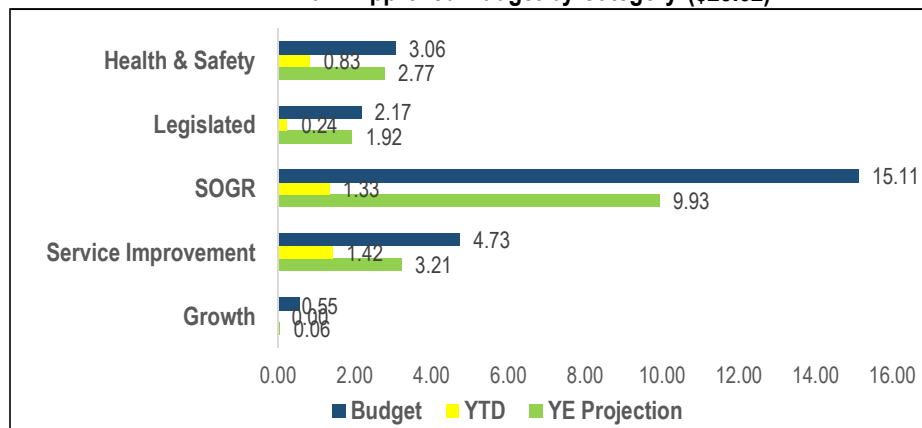


Table 1

2021 Active Projects by Category

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

Chart 2

Project Status - 23

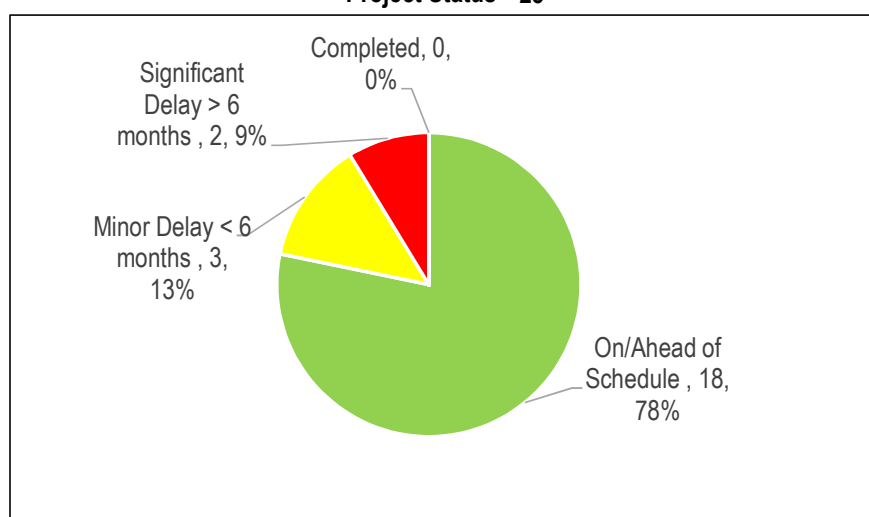


Table 2

Reason for Delay

5

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.89	4.09	0.63		

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

Economic Development and Culture spent \$3.832 million or 15% YTD and is projecting to spend \$17.888 million or 69.8% of its 2021 Council Approved Capital Budget by the end of 2021. Explanations for variances include:

- The *Casa Loma Phase 10* project previously experienced internal delays as a result of COVID-19, construction has begun in Q4 2020 and has continued with good progress in Q2 2021. It is anticipated that on-site construction will be completed by December 2021.
- The *Guild Revitalization and Site Work* projects were delayed due to unanticipated site conditions, additional expenses and shut down resulting from COVID-19. The contractor reached substantial completion on March 12, 2021.
- The *Young People's Theatre* project will be delayed as the theatre has initiated a major interior renovation project which cannot take place simultaneously with the construction project. EDC's project work will begin in 2022 and is on track for completion by December 2023.
- Drawings are completed for the *Indigenous Centre for Innovation and Entrepreneurship* project and before going to tender, options are being fielded for Social Procurement/Indigenous involvement for construction. It is anticipated that \$0.050 million will be spend by year-end. This project will address capital improvements to the future space of the centre, fully funded by Section 37 contributions.

Economic Development and Culture (ECT)

Key Discussion Points (cont'd):

- The BIA Equal Share Funding projects have been tendered and construction will begin in late spring/summer. It is anticipated that 95% of the budget will be spent by year-end.
- The Planning Act Revenue - St. Lawrence Market Neighborhood project began construction in April 2021. The project has run into conflicts with utility coordination and Toronto Hydro approvals and has been put on hold until conflicts can be resolved.

Economic Development and Culture (ECT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Casa Loma Exterior Restoration	3.058	0.832	27.2%	2.775	90.7%	Ⓞ	Ⓞ		5.874	3.648
Sub-Total	3.058	0.832	27.2%	2.775	90.7%	-	-		5.874	3.648
Legislated										
Collections Care	0.088	0.036	41.3%	0.088	100.0%	Ⓞ	Ⓞ	#1	0.372	0.321
Cultural Infrastructure Development	1.321	0.206	15.6%	1.316	99.7%	Ⓞ	Ⓞ		3.317	0.624
Major Maintenance	0.758	0.000	0.0%	0.516	68.1%	Ⓞ	Ⓞ	#2	0.847	0.089
Sub-Total	2.166	0.242	11.2%	1.920	88.6%	-	-		4.536	1.033
State of Good Repair										
Cultural Infrastructure Development	0.456	0.000	0.0%	0.269	59.0%	Ⓞ	Ⓞ	#3	1.243	0.656
Major Maintenance	1.708	0.058	3.4%	0.757	44.3%	Ⓞ	Ⓞ	#4	5.046	2.015
Refurbishment and Rehabilitation	0.086	0.018	21.5%	0.086	100.0%	Ⓞ	Ⓞ		0.191	0.124
Restoration and Preservation of Heritage Elements	5.874	0.482	8.2%	4.310	73.4%	Ⓞ	Ⓞ		12.768	4.243
Streetscape Master Plan Program	0.017	0.005	28.2%	0.005	28.2%	Ⓞ	Ⓞ	#5	0.260	0.248
BIA Planning Act Revenue	3.567	0.525	14.7%	1.269	35.6%	Ⓞ	Ⓞ	#6	5.789	2.693
BIA Equal Share Funding	3.284	0.246	7.5%	3.111	94.7%	Ⓞ	Ⓞ		3.832	0.644
Mural Program	0.120	0.000	0.0%	0.120	100.0%	Ⓞ	Ⓞ		0.120	0.000
Sub-Total	15.113	1.334	8.8%	9.926	65.7%	-	-		29.250	10.623
Service Improvements										
BIA Financed Funding Project	0.250	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ	#7	1.000	0.000
BIA Special Project	0.317	0.284	89.6%	0.279	88.0%	Ⓞ	Ⓞ		0.568	0.284
Cultural Infrastructure Development	1.331	0.783	58.8%	1.091	82.0%	Ⓞ	Ⓞ		7.762	7.197
Economic Competitiveness Data Management System	0.614	0.086	14.1%	0.614	100.0%	Ⓞ	Ⓞ	#8	1.700	0.923
Indigenous Centre for Innovation and Entrepreneurship	0.750	0.000	0.0%	0.050	6.7%	Ⓞ	Ⓞ	#9	7.853	0.000
Refurbishment and Rehabilitation	0.100	0.000	0.0%	0.050	50.0%	Ⓞ	Ⓞ		0.100	0.000
Service Enhancement	0.439	0.000	400.0%	0.200	45.6%	Ⓞ	Ⓞ	#10	1.340	0.501
Streetscape Master Plan Program	0.051	0.019	600.0%	0.051	100.0%	Ⓞ	Ⓞ		0.051	0.019
Commercial Façade Improvement Program	0.867	0.244	28.2%	0.867	100.0%	Ⓞ	Ⓞ		1.967	1.044
Mural Program	0.010	0.008	74.5%	0.010	100.0%	Ⓞ	Ⓞ		0.050	0.047
Sub-Total	4.729	1.424	30.1%	3.212	67.9%	-	-		22.391	10.015
Growth Related										
Cultural Infrastructure Development	0.553	0.000	0.0%	0.055	10.0%	Ⓞ	Ⓞ	#11	1.276	0.721
Sub-Total	0.553	0.000	0.0%	0.055	10.0%	-	-		1.276	0.721
Total	25.619	3.832	15.0%	17.888	69.8%				63.326	26.039

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

Note # 1:

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

Note # 2:

Additional budget was reallocated to the Legislated Mechancial & Electrical project as part of the 4 month capital variance report. The project is on track for

Note # 3:

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

Note # 4:

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

Note # 5:

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

Economic Development and Culture (ECT)

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

Note # 6:

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

Note # 7:

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

Note # 8:

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

Note # 9:

Spending in The Indigenous Centre for Innovation and Entrepreneurship project has been delayed due to requirement for a second cost estimate as construction and materials prices have increased due to COVID.

Note # 10:

The Market Gallery project has been delayed due to coordination with other projects. It is anticipated that the project will be tendered this year.

Note # 11:

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

Chart 1

2021 Approved Budget by Category (\$250.48)

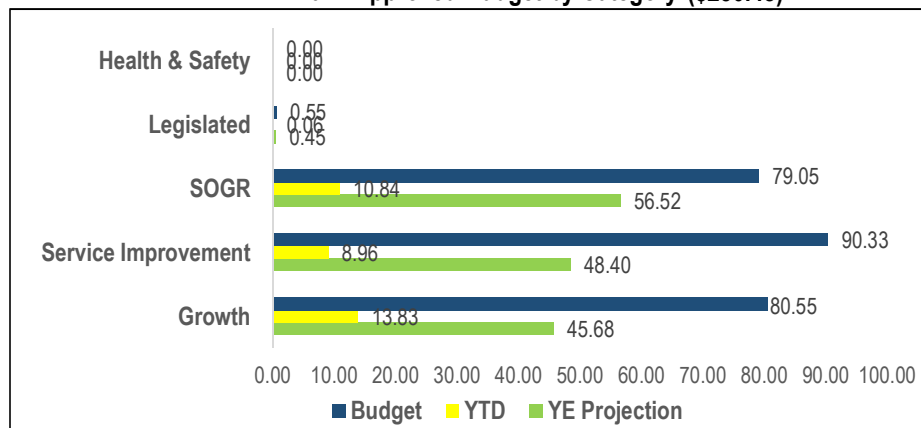


Table 1

2021 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	51
Service Improvement	170
Growth	50
Total # of Projects	274

Chart 2

Project Status - 274

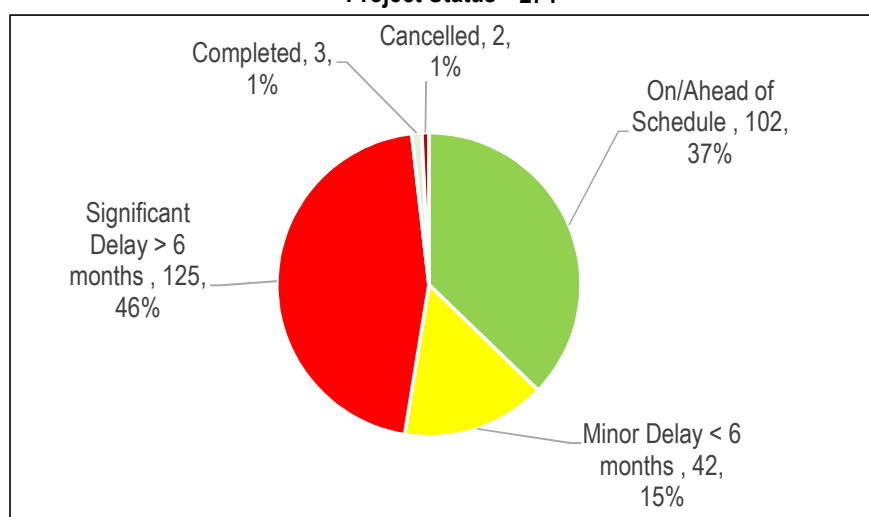


Table 2

Reason for Delay	167	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	6
Procurement Issues	1	
RFQ/RFP Delayed	3	1
Contractor Issues		1
Site Conditions	6	1
Co-ordination with Other Projects	58	25
COVID-19 Related	8	
Community Consultation	4	1
Other*	44	7
Total # of Projects	125	42

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
55.32	45.17	148.68	0.60	0.71

Reasons for "Other*" Projects Delay:

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

6

Key Discussion Points:

- Parks, Forestry and Recreation are currently projecting a 2021 year-end spend of \$151.053 million, or 60.3% of its 2021 Approved Capital Budget of \$250.482 million. This includes a 71.5% spend rate or \$56.525 million for State of Good Repair projects.
- As of June 30, 2021, Parks, Forestry and Recreation reported 102 projects currently on-track (\$55.322 million) and 3 completed projects. These projects were completed under budget (\$1.007 million out of total budget of \$1.555 million).
- 167 projects (\$193.853 million) experienced delays primarily due to COVID-19, longer than anticipated RFP/RFQ processes, protracted process for various parkland acquisition, community engagement and consultation for park development and community centre projects, coordination and interdependencies with other projects, site conditions, and other reasons mentioned above.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- The full impact of COVID on construction and the corresponding impact on our delivery partners, include:
 - ☐ Supply chain impacts due to COVID-19, for example, lead times for playground equipment
 - ☐ Construction lags due to COVID-19 protocols for safety
 - ☐ Unprecedented staff vacancies due to retirements (VSP) , maternity leaves, staff leaving for new opportunities and human resource backlog in advancing recruitment.
 - ☐ Projects being led by partners who have also cited COVID, including Developers (Wallace Emerson) or TRCA (Algonquin Island North Shore Berm – delays with Class EA related to Toronto Island, specialized equipment for Windstorm projects)
 - ☐ Confirmation of infrastructure funding, for example \$6.2 million for Ravine Strategy projects
 - ☐ Projects that require further analysis (i.e. Ferry Boat Replacement)

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Legislated Project Name										
LAND ACQUISITION	0.549	0.063	11.5%	0.449	81.8%	G	G		6.677	5.145
Sub-Total	0.549	0.063	11.5%	0.449	81.8%	-	-		6.677	5.145
State of Good Repair										
ARENA	11.697	2.112	18.1%	9.612	82.2%	G	R	#2	82.343	40.141
COMMUNITY CENTRES	3.713	1.757	47.3%	3.500	94.3%	G	R	#3	61.735	48.440
ENVIRONMENTAL INITIATIVES	5.323	0.301	5.6%	3.621	68.0%	Y	Y	#4	17.079	8.965
OUTDOOR RECREATION CENTRE	3.157	0.390	12.4%	0.571	18.1%	R	R	#5	11.181	7.091
PARK DEVELOPMENT	5.200	0.658	12.7%	5.200	100.0%	G	G		14.064	8.915
PARKING LOTS & TENNIS COURTS	2.468	0.141	5.7%	2.108	85.4%	G	R	#7	14.134	6.142
PLAYGROUNDS/WATERPLAY	3.140	0.333	10.6%	0.250	8.0%	R	R	#8	11.123	5.445
POOL	4.039	2.161	53.5%	3.555	88.0%	G	R	#13	30.581	13.136
SPECIAL FACILITIES	27.844	2.057	7.4%	15.769	56.6%	Y	R	#9	92.614	34.154
FACILITY COMPONENTS	6.931	0.533	7.7%	6.806	98.2%	G	G		23.744	16.982
TRAILS & PATHWAYS	5.532	0.393	7.1%	5.532	100.0%	G	R	#11	27.614	18.076
Sub-Total	79.045	10.836	13.7%	56.525	71.5%	-	-		386.211	207.487
Service Improvements										
ARENA	0.708	0.000	0.0%	0.244	34.5%	R	R	#2	13.775	7.030
COMMUNITY CENTRES	1.422	0.112	7.8%	0.471	33.2%	R	Y	#3	76.011	6.828
ENVIRONMENTAL INITIATIVES	6.101	0.156	2.6%	1.952	32.0%	R	R	#4	18.235	11.497
INFORMATION TECHNOLOGY	9.906	1.544	15.6%	7.612	76.8%	G	R	#12	60.636	32.641
OUTDOOR RECREATION CENTRE	10.715	0.843	415.6%	3.636	33.9%	R	R	#5	31.332	13.266
PARK DEVELOPMENT	35.128	3.229	615.6%	24.079	68.5%	Y	R	#6	209.917	87.194
PLAYGROUNDS/WATERPLAY	9.291	1.212	13.0%	4.940	53.2%	Y	R	#8	43.871	27.785
POOL	0.192	0.069	36.0%	0.192	100.0%	G	R	#13	22.167	19.877
SPECIAL FACILITIES	12.271	1.223	10.0%	2.106	17.2%	R	R	#9	36.933	10.593
FACILITY COMPONENTS	2.883	0.566	19.6%	2.646	91.8%	G	R	#10	13.604	5.594
TRAILS & PATHWAYS	1.716	0.010	0.6%	0.523	30.5%	R	R	#11	16.697	7.492
Sub-Total	90.333	8.965	9.9%	48.401	53.6%	-	-		543.178	229.796
Growth Related										
ARENA	0.100	0.000	0.0%	0.010	10.0%	R	Y	#2	1.785	0.000
COMMUNITY CENTRES	51.483	11.958	23.2%	34.431	66.9%	Y	Y	#3	503.809	176.214
LAND ACQUISITION	19.796	0.574	2.9%	5.453	27.5%	R	R	#1	231.245	15.167
OUTDOOR RECREATION CENTRE	0.158	0.000	0.0%	0.071	44.6%	R	Y	#5	2.055	0.077
PARK DEVELOPMENT	7.958	1.173	14.7%	5.168	64.9%	Y	G	#6	34.950	4.436
PARKING LOTS & TENNIS COURTS	0.020	0.000	0.0%	0.005	25.0%	R	Y	#7	0.300	0.000
PLAYGROUNDS/WATERPLAY	0.040	0.000	0.0%	0.040	100.0%	G	G		0.700	0.000
POOL	1.000	0.126	12.6%	0.500	50.0%	Y	Y	#13	2.100	0.126
Sub-Total	80.555	13.831	17.2%	45.678	56.7%	-	-		776.944	196.020
Total	250.482	33.695	13.5%	151.053	60.3%				1,713.010	638.448

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

Parks, Forestry & Recreation (PKS)

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

Note # 1:

LAND ACQUISITION: under-spending of \$14.442 M is anticipated, mainly driven by protracted processes for various Parkland Acquisitions, including \$3.200 M for the expropriation of 37 Norton Avenue and \$1.023 M for the acquisition of 76 Coral Gable Drive.

Note # 2:

ARENA: under-spending of \$2.639 M, including \$2.085 M for the CAMP SOGR Arenas project due to coordination with other projects; and \$0.350 M for the Don Mills Civitan Facility Design as a result of awaiting the lands from Celestica.

Note # 3:

COMMUNITY CENTRES: under-spending of \$18.216 M is anticipated, \$0.213 M for the CAMP State of Good Repair Community Centres project due to coordination with other projects; \$5.200 M for the Bessarion Facility and Indoor Play Space due to contractor and site condition issues and coordination with other projects; \$4.952 M for the North East Scarborough Community Centre due to delays in the design process to incorporate the implementation of Net Zero; \$0.747 M for the 40 Wabash Parkdale New CC Design and \$0.532 M for the Western North York New CC Design, both due to delays in Community Consultation/Engagement due to COVID-19; and \$0.471 M for York Community Centre green roof, blind installation and AV projects that are delayed due to ongoing contractor issues.

Note # 4:

ENVIRONMENTAL INITIATIVES: under-spending of \$5.851 M is expected, \$0.599 M for the City Wide Environmental Initiatives project due to coordination with other projects; \$0.524 M for Phase 2 and 3 of Wilket Creek Park; and \$1.825 M for the Mud Creek Phase 2 project which has experienced delays caused by COVID-19 as well as requirements to get easements for private properties.

Note # 5:

OUTDOOR RECREATION CENTRE: under-spending of \$9.753 M is expected, \$01.541 M for the Humber Bay Park East New Pavilion as a result of delays in the community consultation process, soil conditions, as well as coordination with other projects; \$4.122 M for the Dufferin Grove AIR Building due to the impact of COVID-19 on construction; \$0.650 M for the Sports Field Program; \$1.936 M for the Capital Asset Management Program (CAMP) State of Good Repair (SOGR) Outdoor Recreation Centre Facilities project as a result of coordination with other projects; and \$0.154 M for the York Stadium Turf Improvements as the project is anticipated to be under-budget by year-end.

Note # 6:

PARK DEVELOPMENT: under-spending of \$13.839 M is projected, including \$0.691 M as a result of Community Consultation (Ward 3 Park Improvements, St. Jamestown Open Space Design, Toronto Island Park Implementation), \$0.713 M as a result of RFP/RFQ delays (St. Andrew Playground Improvements, David Crombie Park Revitalization, Osler Park Improvements, Huron Street Playground Phase 2); \$8.291 M for delays as a result of Co-ordination with Other Projects (Wallace Emerson Park 7 Fieldhouse, Huron Washington Park Improvements, Lawrence Heights PH1A Baycrest, Riverdale Park West Access Improvements); and over \$4.144 M for various Park Development projects due to various approval delays, technical challenges, and conveyance of land.

Note # 7:

PARKING LOTS & TENNIS COURTS: under-spending of \$0.374 M is expected, including \$0.359 M for various Parking Lot, Tennis Courts and Sports Pad State of Good Repair projects due to coordination with other projects.

Note # 8:

PLAYGROUNDS/WATERPLAY: under-spending of \$7.242 M is anticipated, including \$2.607 M for the Play Enhancement Program due to a shortage of materials and supplier delivery issues as a result of the COVID-19 Pandemic, \$0.703 M for Tom Riley Park New Playground due to the design and community consultation process taking longer than anticipated, \$0.743 M for Fred Hamilton Playground Wading Pool Conversion as the installation and site restoration is weather-dependent, and \$2.891 M for CAMP State of Good Repair of Water plays (Wading Pools) due to co-ordination with various playground projects.

Note # 9:

SPECIAL FACILITIES: under-spending of \$22.241 M is projected, \$8.759 M for the Ferry Boat Replacement #1 due to further analysis to inform next steps regarding the City's existing Ferry Replacement Plan; \$5.619 M for the CAMP SOGR Harbourfront, Marine, Fountains & Seawalls and \$1.264 M for the CAMP SOGR Special Facilities Buildings and Structures, both due to coordination with other projects; \$4.032 for 2018 Wind Storm Damages due to COVID-19 and the availability of specialized equipment; and \$1.110 M for Algonquin Island North Shore as all island projects are on hold until the Class EA is complete.

Note # 10:

FACILITY COMPONENTS: under-spending of \$0.362 M is projected, including \$0.115 M for Accessibility projects, \$0.125 M for Capital Asset Management Planning and \$0.122 M for Investigation & Pre-Engineering due to co-ordination with other projects.

Note # 11:

TRAILS & PATHWAYS: under-spending of \$1.193 M is projected, including \$0.575 M for York Beltline Trail Improvements as a result of insufficient staff resources; \$0.544 M for Beltline Trail Access in Moore Park Ravine due to coordination with other projects; and \$0.028 M for the Beltline Trail "Stations" project as it is expected to be completed under budget.

Note # 12:

INFORMATION TECHNOLOGY: under-spending of \$2.294 M is anticipated, mainly driven by \$0.379 M for Registration, Permitting & Licensing (CLASS) due to vendor issues; \$1.521 M for the Enterprise Work Management System due to program delays; and \$0.380 M for Modernization Roadmap as a result of delays in hiring and the commencement of the project due to the COVID-19 hiring slow down.

Note # 13:

POOL: under-spending of \$0.984 M is expected, driven by \$0.500 M for the design of the Davisville Community Pool due to coordination with the Toronto District School Board (TDSB) who are delivering a new school on the same site as well as \$0.484 M for CAMP SOGR Pools due to coordination with other projects.

Chart 1
2020 Approved Budget by Category (\$31.93)

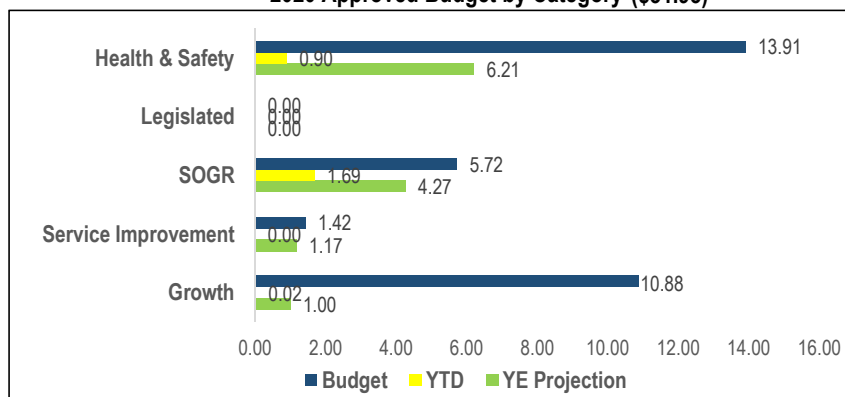


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 11

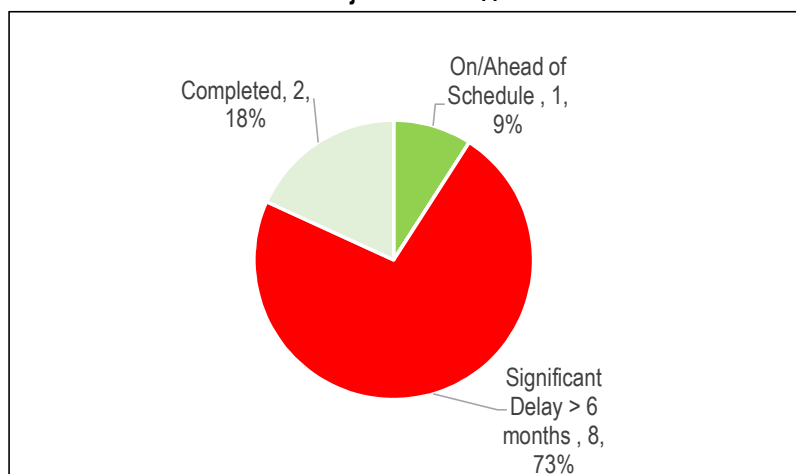


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.00		21.65	0.29	

Key Discussion Points:

- Due to the nature of SSLTC operations some projects have been delayed as a result of COVID-19. Plans for SOGR and H&S projects to conduct repairs/maintenance inside of the 10 LTC homes have been delayed or deferred and will resume pending further direction on public health guidelines. Project and staffing resources are currently being adjusted to enable the division to complete the work safely and to adhere to provincial directives.
- On December 16, 2020, City Council authorized city staff to apply for \$10M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP) (EX19.2). On May 12, 2021 the Federal and Provincial government awarded SSLTC \$2.3M in funding under this stream. The \$2.3M in funding expires on December 31, 2023 and will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May. The remainder of the \$10M application (\$7.7M) is still pending approval and is the main driver for the significant variance under Health and Safety.
- The *Electronic Health Care System* requires minor enhancements to address gaps identified during COVID-19. The *Kronos Feasibility Study*, led corporately by I&T, has been temporarily suspended as a result of COVID-19. The procurement process planned for the *Carefree Lodge Redevelopment* growth project will be delayed due to the divisions response to COVID-19. The division has brought on a Project Director to oversee this redevelopment and start the tendering process for the project design.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Electrical - Life Safety Systems	0.177	0.177	100.0%	0.177	100.0%	Ⓔ			3.950	3.950
Mechanical - HVAC Repairs/Upgrades	1.671	0.196	11.7%	1.671	100.0%	Ⓔ	Ⓓ		7.561	6.086
Specialty Systems & Elevator Upgrades	0.070	0.017	24.5%	0.070	100.0%	Ⓔ	Ⓓ	#1	2.780	2.727
Building Health & Safety	1.991	0.512	25.7%	1.991	100.0%	Ⓔ	Ⓓ	#1	3.741	0.781
Building H&S COVID 19 Infrastructure	10.000	0.000	0.0%	2.300	23.0%	Ⓓ	Ⓔ	#2	10.000	0.000
Sub-Total	13.909	0.902	6.5%	6.209	44.6%	-	-		28.032	13.544
Legislated										
Kipling Acres - Redevelopment	0.000	0.000		0.000					4.500	4.330
Kipling Acres - Phase 3	0.000	0.000		0.000					47.500	45.310
Sub-Total	0.000	0.000		0.000		-	-		52.000	49.640
State of Good Repair										
Building Upgrades	0.131	0.116	89.1%	0.131	100.0%	Ⓔ	Ⓓ		9.900	9.742
Specialty Systems	0.111	0.111	100.0%	0.111	100.0%	Ⓔ			1.635	1.524
Building SOGR	5.484	1.463	26.7%	4.030	73.5%	Ⓔ	Ⓓ	#1	13.672	3.728
Sub-Total	5.725	1.690	29.5%	4.271	74.6%	-	-		25.207	14.995
Service Improvements										
Electronic Health Care System	1.174	0.000	0.0%	1.174	100.0%	Ⓔ	Ⓓ	#3	3.152	1.977
Kronos Feasibility Study	0.250	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#3	0.250	0.000
Sub-Total	1.424	0.000	0.0%	1.174	82.4%	-	-		3.402	1.977
Growth Related										
Carefree Lodge Redevelopment	10.875	0.020	0.2%	1.000	9.2%	Ⓓ	Ⓓ	#3	175.970	0.020
Sub-Total	10.875	0.020	0.2%	1.000	9.2%	-	-		175.970	0.020
Total	31.933	2.612		12.654					284.611	80.177
<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> <div> <div>4</div> <div>6</div> </div>										

Note # 1:

Due to the nature of SSLTC operations some projects have been delayed as a result of COVID-19. Plans for SOGR and H&S projects to conduct repairs/maintenance inside of the 10 LTC homes have been delayed or deferred and will resume pending further direction on public health guidelines. Project and staffing resources are currently being adjusted to enable the division to complete the work safely and to adhere to provincial directives.

Note # 2:

On December 16, 2020, City Council authorized city staff to apply for \$10M in funding under the COVID-19 Resilience Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP) (EX19.2). On May 12, 2021 the Federal and Provincial government awarded SSLTC \$2.3M in funding under this stream. The \$2.3M in funding expires on December 31, 2023 and will be used to perform HVAC upgrades to improve air quality to support greater infection control prevention. Design work began in early May. The remainder of the \$10M application (\$7.7M) is still pending approval and is the main driver for the significant variance under Health and Safety.

Note # 3:

The *Electronic Health Care System* requires minor enhancements to address gaps identified during COVID-19 within the allocated budget for this project. The *Kronos Feasibility Study*, led corporately by I&T, has been temporarily suspended as a result of COVID-19. The procurement process planned for the *Carefree Lodge Redevelopment* growth project will be delayed due to the divisions response to COVID-19. The division has brought on a Project Director to oversee this redevelopment and start the tendering process for the project design.

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

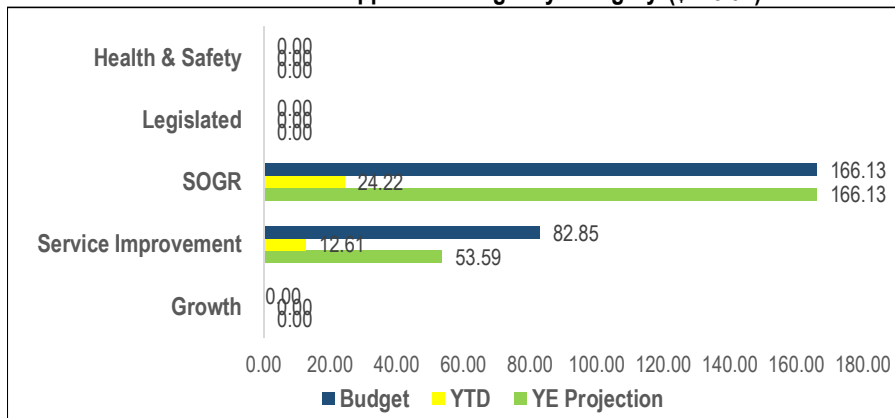


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

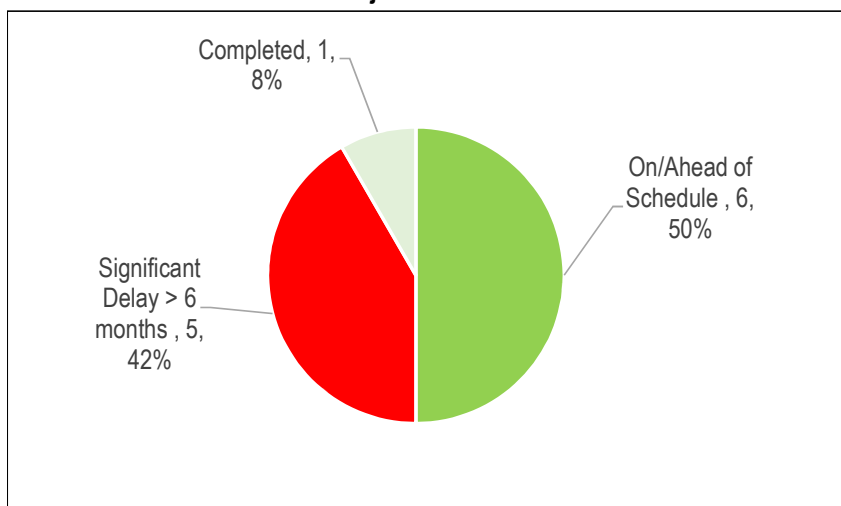


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
176.03		71.23	1.71	

Key Discussion Points:

- **George Street Revitalization:** The GSR Transition plan continues to experience COVID-19 related delays, both in the construction and renovation of transition sites and the release of the project RFP for the Main site. Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. However, Minor modifications and upgrades at 76 Church Street, a replacement site for 354 George Street which was being used as COVID-19 response site is underway with construction anticipated for completion by mid 2022. Renovation of 705 Progress is also substantially complete and work on the Project Output Specification document (PSOS) which will inform the issuance of the project RFP is progressing. Release of the project RFP for the construction phase of the project is anticipated in the summer of 2021.
- **1,000 New Shelter Beds Project:** Project is experiencing construction and renovation delays at two sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q3-2021 once the TLAB decision is received and construction work commences at 233 Carlton street. As a result of COVID-19 related delays project completion is now anticipated in December 2024,

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
SSHA - SOGR	6.126	0.147	2.4%	6.126	100.0%	⊕	⊕	#1	6.126	0.147
TCHC-SOGR	160.000	24.074	15.0%	160.000	100.0%	⊕	⊕	#11	160.000	24.074
SOGR Project Name										
Sub-Total	166.126	24.221	14.6%	166.126	100.0%	-	-		166.126	24.221
Service Improvements										
Red Door Shelter	0.466	0.146	31.4%	0.200	42.9%	⊕	⊕	#2	7.800	7.699
George Street Revitalization (GSR)	18.347	2.362	12.9%	15.242	83.1%	⊕	⊕	#3	587.112	71.782
Choice Based Housing Access System	2.989	0.776	26.0%	2.989	100.0%	⊕	⊕	#4	6.970	4.757
Addition Of 1000 New Shelter Beds	44.710	9.053	20.2%	23.719	53.1%	⊕	⊕	#5	112.139	65.136
Central Intake Call Centre	1.101	0.094	8.5%	0.323	29.3%	⊕	⊕	#6	1.736	0.728
AODA	1.579	0.150	9.5%	1.579	100.0%	⊕	⊕		7.947	1.180
625 Church St.- Modernization	4.088	0.031	0.8%	1.500	36.7%	⊕	⊕	#7	4.931	0.875
COVID - 19 Resilience Response	7.761	0.000	0.0%	6.334	81.6%	⊕	⊕	#8	7.761	0.000
Tower Renewal	0.100	0.000	0.0%	0.000	0.0%	⊕	⊕	#9	13.508	0.000
TCHC - SHAIIP	1.707	0.000	0.0%	1.707	100.0%	⊕	⊕	#10	133.111	131.404
Sub-Total	82.847	12.611	15.2%	53.593	64.7%	-	-		883.015	283.560
Growth Related			400.0%							
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	248.973	36.832	14.8%	219.718	88.3%				1,049.141	307.781

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 cashflows calendarized in the second half of 2021 in anticipation of COVID-19 related delays. Scoping and design work for identified projects at various locations is now complete. Spending is expected to ramp up throughout the second half of 2021 as contracts are awarded and work progresses at affected sites.

Note # 2:

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

Note # 3:

The GSR Transition plan continues to experience COVID-19 related delays, both in the construction and renovation of transition sites and the release of the project RFP for the Main site. Construction and renovation work at 2299 Dundas is on hold pending a TLAB Settlement hearing. However, Minor modifications and upgrades at 76 Church Street, a replacement site for 354 George Street which was being used as COVID-19 response site is underway with construction anticipated for completion by mid 2022. Renovation of 705 Progress is also substantially complete and work on the Project Output Specification document (PSOS) which will inform the issuance of the project RFP is progressing. Release of the project RFP for the construction phase of the project is anticipated in the summer of 2021.

Note # 4:

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

Note # 5:

Project is experiencing construction and renovation delays at two sites (233 Carlton and 67 Adelaide) resulting from a zoning change appeal decision expected from TLAB. Spending is expected to ramp in Q3-2021 once the TLAB decision is received and construction work commences at 233 Carlton street. As a result of COVID-19 related delays project completion is now anticipated in December 2024,

Note # 6:

Work has resumed following resolution of COVID-19 related delays. The project is now in the business readiness phase and is being implemented in partnership with the City's Technology Services, 311 and Pension, People Business & Employment Benefit divisions to ensure alignment with City employment policies and IT systems. Due to COVID-19 related delays experienced throughout 2020, project completion is now anticipated in June 2022.

Note # 7:

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

Note # 8:

Federal funding for this project has been confirmed. Detailed cost estimates are under review to inform contract award to successful bidders. Spending will ramp up in Q4 - 2021 as contracts are awarded and work proceeds at the identified sites.

Note # 9:

Project delayed to ensure adequate time to negotiate with the Federation of Canadian Municipalities (these were delayed due to COVID-19) and to develop the program model as outlined in the report to the Infrastructure and Environment Committee on July 5, 2021 and City Council.

Note # 10:

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

Note # 11:

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

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

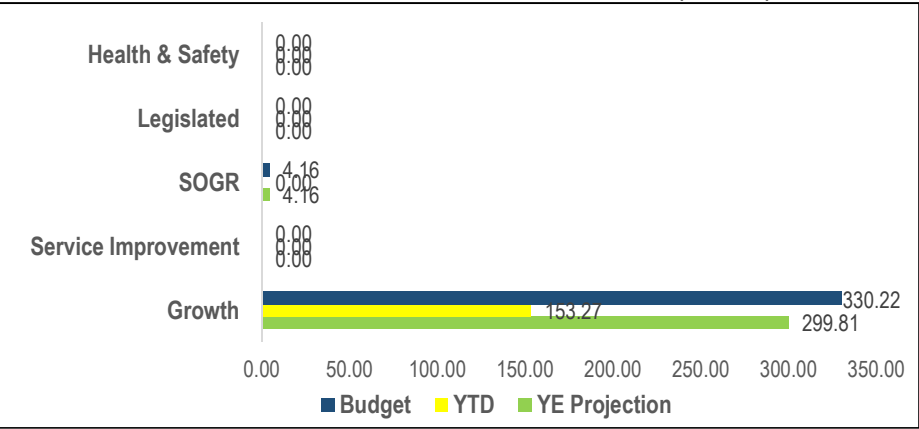


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 6

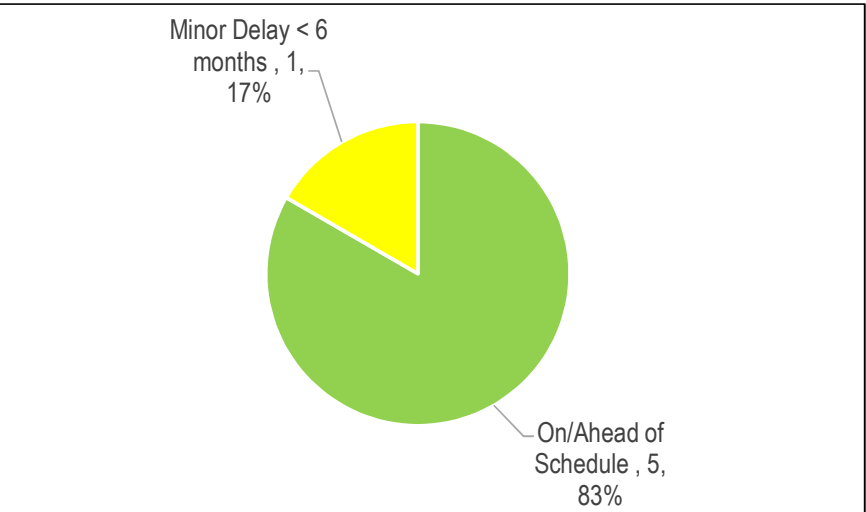


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
307.78	26.60			

Housing Secretariat (HSE)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
SOGR-TCHC	4.163	0.000	0.0%	4.163	100.0%	ⓐ	ⓐ	#1	4.163	0.000
SOGR Project Name							ⓐ			
Sub-Total	4.163	0.000	0.0%	4.163	100.0%	-	-		4.163	0.000
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Housing Now	29.518	3.270	11.1%	24.136	81.8%	ⓐ	ⓐ	#2	50.669	3.270
Rental Development	17.156	0.149	0.9%	17.156	100.0%	ⓐ	ⓐ	#3	17.156	0.149
Modular Housing	26.600	0.805	3.0%	13.804	51.9%	Ⓨ	Ⓨ	#4	26.600	0.805
Rapid Housing Initiative (RHI)	209.591	132.946	63.4%	197.355	94.2%	ⓐ	ⓐ		209.591	132.946
Emergency Housing Action (EHI)	47.355	16.105	34.0%	47.355	100.0%	ⓐ	ⓐ		47.355	16.105
Growth Project Name							ⓐ			
Sub-Total	330.220	153.275	46.4%	299.805	90.8%	-	-		351.371	153.275
Total	334.383	153.275	45.8%	303.968	90.9%				355.534	153.275

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

45.8%
45.8%

Note # 1:

This initiative supports delivery of the HousingTO 2020-2030 Action Plan. Specifically, it supports strategy #7 and action 36(c) which is, "Ensure Well-Maintained and Secure Homes for Renters" by 'Continuing to measure, protect and preserve multi-tenant dwelling homes including security of tenure for their tenants.' Investigating change in approach, spending is expected to accelerate in Q3-2021.

Note # 2:

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

Note # 3:

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

Note # 4:

One Project is experiencing extended pre-construction planning and design which will result in completion in early 2022. The remaining projects are on track for 2021 year-end completion. Spending will accelerate in Q3-2021 as construction at the selected sites commence.

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

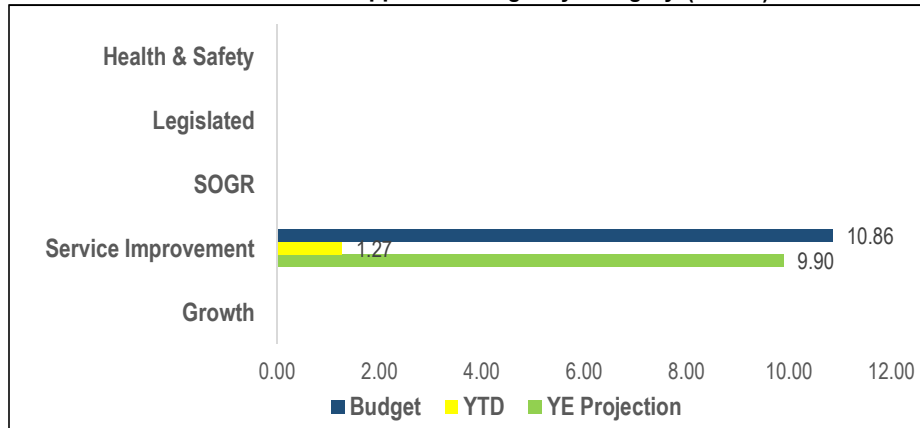


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 4

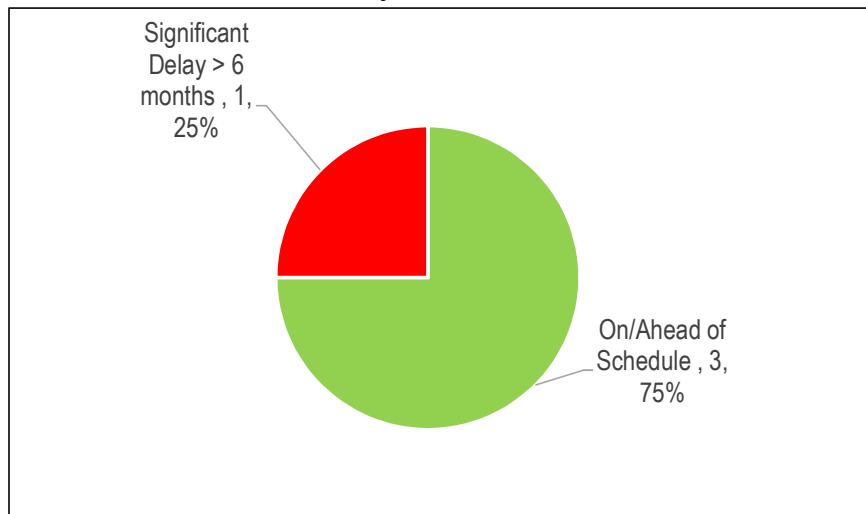


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.40		3.45		

Key Discussion Points:

- The Human Services Integration Phase 2 project is facing delays due to the delayed hiring of 4 contract positions and technological issues deferring the implementation of the Verint software required to support Application and Support Centre operations. The project has also absorbed additional scope including the Fair Pass Discount Program Expansion and Automated Income Verification enhancements. The project completion date has been revised from Dec 2021 to Q2 2022.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	8.339
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Service Improvements										
HSI Project - Phase 2	3.453	0.969	28.1%	2.491	72.2%	Ⓞ	Ⓜ	#1	9.823	7.340
Bridlewood Leasehold Improvement	3.504	0.017	0.5%	3.504	100.0%	Ⓞ	Ⓞ		4.380	0.017
Dufferin Mall Leasehold Improvement	2.820	0.284	10.1%	2.820	100.0%	Ⓞ	Ⓞ		3.500	0.284
Yonge St. Leasehold Improvement	1.081	0.000	0.0%	1.081	100.0%	Ⓞ	Ⓞ		2.161	0.000
Sub-Total	10.857	1.269	11.7%	9.896	91.1%	-	-		19.864	7.640
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	10.857	1.269	11.7%	9.896	91.1%				19.864	7.640

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

The 2021 year-end projected spending reflects underspending attributed to hiring delays and technological issues deferring the implementation of the Verint software required to support Application and Support Centre operations. The revised project completion date is Q2 2022.

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

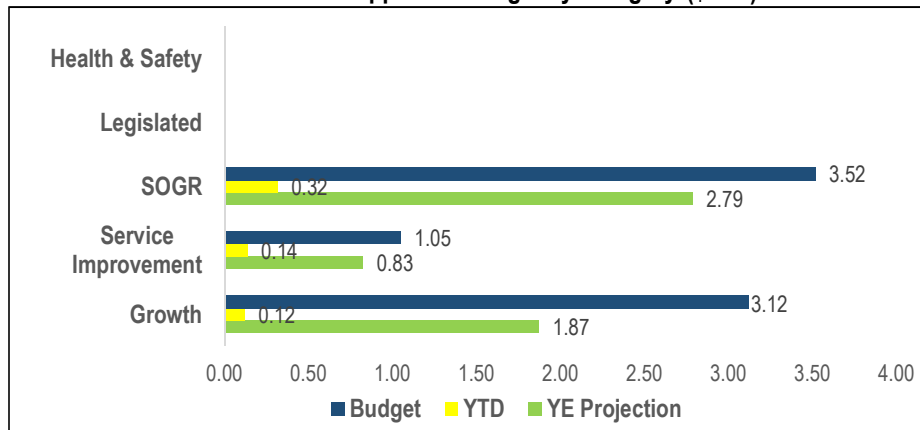


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

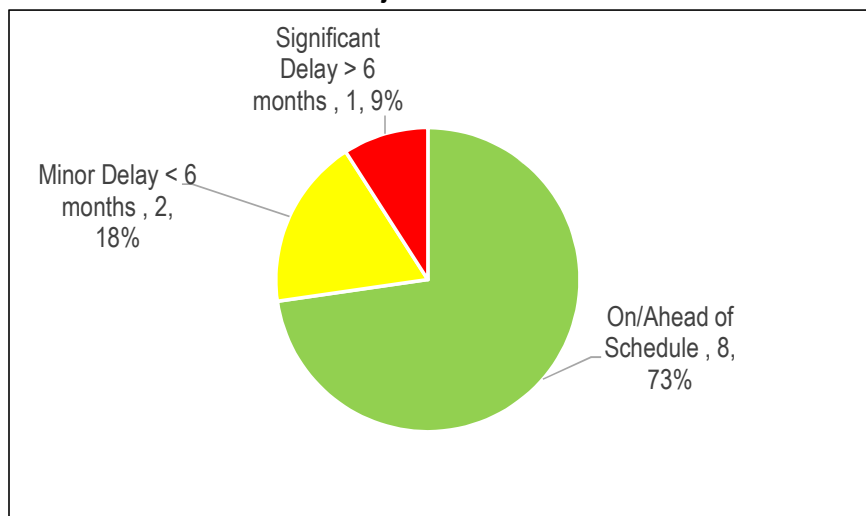


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.16	1.16	0.38		

Key Discussion Points:

- The Capital Asset Management project is facing delays due to COVID-19 impacts resulting in the deferral of the hiring of a position. The position is expected to be filled by the end of Q3 2021.
- The procurement of the Additional Ambulances (2020) project is delayed due to a global shortage of semi-conductors delaying the delivery of chassis required for the vendor to build the ambulances. The purchase is expected to be complete by the end of Q1 2022.
- The Rexdale Ambulance Post project was originally in collaboration with the Toronto Fire Services Woodbine project. Delays in the project are a result of TFS announcing the deferral of the Woodbine project outside of their 10-year plan. Toronto Paramedic Services has been granted use of the entire property and is now working with CreateTO and Real Estate to develop infrastructure plans by Q3 2021.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget
		\$	%	\$	%	On Budget	On Time		
Health & Safety									
Sub-Total	0.000	0.000		0.000		-	-		0.000
Legislated									
Sub-Total	0.000	0.000		0.000		-	-		0.000
State of Good Repair									
MOBILE DATA COMMUNICATIONS - 2020	0.037	0.006	15.4%	0.037	100.0%	Ⓒ	Ⓒ		0.300
MOBILE DATA COMMUNICATIONS - 2021	0.300	0.000	0.0%	0.250	83.3%	Ⓒ	Ⓒ		0.300
MEDICAL EQUIPMENT REPLACEMENT	1.487	0.000	0.0%	1.100	74.0%	Ⓒ	Ⓒ		5.643
DISPATCH CONSOL REPLACEMENT	1.693	0.310	18.3%	1.400	82.7%	Ⓒ	Ⓒ		2.610
Sub-Total	3.517	0.315	9.0%	2.787	79.2%				8.853
Service Improvements									
ADDITIONAL ERV (2020)	0.600	0.000	0.0%	0.500	83.3%	Ⓒ	Ⓒ		0.600
CAPITAL ASSET MANAGEMENT PLANNING	0.450	0.137	30.4%	0.325	72.2%	Ⓒ	Ⓐ	#1	0.450
Sub-Total	1.050	0.137	13.0%	0.825	78.6%				1.050
Growth Related									
ADDITIONAL AMBULANCES (2020)	0.707	0.000	0.0%	0.000	0.0%	Ⓐ	Ⓐ	#2	1.750
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.039	0.120	11.6%	0.997	95.9%	Ⓒ	Ⓒ		40.245
AMBULANCE POST - REXDALE	0.375	0.000	0.0%	0.050	13.3%	Ⓐ	Ⓐ	#3	2.000
AMBULANCE POST - 330 BERING AVE	0.500	0.000	0.0%	0.450	90.0%	Ⓒ	Ⓒ		0.500
PPE RE-PROCESSING FACILITIES	0.500	0.000	0.0%	0.375	75.0%	Ⓒ	Ⓒ		0.500
Sub-Total	3.121	0.120	3.8%	1.872	60.0%				44.995
Total	7.689	0.572	7.4%	5.484	71.3%				54.898

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

4

6

Note # 1:

Underspending due to delays in hiring as a result of COVID-19 impacts.

Note # 2:

Underspending as a result of unanticipated delays in ambulance conversion and procurement due to specialized equipment shortage. Purchase is now expected to be complete in Q1 2022.

Note # 3:

Underspending due to Toronto Fire Services Woodbine project being deferred resulting in collaboration being cancelled. Work with CreateTO and Real Estate for future uses of the property are now underway, with plans to be determined by Q3 2021.

2021 Capital Spending by Program
Infrastructure and Development Services

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	4M	7.57	0.76	5.07	66.9%		Ⓢ
	Q2	7.57	1.41	5.07	66.9%	▢	Ⓢ
Fire Services	4M	19.12	2.57	15.41	80.6%		Ⓢ
	Q2	19.12	3.07	12.72	66.6%	↓	Ⓢ
Transit Expansion	4M	47.39	0.49	19.99	42.2%		Ⓢ
	Q2	47.39	0.49	17.52	37.0%	↓	Ⓢ
Transportation	4M	458.29	59.22	382.52	83.5%		Ⓢ
	Q2	458.68	102.37	376.69	82.1%	↓	Ⓢ
Waterfront Revitalization	4M	129.24	3.47	102.01	78.9%		Ⓢ
	Q2	129.24	4.27	91.32	70.7%	↓	Ⓢ
TOTAL	4M	661.61	66.50	525.01	79.4%		Ⓢ
	Q2	662.00	111.61	503.33	76.0%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for Infrastructure and Development Services totalled \$111.6 million of their collective 2021 Approved Capital Budget of \$662.0 million. Spending is expected to increase to \$503.3 million (76.0%) by year-end. Two Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Transportation Services and Waterfront Revitalization have project year-end spending rate of 82.1% and 70.7% respectively, while City Planning, Fire Services and Transit Expansion have projected year-end spending rate of 66.9%, 66.6%, and 37.0% respectively.

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

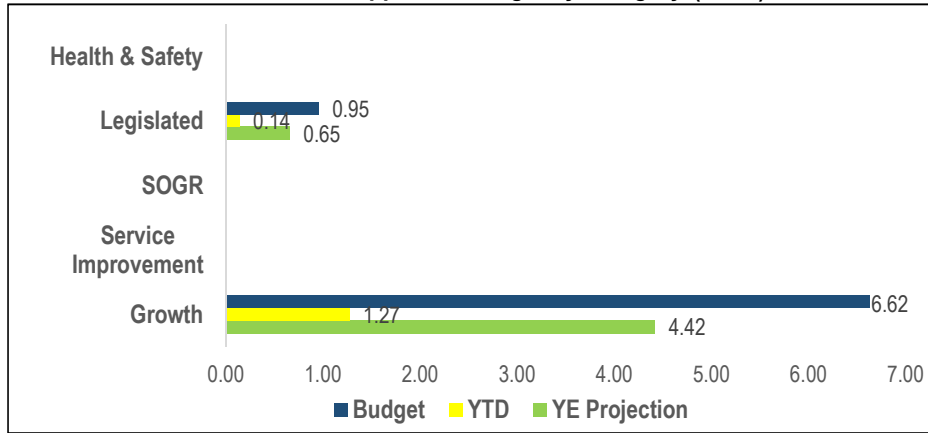


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 19

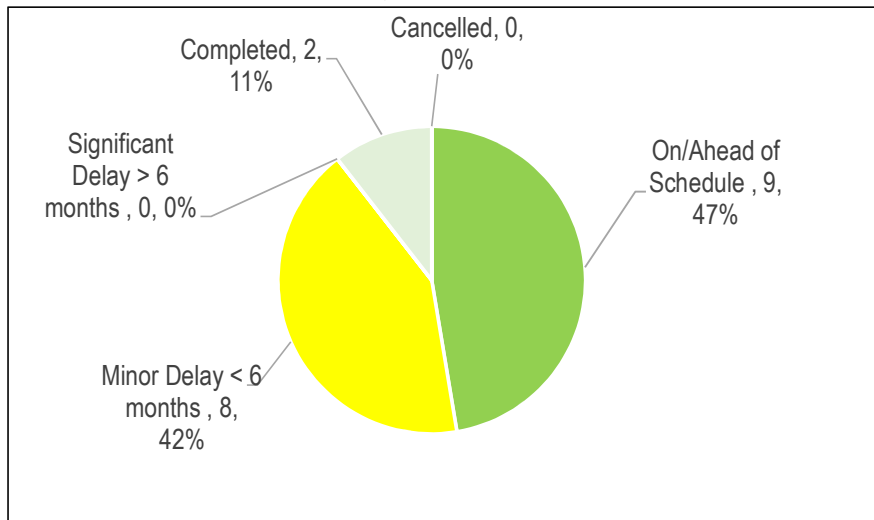


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.217	5.356			

Reasons for "Other*" Projects Delay:

City Planning (PLN)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Official Plan Conformity Review	0.220	0.025	11.5%	0.154	70.0%	Y	Y	1	0.260	0.025
5 Year Review of the Official Plan	0.730	0.112	15.3%	0.500	68.5%	Y	Y	2	2.290	1.091
Sub-Total	0.950	0.137	14.4%	0.654	68.8%	-	-		2.550	1.116
Growth Related										
Growth Studies	1.543	0.231	15.0%	1.155	74.9%	G	Y	3	5.843	2.358
Transportation & Transit Studies	0.515	0.014	2.8%	0.361	70.1%	Y	Y	3	0.927	0.137
St. Lawrence Market North-Archaeological	0.100	0.000	0.0%	0.100	100.0%	G	G		0.300	0.099
Avenue/Area Studies	0.425	0.060	14.1%	0.300	70.6%	Y	Y	3	0.447	0.082
Heritage Conservation District Studies	0.500	0.117	23.4%	0.353	70.6%	Y	Y	3	2.093	0.731
Secondary Plan Implementation	0.622	0.156	25.1%	0.373	60.0%	Y	G	5	1.643	1.065
Places - Civic Improvements	2.919	0.690	23.7%	1.773	60.7%	Y	Y	4	18.846	11.615
Sub-Total	6.623	1.268	19.2%	4.415	66.7%	-	-		30.100	16.088
Total	7.574	1.405	419.2%	5.069	66.9%				32.650	17.204

On Time	On Budget	619.2%
On/Ahead of Schedule	>70% of Approved Cash Flow	
Minor Delay < 6 months	Between 50% and 70%	
Significant Delay > 6 months	< 50% or > 100% of Approved Cash Flow	

Note # 1:

Project is expecting RFQ/RFP Delays - Project procurement issuance delayed/deferred

Note # 2:

Co-ordination with other divisions - Legal Services.

Note # 3:

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

Note # 4:

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

Note # 5:

Funding for Secondary Plan Implementation (recoveries for 5 staff)

Fire Services (FIR)

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

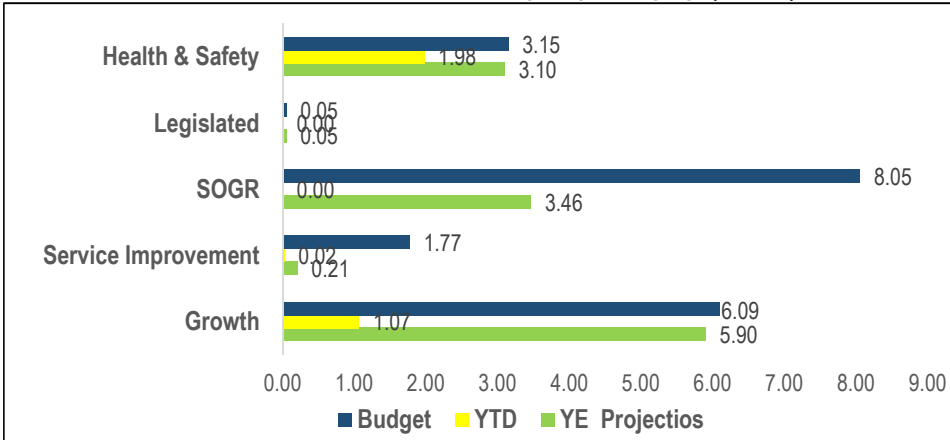


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 15

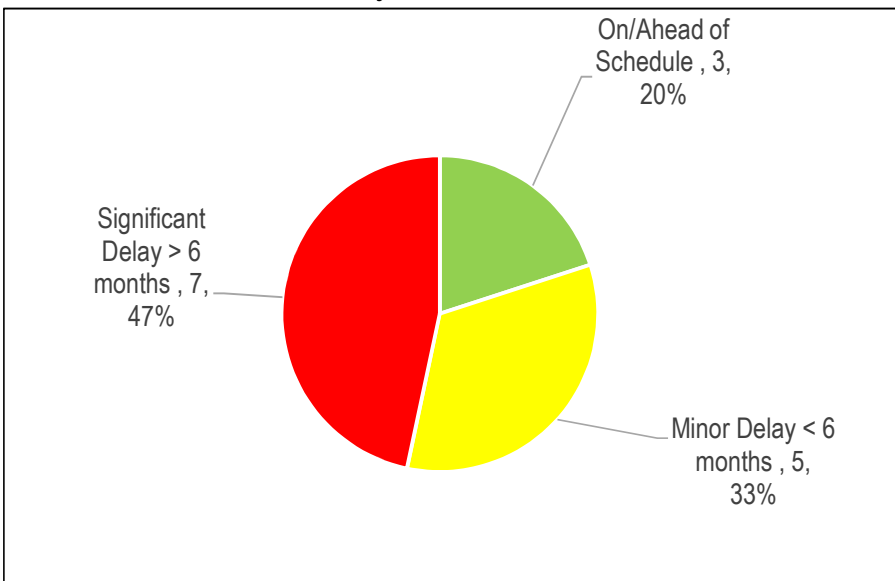


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

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

Fire Services (FIR)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year End Projections				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Next Generation 911 Project	0.350			0.350	100.0%	Ⓔ	Ⓔ	1	0.350	0.000
Personal Protection Equipment	2.380	1.926	80.9%	2.380	100.0%	Ⓔ	Ⓔ		4.500	4.046
Firefighting Particulate Hoods	0.261	0.050	19.2%	0.211	80.8%	Ⓔ	Ⓕ	2	0.650	0.438
Breathing Air Compressor Replacement 2020	0.078			0.078	100.0%	Ⓔ	Ⓔ	2	0.078	
Breathing Air Compressor Replacement 2021	0.080			0.080	100.0%	Ⓔ	Ⓔ	2	0.080	
Sub-Total	3.149	1.976	62.8%	3.099	98.4%	-	-		5.658	4.484
Legislated										
Replacement of HUSAR Equip - 2021	0.050			0.050	100.0%	Ⓔ	Ⓔ	2	0.050	0.210
Sub-Total	0.050	0.000	0.0%	0.050	100.0%	-	-		0.050	0.210
State of Good Repair										
Fire Prevention Office Space Accommodation (3 Dohme)	4.545			2.000	44.0%	Ⓔ	Ⓔ	3	4.545	0.000
Training Simulators Rehabilitation	0.100			0.100	100.0%	Ⓔ	Ⓔ	2	0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	2.479			0.992	40.0%	Ⓔ	Ⓔ	4	8.489	0.368
CAD Upgrade	0.930			0.372	40.0%	Ⓔ	Ⓔ	5	1.960	
Sub-Total	8.054	0.000	0.0%	3.464	43.0%	-	-		15.094	0.368
Service Improvements										
Fire Prevention Integration Project	1.692			0.128	7.6%	Ⓔ	Ⓔ	6	2.010	0.318
Operational BI Data Architecture Modernization	0.080	0.023	28.8%	0.080	100.0%	Ⓔ	Ⓔ	7	0.770	0.713
Sub-Total	1.772	0.023	1.3%	0.208	11.7%	-	-		2.780	1.031

Fire Services (FIR)

Growth Related										
Station B (Stn 144) Keele/ Sheppard	2.294	1.068	46.6%	2.294	100.0%	Ⓒ	Ⓒ	8	11.685	10.653
Fire Apparatus for Station B	0.800			0.691	86.4%	Ⓒ	Ⓖ	9	0.800	0.000
High Density Urban Aerial Truck	3.000			2.918	97.3%	Ⓒ	Ⓖ	10	3.000	0.000
Sub-Total	6.094	1.068	17.5%	5.903	96.9%	-	-		15.485	10.653
Total	19.119	3.067	417.5%	12.724					39.067	16.746

617.5%

Per App 3

Difference

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 PO and agreement execution are delayed and pushed into Q3. Expedited implementation is still likely with year end expenditures at 100% of plan.

Note # 2:

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

Note # 3:

The project was tendered for a second time this spring but was subsequently cancelled due to the lowest bid being over budget. A re-design is required to incorporate a class room in the facility, which will add \$5.6 million to the project, with the total project cost now projected at \$10.1 million. The scope change will be included in the 2022 budget submission

Note # 4:

Change Orders have yet to be executed due to delays from the vendor but are now expected in Q3. Despite the delay year-end expenditure forecast remains at 40% of plan.

Note # 5:

The Purchase Order Amendment and the Statement of Work (SOW) have been executed. As a result of better defined SOW and existing resource constraints year-end expenditure forecast is being adjusted to 40% of plan.

Note # 6:

Fire Services (FIR)

Initial testing of Inspection module of the new release has been completed with minor deficiencies identified..Migration to the new release is targeted for year end with existing functionality replication.

Note # 7:

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

Note 8:

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

Note # 9:

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

Note # 10:

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

Transportation Services (TRN)

Chart 1
2020 Approved Budget by Category (\$458.68)

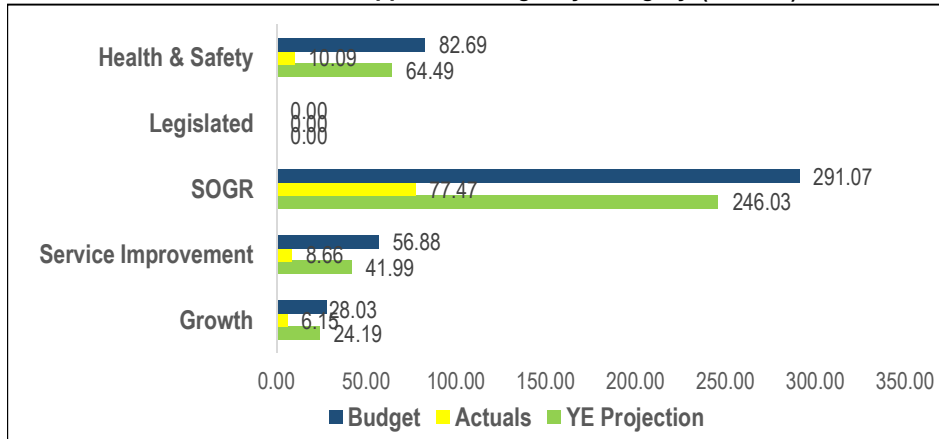


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 89

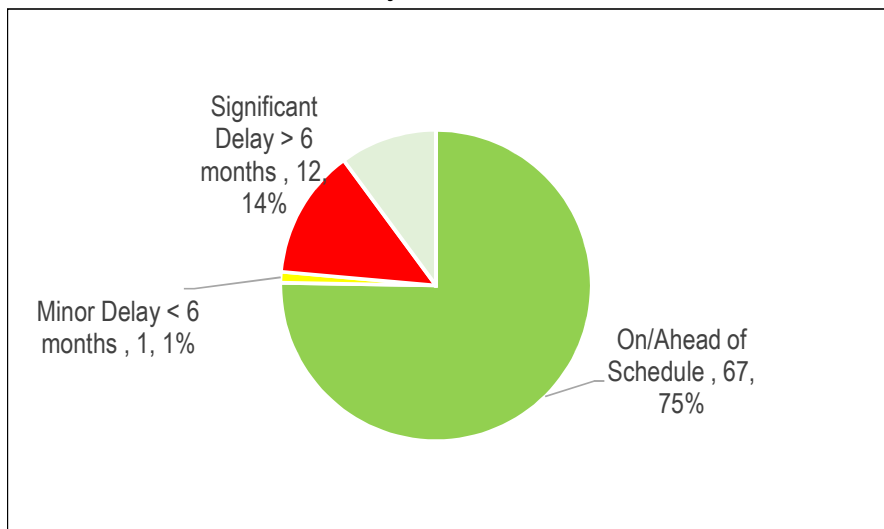


Table 2

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	1	
COVID-19 Related	2	
Other*	8	1
Total # of Projects	12	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
423.47	5.46	29.74		

Reasons for "Other*" Projects Delay:

- Transportation Services has 9 sub-projects with "Other" reasons for delay. In these cases, "Other" represents consultation with stakeholders / developers; detailed design delays; etc.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status.

Key Discussion Points:

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

Transportation Services (TRN)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	46.419	3.802	8.2%	39.456	85.0%	G	G	#1	180.049	62.072
Glen Road Pedestrian Bridge	8.570	0.067	0.8%	2.485	29.0%	R	R		18.436	0.834
Guide Rail Program	0.800	0.043	5.4%	0.680	85.0%	G	G		8.080	4.225
Road Safety Plan	26.905	6.183	23.0%	21.864	81.3%	G	G			
Sub-Total	82.694	10.094	12.2%	64.486	78.0%					
State of Good Repair										
City Bridge Rehabilitation	28.514	13.248	46.5%	24.265	85.1%	G	G	#2 #3	2,307.210	339.479
Critical Interim Road Rehabilitation	8.120	0.209	2.6%	6.090	75.0%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	1.580	0.059	3.7%	1.343	85.0%	G	G			
Don Valley Parkway Rehabilitation	2.558	0.053	2.1%	1.791	70.0%	Y	G			
F.G. Gardiner	85.376	41.301	48.4%	72.570	85.0%	G	G			
Facility Improvements	1.800	0.192	10.7%	0.792	44.0%	R	R			
Laneways	1.854	0.347	18.7%	0.742	40.0%	R	R			
Local Road Rehabilitation	70.000	9.851	14.1%	63.000	90.0%	G	G			
Major Road Rehabilitation	58.600	8.836	15.1%	49.810	85.0%	G	G			
Major SOGR Pooled Contingency	3.800	0.000	0.0%	2.850	75.0%	G	G			
Retaining Walls Rehabilitation	1.359	0.099	7.3%	1.087	80.0%	G	G			
Sidewalks	15.850	1.060	6.7%	12.954	81.7%	G	G			
Signs & Markings Asset Management	4.734	0.802	16.9%	4.024	85.0%	G	G			
Traffic Plant Requirements / Signal Asset Management	6.925	1.412	20.4%	4.709	68.0%	Y	G			
Sub-Total	291.070	77.467	26.6%	246.026	84.5%					
Service Improvements			400.0%							
Cycling Infrastructure	17.959	1.917	600.0%	16.163	90.0%	G	G	#4		
Engineering Studies	4.499	2.264	50.3%	3.349	74.4%	G	G			
LED Signal Module Conversion	1.574	0.006	0.4%	0.803	51.0%	Y	R		1.950	0.358
Mapping & GIS Repository	0.723	0.161	22.3%	0.615	85.0%	G	G		38.815	0.000
MoveTO	4.452	0.000	0.0%	3.784	85.0%	G	G	#5		
Neighbourhood Improvements	4.318	1.056	24.4%	3.255	75.4%	G	G			
PTIF Projects	4.460	0.965	21.6%	3.569	80.0%	G	G		73.387	58.438
Quick Clear Squad Vehicles	0.365	0.182	50.0%	0.357	98.0%	G	G		0.365	0.182
Surface Network Transit Plan	9.752	0.085	0.9%	2.887	29.6%	R	R		61.505	0.085
System Enhancements for Road Repair & Permits	3.000	0.799	26.6%	2.550	85.0%	G	G		7.898	3.960
TO360 Wayfinding	0.702	0.090	12.8%	0.597	85.0%	G	G		4.250	0.767
Traffic Congestion Management	5.080	1.135	22.4%	4.064	80.0%	G	G		42.917	28.919
Sub-Total	56.885	8.660	15.2%	41.993	73.8%					
Growth Related										
Emery Village Improvements	0.091	0.060	66.3%	0.077	85.0%	G	G	#6	1.641	0.060
John Street Revitalization Project	0.000	0.049		0.049			G		52.656	0.626
King Liberty Cycling Pedestrian Bridge	0.200	0.545	272.6%	0.545	272.6%	R	G	#7	15.038	13.505
Lawrence-Allen Revitalization Project	1.999	0.266	13.3%	0.760	38.0%	R	R	#8	11.246	2.577
Metrolinx Additional Infrastructure	2.000	0.000	0.0%	2.000	100.0%	G	G	#9	13.000	2.376
North York Service Road	0.080	2.218	2763.4%	2.279	2838.4%	R	G		35.687	31.945
Port Union Road	0.325	0.252	77.4%	0.309	95.0%	G	G	#10	12.063	0.643
Regent Park Revitalization	1.608	0.000	0.0%	0.177	11.0%	R	R		6.421	4.677
Scarlett / St. Clair / Dundas	5.462	0.378	6.9%	3.823	70.0%	Y	Y	#11	44.181	2.688
Six Points Interchange	2.950	1.016	34.4%	2.213	75.0%	G	G		74.033	63.615
Redevelopment										
Steeles Widening (Tapscott Rd - Beare Rd)	0.338	0.002	0.7%	0.125	37.0%	R	R		45.099	0.955
Third Party Signals	0.300	0.000	0.0%	0.255	85.0%	G	G			

Transportation Services (TRN)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Work for TTC & Others	11.000	1.361	12.4%	9.900	90.0%	Ⓐ	Ⓐ			
York Street Tunnel	1.676	0.000	0.0%	1.676	100.0%	Ⓐ	Ⓐ			
Sub-Total	28.029	6.148	21.9%	24.187	86.3%	-	-			
Total	458.678	102.370	22.3%	376.692	82.1%					

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

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

Note # 6:

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

Note # 7:

Work advancing ahead of schedule due to suitable working conditions (COVID-19). In-year budget reallocation and/or advancement to be completed in subsequent variance reporting.

Note # 8:

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

Note # 9:

Project settlement reached earlier than anticipated. In-year budget reallocation and/or advancement to be completed in subsequent variance reporting.

Note # 10:

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

Note # 11:

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

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

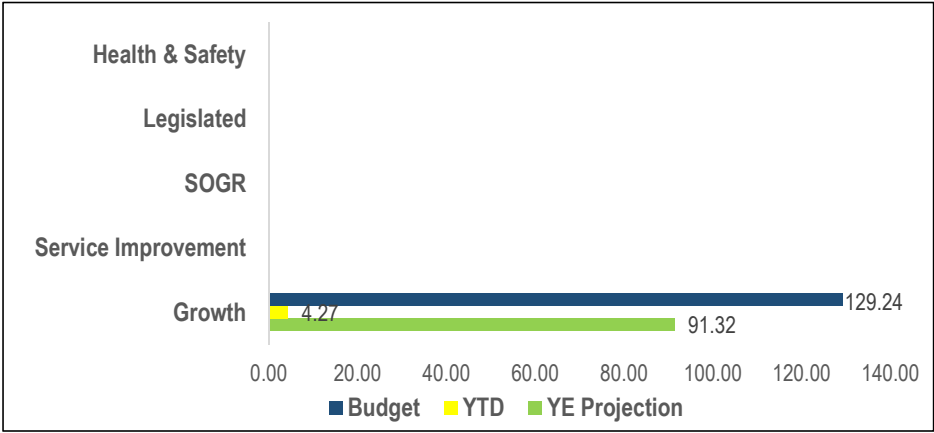


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 13

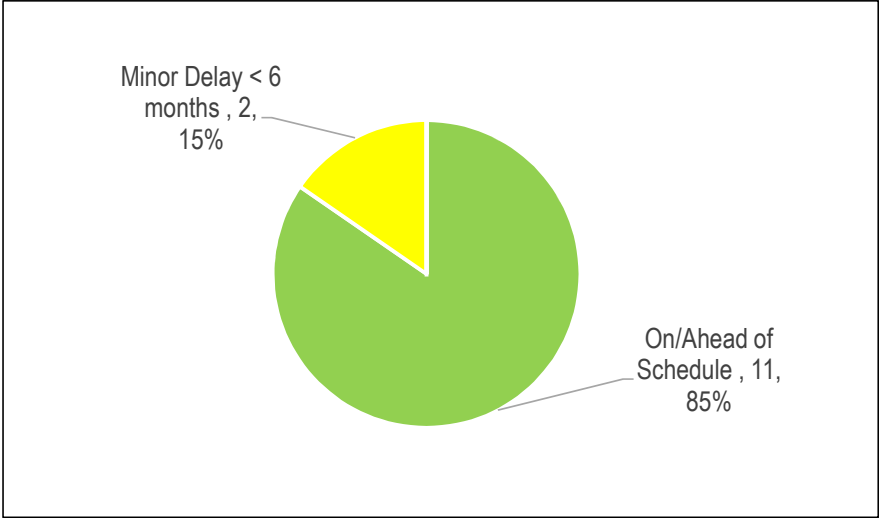


Table 2

Reason for Delay		2
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
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
104.45	24.79			

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Growth Related											
Precinct Implementation Projects	23.124	3.414	14.8%	16.500	71.4%	ⓐ	ⓑ	1	247.398	229.674	92.8%
Transportation Initiatives	0.765	0.000	0.0%	0.500	65.4%	ⓑ	ⓐ		31.775	30.683	96.6%
Technical Studies	0.115	0.067	57.9%	0.081	70.4%	ⓑ	ⓐ		6.300	5.928	94.1%
Waterfront Secretariat	0.617	0.289	46.9%	0.550	89.1%	ⓐ	ⓐ		10.106	8.517	84.3%
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.150	78.9%	ⓐ	ⓐ		3.800	0.000	0.0%
Urban Planning Resources	0.556	0.252	45.3%	0.400	71.9%	ⓐ	ⓐ		4.466	3.507	78.5%
Eastern Broadview Flood Protection	0.691	0.131	18.9%	0.500	72.4%	ⓐ	ⓐ		2.000	1.440	72.0%
Bathurst Quay Public Realm	1.669	0.000	0.0%	1.200	71.9%	ⓐ	ⓑ	2	2.339	0.672	28.7%
Bentway Pedestrian Bridge	0.577	0.000	400.0%	0.430	74.5%	ⓐ	ⓐ		7.911	2.173	27.5%
Quayside	0.370	0.004	600.0%	0.280	75.7%	ⓐ	ⓐ		0.800	0.433	54.1%
Bentway and Fort York Improvements	0.385	0.000	0.0%	0.280	72.8%	ⓐ	ⓐ		1.313	0.928	70.7%
Lower Don Coordination	0.639	0.114	17.8%	0.450	70.4%	ⓑ	ⓐ		1.000	0.175	17.5%
Port Lands Flood Protection	99.541	0.000	0.0%	70.000	70.3%	ⓑ	ⓐ		394.825	200.602	50.8%
Sub-Total	129.239	4.270	3.3%	91.321	70.7%	-	-		714.033	484.732	
Total	129.239	4.270	3.3%	91.321	70.7%				714.033	484.732	

On Time

On Budget

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

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

Note # 2:

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

2021 Capital Spending by Program
Corporate Services

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	4M	0.79	0.01	0.65	81.9%		Ⓞ
	Q2	0.79	0.03	0.65	81.9%	▢	Ⓞ
CREM	4M	283.98	20.51	197.62	69.6%		Ⓢ
	Q2	282.58	43.90	189.43	67.0%	↓	Ⓢ
Environment & Energy	4M	70.38	1.22	66.01	93.8%		Ⓞ
	Q2	70.38	3.60	40.99	58.2%	↓	Ⓢ
Fleet Services	4M	70.52	10.01	56.89	80.7%		Ⓞ
	Q2	70.52	14.83	56.80	80.6%	↓	Ⓞ
Chief Information Security Office	4M	4.02	0.00	3.72	92.5%		Ⓞ
	Q2	4.02	1.00	4.02	100.0%	↑	Ⓞ
Technology Services	4M	71.97	6.99	64.45	89.5%		Ⓞ
	Q2	71.38	12.95	50.38	70.6%	↓	Ⓞ
TOTAL	4M	501.66	38.75	389.34	77.6%		Ⓞ
	Q2	499.67	76.32	342.27	68.5%	↓	Ⓢ
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended 6, the capital expenditures for Corporate Services totalled \$76.3 million of their collective 2021 Approved Capital Budget of \$499.7 million. Spending is expected to increase to \$342.3 million (68.5%) by year-end. 4 Programs in this service area have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

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

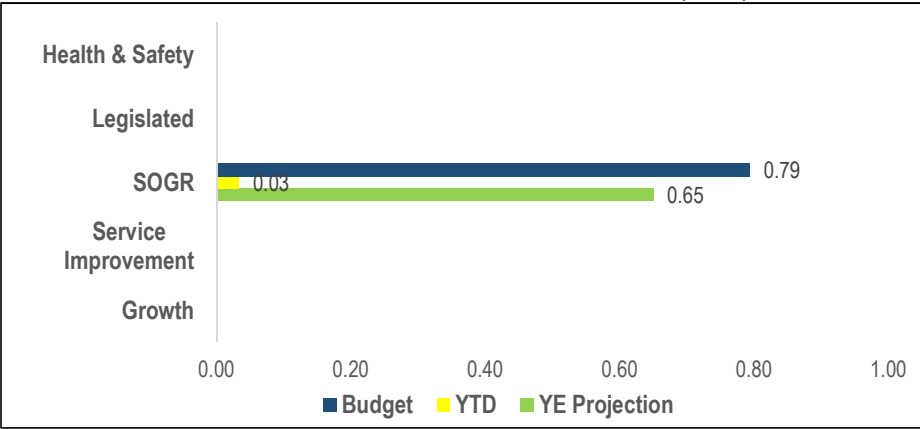


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 3

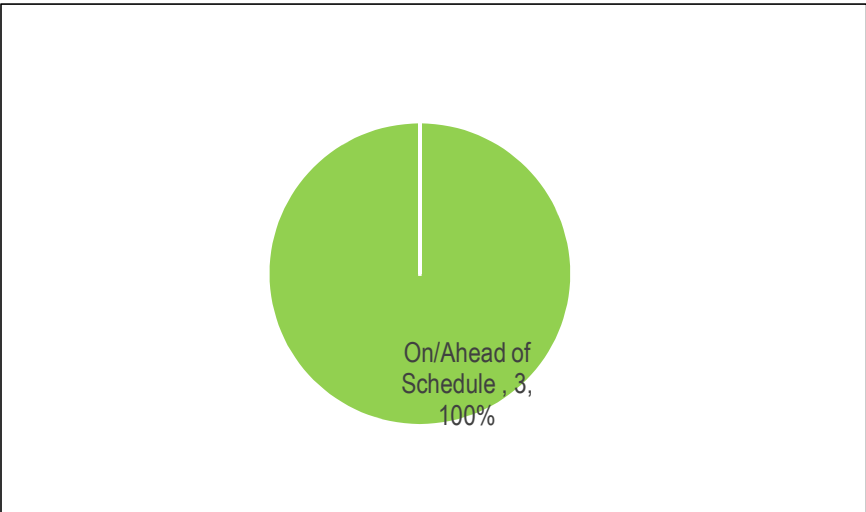


Table 2

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

Table 3
Projects Status (\$Million)

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

311 Toronto (THR)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Implementing Artificial	0.250	0.006	2.5%	0.200	80.0%	ⓐ	ⓐ		0.750	
Enterprise Workorder	0.266		0.0%	0.200	75.2%	ⓐ	ⓐ		0.508	0.139
Management System (EWMS)										
SOG - Various	0.278	0.027	9.8%	0.250	89.9%	ⓐ	ⓐ		0.650	0.240
Sub-Total	0.794	0.034	4.2%	0.650	81.9%	-	-		1.908	0.380
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.794	0.034	4.2%	0.650	81.9%				1.908	0.380

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

4

6

Chart 1

2021 Approved Budget by Category (\$282.58)

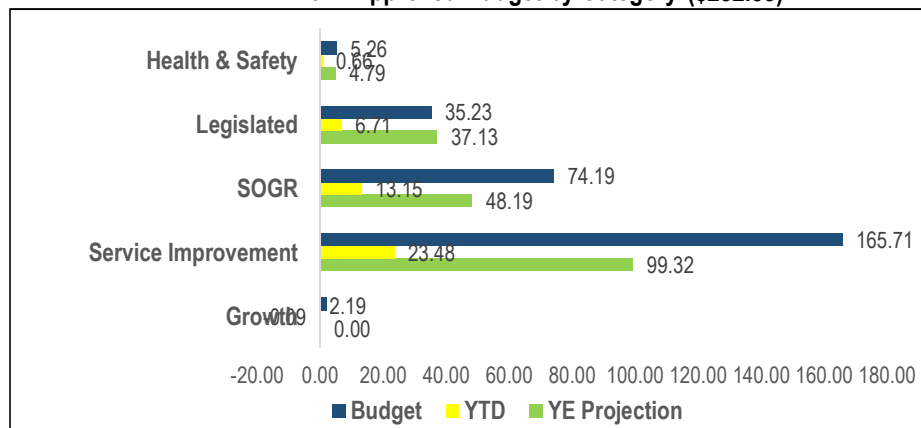


Table 1

2021 Active Projects by Category

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

Chart 2

Project Status - 203

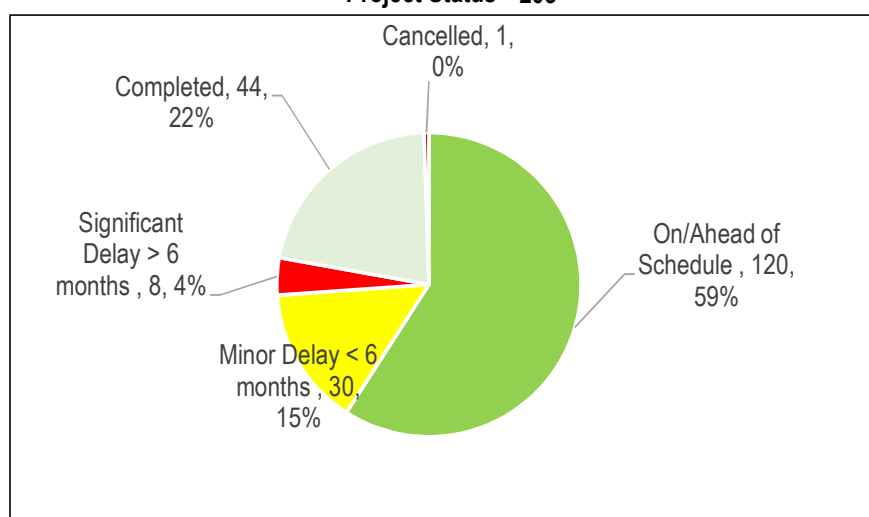


Table 2

Reason for Delay	38	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		3
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		18
COVID-19 Related		
Community Consultation		1
Other*	8	7
Total # of Projects	8	30

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
188.37	88.85	3.87	1.24	0.25

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

- The overall CREM program's forecasted year-end spending is \$189.428 million, or 67.0% of its 2021 capital plan. This includes major strategic projects such as the Workplace Modernization Program (ModernTO), the New Etobicoke Civic Centre design, and the Relocation of Fire Hall 332 to 55 John St. project, each with their own unique complexities. Excluding these three major projects, CREM's forecasted spend rate is 75%, driven by the core SOGR program.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Emergency Repairs	0.152	0.016		0.152		R	G	#1	0.661	0.525
Environmental Remediation	0.041	0.000		0.020		R	G	#1	2.125	0.072
Global Corporate Security Program	1.662	0.352		1.211		R	G	#1	8.107	5.947
Other	3.409	0.290		3.409		R	G	#1	5.000	0.381
Sub-Total	5.264	0.658	12.5%	4.792	91.0%	-	-		15.893	6.925
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	35.198	6.710		37.126		R	G	#1	199.104	21.586
Barrier Free / Equity	0.035	-0.002		0.000		R	G	#1	1.835	1.798
Sub-Total	35.232	6.707	19.0%	37.126	105.4%	-	-		200.939	23.383
State of Good Repair										
150 Borough	0.250	0.130	52.2%	0.233	93.1%	G	G		0.678	0.559
Albert Campbell Square Park Rehabilitation	0.030	0.000	0.0%	0.000	0.0%	R	G	#1	3.194	3.165
Emergency Repairs	1.550	0.099	6.4%	0.685	44.2%	R	G	#1	3.038	1.086
Environmental Remediation	2.200	1.224	55.7%	1.989	90.4%	G	G		8.892	7.878
Fire Hall Emergency Generators	0.500	0.077	15.4%	0.299	59.7%	Y	G		18.279	16.556
Indian Residential School Survivors Legacy	2.720	0.167	6.1%	2.300	84.6%	G	G		17.130	0.997
Mechanical & Electrical	17.298	3.779	21.8%	12.024	69.5%	Y	G		76.513	54.096
Others - SOGR	12.851	1.684	13.1%	9.363	72.9%	G	G		53.651	27.392
Relocation of Fire Station 332	7.442	0.000	0.0%	0.780	10.5%	R	Y	#2	19.250	0.000
Renovations	1.159	0.195	16.8%	0.762	65.8%	Y	G		11.132	7.138
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	0.000	0.0%	R	G	#1	4.681	4.655
Re-Roofing	0.308	0.000	0.1%	0.000	0.1%	R	G	#1	1.430	4.508
Resiliency Program	0.150	0.037	24.4%	0.145	96.7%	G	G		3.858	3.745
Roofing	0.153	0.004	2.8%	0.070	45.8%	R	G	#1	4.827	0.004
Sitework	1.092	0.004	0.4%	0.900	82.4%	G	G		8.642	0.993
Structural / Building Envelope	26.480	5.748	21.7%	18.636	70.4%	Y	G		131.642	66.835
Sub-Total	74.185	13.150	421.7%	48.187	65.0%	-	-		366.838	199.606
Service Improvements			621.7%							
8 Cumberland St	0.951	0.874	91.8%	0.900	94.6%	G	G		1.800	1.722
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	R	G	#1	10.507	10.484
Administrative Penalty System	0.126	-0.005	-3.6%	0.040	31.8%	R	G	#1	2.975	2.595
CCTV Infrastructure Enhancements	1.044	0.073	7.0%	0.800	76.6%	G	G		9.842	8.120
Corporate Facilities Refurbishment Program	0.584	0.025	4.3%	0.143	24.5%	R	G	#1	3.157	2.365
Courts Services Relocation & Fit Out Costs	0.441	0.028	6.2%	0.028	6.2%	R	G	#1	5.558	5.144
Customer Experience Program	7.760	3.237	41.7%	7.760	100.0%	G	G		18.253	7.660
Energy Management	3.621	0.043	1.2%	1.378	38.1%	R	Y	#2	25.385	17.855
Etobicoke Civic Centre	17.548	1.318	7.5%	8.774	50.0%	Y	Y	#3	29.411	6.233
Global Corporate Security Program	1.829	0.280	15.3%	1.767	96.6%	G	G		4.442	2.242
Mechanical & Electrical	0.090	0.032	35.4%	0.038	42.4%	R	G	#1	2.010	1.952
ModernTO	2.849	0.570	20.0%	2.600	91.3%	G	G		4.400	2.121
Northwest Path - Phase 2	0.023	0.000	0.0%	0.000	0.0%	R	G	#1	0.694	0.671

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Office Modernization Program	32.934	0.231	0.7%	12.669	38.5%	R	Y	#4	256.988	29.228
Others - Service Improvements	5.893	-0.030	-0.5%	1.642	27.9%	R	G	#2	35.191	15.485
Others - SOGR	0.008	0.000	0.0%	0.000	0.0%	R	G	#1	2.500	0.398
Physical Security Capital Plan	1.870	0.102	5.4%	1.727	92.4%	G	G		5.999	4.234
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	0.569	100.0%	G	G		0.000	0.000
Security Bollards - Union Station	3.328	0.000	0.0%	0.755	22.7%	R	Y	#2	5.135	0.307
St. Lawrence Market North Redevelopment	46.994	7.289	15.5%	34.042	72.4%	G	G	#5	117.946	43.823
St. Lawrence Market South Renovations	0.583	0.111	19.0%	0.150	25.7%	R	Y	#6	5.150	0.927
Strategic Property Acquisitions	0.021	0.000	0.0%	0.000	0.0%	R	G	#1	105.957	105.669
Toronto Strong Neighbourhood Strategy	2.026	-1.021	-50.4%	0.705	34.8%	R	G	#1	4.054	3.078
TransformTO	1.566	-0.111	-7.1%	0.700	44.7%	R	Y	#2	2.000	0.323
Union Station - Signage & Wayfinding	0.250	0.000	0.0%	0.085	34.0%	R	G	#1	0.250	0.000
Union Station - Traffic Management	0.200	0.000	0.0%	0.000	0.0%	R	G	#1	0.200	0.000
Union Station East Wing	4.510	1.924	42.7%	2.300	51.0%	Y	Y	#2	20.000	17.413
Union Station Enhancement Project	2.649	-0.038	-1.4%	0.793	29.9%	R	Y	#2	5.146	1.194
Union Station PTIF Projects	0.219	-0.149	-68.2%	0.074	34.0%	R	G	#1	1.501	1.033
Union Station Revitalization	23.141	8.223	35.5%	17.159	74.2%	G	G	#5	693.732	728.119
Various IT-Related Projects	1.927	0.474	24.6%	1.727	89.6%	G	G		4.640	3.191
Sub-Total	165.714	23.479	14.2%	99.325	59.9%	-	-		1,389.723	1,028.351
Growth Related										
1251 Bridletowne Circle Acquisition	0.055	0.000	0.0%	0.000	0.0%	R	G	#1	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	0.000	0.0%	R	G	#7	15.000	0.000
Strategic Property Acquisitions	1.540	-0.093	-6.0%	0.000	0.0%	R	G	#1	5.062	3.429
Westwood	0.090	0.000	0.0%	0.000	0.0%	R	G	#1	4.000	1.138
Sub-Total	2.186	-0.093	-4.3%	0.000	0.0%	-	-		30.004	10.453
Total	282.580	43.902	15.5%	189.429	67.0%				2,003.396	1,268.720

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:

Project is expected to be completed on/under budget.

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

Refer to Major Capital Projects Appendix for further details.

Note # 6:

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

Note # 7:

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

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

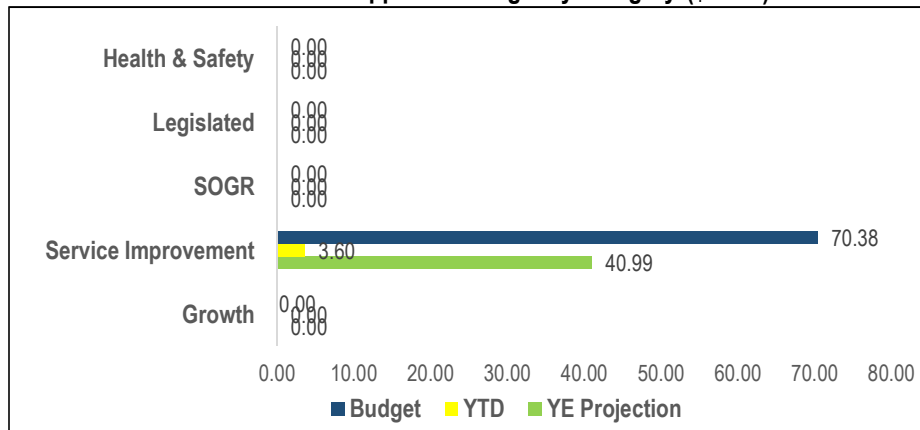


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 18

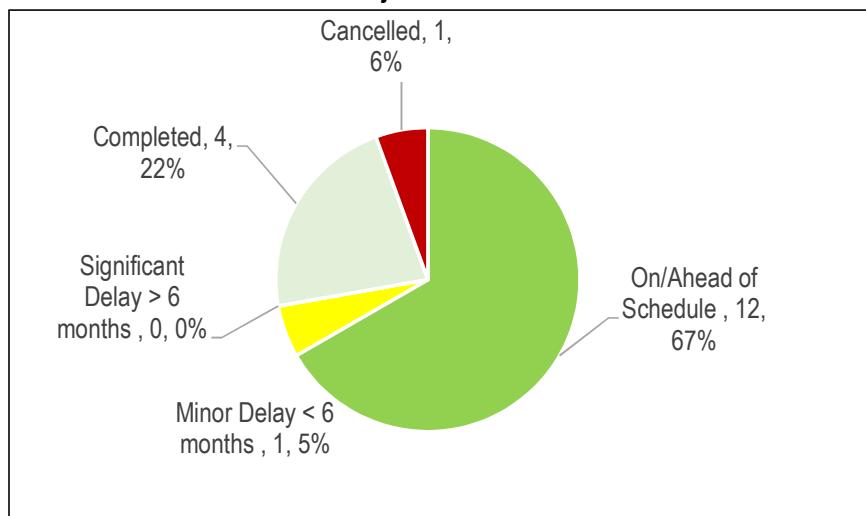


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
45.26	25.00		0.03	0.09

Reasons for "Other*" Projects Delay:

New Development Sustainable Energy Plan Loan Program - Program is under review

The overall EED program's forecasted year-end spending is \$41.0 million, or 58.2% of its 2021 capital plan. This includes a \$14 million loan (representing 20% of the capital plan) issued to TCHC for installation of solar PV and energy storage units, as well as a \$35M loan (representing 49.7% of the capital plan) to external parties for lighting retrofits and new development. EED's year-end spending is impacted by \$25 million loan program for new developments, which is under review by City staff, representing 35.5% of the 2021 cash flows. Excluding external loans for new development, the program is expected to deliver over 90% of its 2021 planned initiatives.

Environment and Energy (ERP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Combined Heat & Power (CHP)	0.002	0.000	1.0%	0.002	100.0%	ⓐ	ⓐ		4.001	2.677
Community Energy Planning	51.498	2.667	5.2%	25.894	50.3%	Ⓨ	Ⓨ	#1	132.780	78.949
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	ⓐ	#2	0.893	0.000
Renewable Energy Program	0.352	0.397	112.6%	0.302	85.7%	ⓐ	ⓐ		20.357	17.730
Residential Energy Retrofit Program (HELP)	3.489	0.108	3.1%	2.939	84.2%	ⓐ	ⓐ		16.900	5.396
TransformTO	14.945	0.431	2.9%	11.856	79.3%	ⓐ	ⓐ		22.714	3.200
Sub-Total	70.378	3.603	5.1%	40.993	58.2%	-	-		197.645	107.953
Total	70.378	3.603	5.1%	40.993	58.2%				197.645	107.953

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:

\$25M loan program for new developments is currently under review by City Staff.

Note # 2:

Project was cancelled.

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

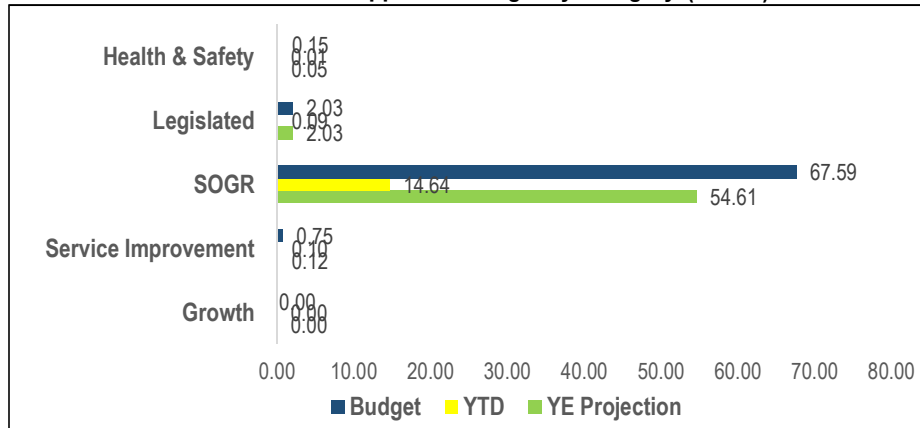


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 27

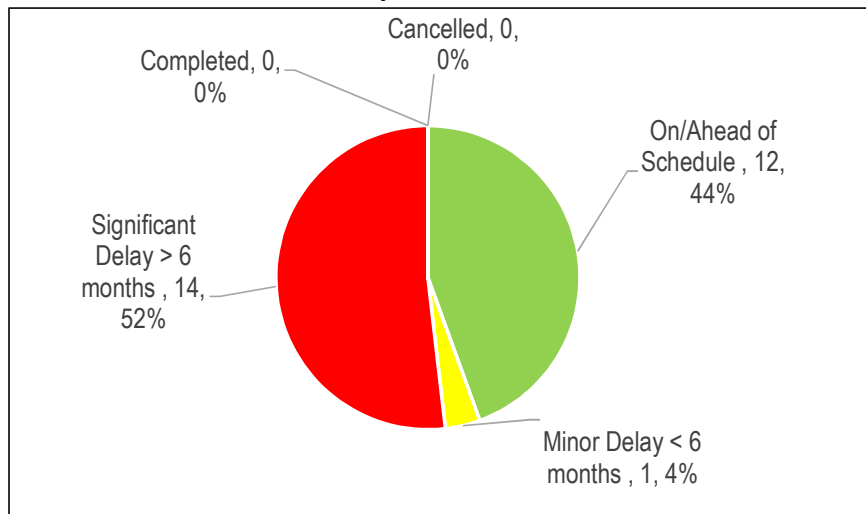


Table 2

Reason for Delay	15	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	12	1
Community Consultation		
Other*	2	
Total # of Projects	14	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
35.69	1.08	33.75		

Reasons for "Other*" Projects Delay:

- Economic Development and Culture Fleet Replacement - Client requested to delay vehicle replacement.
- Toronto Public Library Fleet Replacement - Client requested to delay vehicle replacement.

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fleet Services - Garage Security	0.149	0.012	7.9%	0.046	31.0%	®	®	#1	0.395	0.258
Sub-Total	0.149	0.012	7.9%	0.046	31.0%	-	-		0.395	0.258
Legislated										
Car Share Technology	0.005	0.002	30.5%	0.002	30.5%	®	®	#4	0.145	0.002
EV Program	1.813	0.088	4.8%	1.813	100.0%	®	®	#1	3.015	0.088
Green Fleet Plan	0.212	0.000	0.0%	0.212	100.0%	®	®	#1	0.424	0.000
Sub-Total	2.030	0.089	4.4%	2.027	99.8%	-	-		3.584	0.089
State of Good Repair										
Arena Boards - Fleet Replacement	0.349	0.225	64.5%	0.340	97.3%	®	®		0.349	0.225
Economic Development & Culture - Fleet Replacement	0.050	0.002	4.1%	0.002	4.1%	®	®	#3	0.093	0.045
Engineering & Construction Services - Fleet Replacement	0.580	0.284	49.0%	0.573	98.9%	®	®		1.040	0.312
Exhibition Place - Fleet Replacement	0.387	0.085	22.0%	0.217	56.1%	®	®	#1	1.000	0.698
Facility & Real Estate - Fleet Replacement	0.335	-0.111	-33.2%	0.187	55.7%	®	®	#2, #3	1.737	0.468
Fleet Office Modernization	0.242	0.033	13.4%	0.184	76.0%	®	®	#1	0.300	0.091
Fleet Replacement - Insurance Company	0.272	0.135	49.8%	0.272	100.0%	®	®		0.279	0.143
Fleet Services - Tools and Equipment	0.361	0.260	72.0%	0.306	84.6%	®	®	#1	0.653	0.552
Fuel Site Closures	1.806	0.013	0.7%	1.457	80.7%	®	®		3.537	0.451
Municipal Licensing & Standard - Fleet Replacement	0.571	0.226	39.6%	0.461	80.7%	®	®		0.871	0.526
Parks, Forestry & Recreation - Fleet Replacement	6.418	2.117	33.0%	4.050	63.1%	®	®	#1	17.894	9.124
Policy Planning Finance & Administration - Fleet Replacement	0.031	0.000	0.0%	0.031	100.0%	®	®		0.031	0.000
Purchasing & Materials Management - Fleet Replacement	0.100	0.000	0.0%	0.032	32.2%	®	®	#1	0.100	0.000
Solid Waste - Fleet Replacement	10.714	2.723	25.4%	10.568	98.6%	®	®		44.309	9.652
Toronto Community Housing Corporation - Fleet Replacement	1.037	0.425	41.0%	0.425	41.0%	®	®	#1	1.666	0.888
Toronto Fire - Fleet Replacement	12.989	1.327	10.2%	11.369	87.5%	®	®	#1	28.812	10.947
Toronto Library - Fleet Replacement	1.082	0.000	0.0%	0.447	41.3%	®	®	#1	1.082	0.000
Toronto Paramedic - Fleet Replacement	8.182	0.154	1.9%	7.916	96.7%	®	®		17.807	9.779
Toronto Water - Fleet Replacement	11.791	2.427	401.9%	6.862	58.2%	®	®	#1	38.604	13.800
Toronto Zoo - Fleet Replacement	0.350	0.061	601.9%	0.350	100.0%	®	®		0.350	0.061
Transportation Services - Fleet Replacement	9.943	4.249	42.7%	8.556	86.1%	®	®	#1	49.107	24.274
Sub-Total	67.591	14.636	21.7%	54.606	80.8%	-	-		209.623	82.036

Fleet Services (FLT)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Fleet Management and Fuel Integration Sustainment	0.405	0.096	23.7%	0.124	30.8%	®	®	#1	0.711	0.488
Vendor Management Portal	0.340	0.000	0.0%	0.000	0.0%	®	®	#1	0.478	0.138
Sub-Total	0.745	0.096	12.9%	0.124	16.7%	-	-		1.189	0.626
Total	70.516	14.832	21.0%	56.803	80.6%				214.792	83.009

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:

COVID-19 Related

Note # 2:

Technical adjustment will be made to clear negative balances.

Note # 3:

2021 Vehicle purchasing requirement still pending decision by client.

Note # 4:

Project on time with less expected required spend in 2021.

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

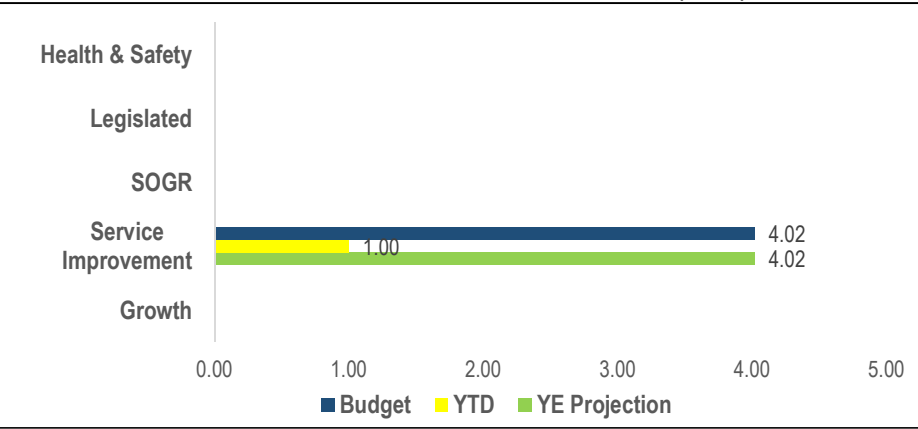


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 5

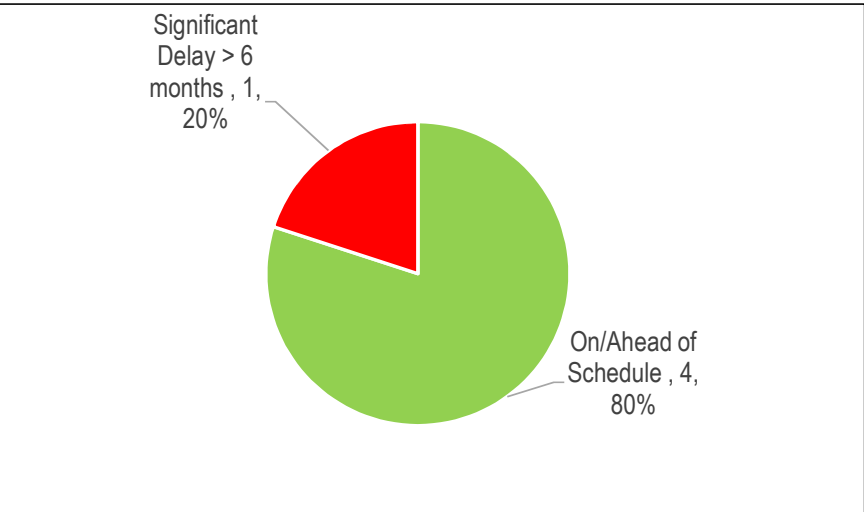


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.72		0.30		

Reasons for "Other*" Projects Delay:

- The Cyber Command Centre project is being put on hold while senior management re-evaluates the project's strategic alignment and the project will be revised during the 2022 Budget process.

Chief Information Security Office (CYB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Service Improvements										
Cyber Command Centre	0.300			0.000	0.0%	Ⓜ	Ⓜ	#1	17.854	
Digitization Support Services	0.585			0.800	136.8%	Ⓜ	Ⓢ	#2	0.585	
Forensics	0.117			0.217	185.5%	Ⓜ	Ⓢ	#2	0.351	
Infrastructure - Vulnerability	0.117			0.920	786.3%	Ⓜ	Ⓢ	#2	0.117	
Managed Security Service Provider (MSSP)	2.902	1.003		2.084	71.8%	Ⓢ	Ⓢ		3.721	1.003
Sub-Total	4.021	1.003	24.9%	4.021	100.0%	-	-		22.628	1.003
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	4.021	1.003	24.9%	4.021	100.0%				22.628	1.003

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

4
6

Note # 1:

A request to permanently re-allocate \$0.300 million from MSSP to the Cyber Command Centre was approved in the Month-4 variance report to start initial planning on the Cyber Command Centre project. However, management has decided to defer and revise the project's timeline through the 2022 budget process.

Note # 2:

The projects are in late stages of the procurement process and projections have been revised based on updated estimates and risk assessments. Budget overages will be addressed with cash flow and project cost re-allocations within the program that will be submitted for approval with the Q2 variance report.

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

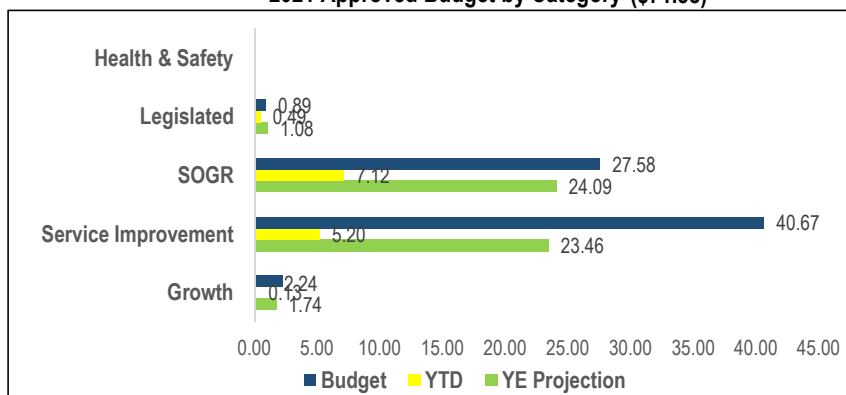


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 71

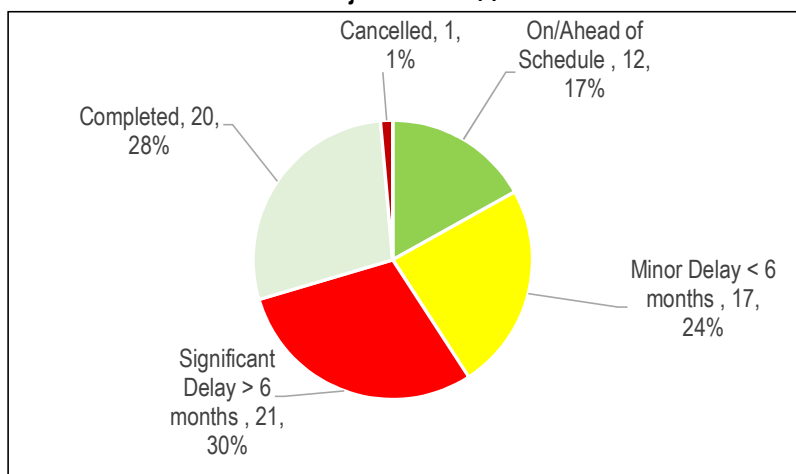


Table 2

Reason for Delay	38	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	5
Procurement Issues		3
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	3	2
COVID-19 Related	5	
Community Consultation		
Other*	6	5
Total # of Projects	21	17

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.11	36.92	14.29	1.60	0.45

Reasons for "Other*" Projects Delay:

- The Artificial Intelligence project for SSHA and TPH are currently assessing the project's implementation approach before continuing Phase 2 of the project.
- The Occupational Health & Safety App was delayed due to negotiations with the vendor taking longer than planned.
- The Museums & Heritage Services IT Infrastructure SOGR is delayed while discussions between the project team and client are being held on how best to proceed with the project.
- The Office 365 project was delayed while the project team finalized the professional services and license agreements with Microsoft.
- The Toronto Property System Refresh project is on-hold while the project team assess similar work being done by the Municipal Property Assessment Corporation.
- The AODA Compliance project is delayed due to re-scoping to better align with the City's Equity and Inclusion and Digital Infrastructure strategies.
- The Enterprise Business Intelligence Implementation project is on hold while the project's scope is being revised.
- The Domino Decommissioning Strategy & Implementation Project is having its scope and strategy reassessed with the TSD Senior Management Team.
- The Enterprise Document & Record Management Solutions project has been delayed while the project team underwent an assessment of solutions to manage physical records.
- The IBMS Review & Transformation project is delayed while discussions between the project team and client are being held on how best to proceed with the project.
- The MLS System Modernization project is delayed while discussions with other stakeholders are taking place to ensure the project aligns with expectations.

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
AODA Compliance	0.591	0.461	77.9%	0.780	131.9%	Ⓡ	Ⓡ	#2	4.800	4.439
EDHR - Complaints Management System	0.300	0.030	10.1%	0.299	99.7%	Ⓢ	Ⓡ	#3	0.308	0.038
Sub-Total	0.891	0.491	55.1%	1.079	121.1%	-	-		5.108	4.477
State of Good Repair										
Asset Lifecycle Management	21.571	6.329	29.3%	21.423	99.3%	Ⓢ	Ⓢ		136.297	119.830
Business Sustainment Systems	0.884	0.328	37.1%	0.477	53.9%	Ⓢ	Ⓡ	#4	5.919	4.207
Corporate Initiatives	0.145	0.000	0.1%	0.000	0.0%	Ⓡ	Ⓢ	#5	5.388	5.199
Corporate Planning & Management	1.121	0.095	8.5%	0.518	46.2%	Ⓡ	Ⓢ	#6	4.836	2.533
IT Service Mgmt.	0.147	0.084	57.1%	0.147	100.0%	Ⓢ	Ⓢ		7.959	3.767
Museums & Heritage Services IT	0.396	0.003	0.8%	0.200	50.5%	Ⓢ	Ⓢ	#7	1.260	0.867
Infrastructure SOGR										
Network Upgrades	0.784	0.150	19.2%	0.435	55.5%	Ⓢ	Ⓢ	#8	4.532	2.523
Technology Infrastructure	2.082	0.128	6.2%	0.894	42.9%	Ⓡ	Ⓡ	#9	5.802	2.755
Toronto Property System (TPS) refresh	0.449	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#10	0.756	0.304
Sub-Total	27.579	7.119	25.8%	24.094	87.4%	-	-		172.749	141.985
Service Improvements										
311 - Technology Upgrades	4.582	0.258	5.6%	2.030	44.3%	Ⓡ	Ⓢ	#11	9.335	0.258
Access Control Self Serve	0.460	0.000	0.0%	0.380	82.6%	Ⓢ	Ⓡ	#12	0.460	0.000
Application Systems	3.582	0.732	20.4%	3.506	97.9%	Ⓢ	Ⓡ	#13	35.146	20.430
Applications Portfolio Tools & Rationalization	0.198	0.037	18.5%	0.057	28.7%	Ⓡ	Ⓢ	#14	0.870	0.143
Artificial Intelligence for SSHA and TPH	0.837	0.075	9.0%	0.537	64.1%	Ⓢ	Ⓢ	#15	1.056	0.294
Asset Management Solution - Transportation	0.275	0.000	409.0%	0.000	0.0%	Ⓡ	Ⓢ	#16	0.849	0.574
Business Sustainment Systems	3.187	0.544	609.0%	1.513	47.5%	Ⓡ	Ⓡ	#17	29.713	23.185
Connect TO - Network Utility	0.350	0.004	1.3%	0.100	28.6%	Ⓡ	Ⓢ	#18	0.350	0.004
Corporate Initiatives	0.737	0.099	13.5%	0.378	51.3%	Ⓢ	Ⓡ	#19	29.021	27.832
Corporate Planning & Management	0.195	0.077	39.2%	0.180	92.3%	Ⓢ	Ⓢ	#20	7.371	2.975
Document Management Capabilities	0.016	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#21	0.275	0.260
ECS Cloud Deployment- Construction Project and DMS	2.041	0.324	15.9%	0.769	37.7%	Ⓡ	Ⓢ	#22	2.758	1.043
Enterprise Time, Attendance & Scheduling Management - PPEB	0.011	0.001	5.0%	0.000	0.0%	Ⓡ	Ⓢ	#21	14.955	14.869
Enterprise Work Management Solution	9.053	1.379	15.2%	6.521	72.0%	Ⓢ	Ⓢ	#23	19.478	1.346
Etime Scheduling Enterprise Rollout	0.767	0.310	40.4%	0.452	59.0%	Ⓢ	Ⓢ	#21	7.355	4.104
HR Labour Relations Information System (LRIS)	0.564	0.085	15.0%	0.165	29.3%	Ⓡ	Ⓡ	#24	0.736	0.257
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.520	0.000
Office 365	5.033	0.477	9.5%	4.000	79.5%	Ⓢ	Ⓢ	#25	8.784	0.477
Open Data Visualization	0.307	0.170	55.3%	0.307	100.0%	Ⓢ	Ⓢ		3.114	2.228

Technology Services (ITP)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Publicly Accessible Wi-Fi For City Facilities	0.245	0.160	65.3%	0.245	100.0%	Ⓒ	Ⓔ	#1	0.975	0.848
Service Now	1.505	0.049	3.2%	0.324	21.5%	Ⓔ	Ⓕ	#26	6.831	0.049
Technology Infrastructure	6.203	0.424	6.8%	2.000	32.2%	Ⓔ	Ⓒ	#27	15.408	2.392
Sub-Total	40.666	5.205	12.8%	23.463	57.7%	-	-		195.360	103.567
Growth Related										
Consolidated Data Centre	1.764	0.064	3.6%	1.264	71.7%	Ⓒ	Ⓔ	#28	2.838	1.138
Corporate Initiatives	0.477	0.068	14.2%	0.477	100.0%	Ⓒ	Ⓔ	#1	1.418	0.603
Sub-Total	2.241	0.131	5.9%	1.740	77.7%	-	-		4.256	1.741
Total	71.378	12.946	18.1%	50.377	70.6%				377.473	251.771

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

Note # 1:

Delayed due to COVID-19.

Note # 2:

The AODA Compliance project is delayed due to re-scoping to better align with the City's Equity and Inclusion and Digital Infrastructure strategies. Projected overspend will be addressed with pending in-year adjustment being submitted with the Q2 variance report.

Note # 3:

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

Note # 4:

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

Note # 5:

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

Note # 6:

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

Note # 7:

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

Note # 8:

The Disaster Recovery Program has been delayed while project resources have been reassigned to other priorities.

Note # 9:

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

Note # 10:

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

Note # 11:

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

Note # 12:

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

Note # 13:

The ECS Business Systems Implementation and CLASS Replacement Planning projects are delayed while management work to fill positions to support the project work. The Enterprise Business Intelligence Implementation project is on hold while the project's scope is being revised. The Domino Decommissioning Strategy & Implementation Project is having its scope and strategy reassessed with the TSD Senior Management Team. The Enterprise Document & Record Management Solutions project has been delayed while the project team underwent an assessment of solutions to manage physical records

Note # 14:

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

Note # 15:

The Artificial Intelligence project for SSHA and TPH are currently assessing the project's implementation approach before continuing Phase 2 of the project.

Note # 16:

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

Technology Services (ITP)

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

Note # 17:

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

Note # 18:

The Connect TO - Network Utility project is delayed while staff resources to support project work are being acquired.

Note # 19:

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

Note # 20:

The SDFA Online Grant Management System is delayed due to SAP integration issues and discussions regarding outstanding deliverables. A new project director has been assigned to complete tasks planned for 2021.

Note # 21:

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

Note # 22:

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

Note # 23:

The Enterprise Work Management Solution project is delayed while Statement of Works are being finalized for remaining participating divisions.

Note # 24:

HR Labour Relations Information System (LRIS) is delayed while the project team prepares a staff report to authorize the procurement.

Note # 25:

The Office 365 project was delayed while the project team finalized the professional services and license agreements with Microsoft.

Note # 26:

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

Note # 27:

The Modernized Data Centre Architecture project was delayed while the Statement of Work (SOW) was being developed. The SOW for Network Infrastructure and Open Shift Implementation has since been finalized. Detailed requirements & design sessions are in progress. Required hardware will be finalized in Q3 to initiate the procurement.

Note # 28:

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

2021 Capital Spending by Program
Finance and Treasury Services

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Office of the CFO and Treasurer	4M	2.49	0.00	1.67	66.9%		Ⓢ
	Q2	2.49	0.00	0.73	29.3%	↓	Ⓡ
Office of the Controller	4M	76.74	1.07	23.25	30.3%		Ⓡ
	Q2	76.74	1.88	18.45	24.0%	↓	Ⓡ
TOTAL	4M	79.23	1.07	24.92	31.4%		Ⓡ
	Q2	79.23	1.88	19.18	24.2%	↓	Ⓡ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for Office of the Controller totalled \$0.0 million of their 2021 Approved Capital Budget of \$2.5 million; while Office of the Controller has spent \$ 1.88 million of their 2021 Approved Capital Budget of \$76.74 million. Spending is expected to increase to \$19.18 million (24.2%) by year-end.

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

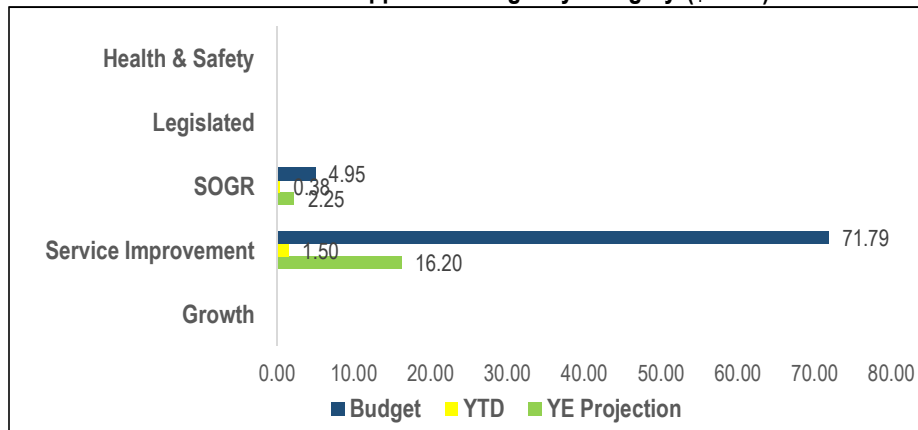


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 12

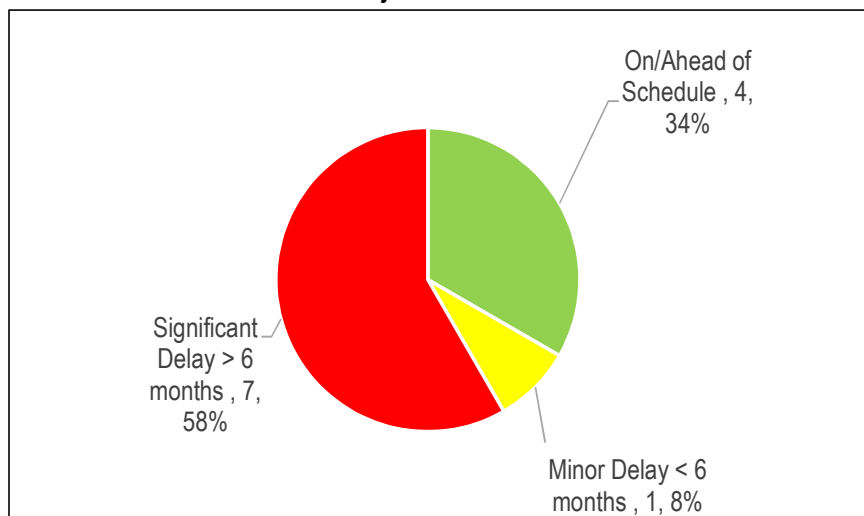


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	2	
Community Consultation		
Other*		1
Total # of Projects	6	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.88	66.64	9.22		

Reasons for "Other*" Projects Delay:

- 1 Project has been delayed to Fall 2021 due to other competing priorities within the Financial Sustainability program.

Key Discussion Points: (Please provide reason for delay)

- 2 project are significantly delayed due to COVID-19

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

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

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

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

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



Office of the Controller (FNS)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total				0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Tax Billing System	2.739	0.132	4.8%	1.239	45.2%	Ⓡ	Ⓡ	# 1	8.873	2.783
Utility Billing System	2.208	0.245	11.1%	1.008	45.6%	Ⓡ	Ⓡ	# 2	5.971	1.218
Sub-Total	4.947	0.377	7.6%	2.247	45.4%	-	-		14.844	4.001
Service Improvements										
Parking Tag Management	0.096	0.000	0.0%	0.046	47.7%	Ⓡ	Ⓡ	# 3	2.458	0.662
Software Upgrade										
Electronic Self Service Tax and Utility	0.317	0.009	2.9%	0.317	100.0%	Ⓢ	Ⓢ		0.551	0.243
EBILLING INITIATIVE	0.076	0.000	0.1%	0.076	100.0%	Ⓢ	Ⓢ		0.469	0.393
REVENUE SYSTEM - PHASE 11 - 2000	0.162	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	# 4	3.500	3.338
Supply Chain Management Transformation (SCMT)	4.330	0.671	15.5%	2.363	54.6%	Ⓢ	Ⓢ	# 5	26.039	17.776
PPEB Transformation Program	3.822	0.159	4.2%	2.913	76.2%	Ⓢ	Ⓡ	# 6	7.470	1.084
EMPLOYEE SERVICE CENTRE (ESC)	0.189	0.008	4.3%	0.008	4.3%	Ⓡ	Ⓡ	# 7	1.180	1.000
Financial Systems Transformation Project	62.311	0.526	0.8%	10.000	16.0%	Ⓡ	Ⓢ	# 8	137.195	0.526
FINANCE ACCOUNTING SYSTEMS TRANSFORMATIO	0.260	0.000	0.0%	0.250	96.0%	Ⓢ	Ⓢ		2.000	1.740
FAST - BUSINESS TRANSFORMATION	0.231	0.128	55.3%	0.230	99.6%	Ⓢ	Ⓢ		1.964	1.861
Sub-Total	71.794	1.501	2.1%	16.204	22.6%	-	-		182.826	28.622
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	76.741	1.878	2.4%	18.451	24.0%				197.670	32.623

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:

Delays in obtaining resources has resulted in not spending 1.5M, which will become a carry forward and an extension of the project end date to 2023.

Note # 2:

Delays in obtaining resources has resulted in not spending 1.2M which will become a carry forward and an extension of the project end date to 2023.

Note # 3:

Delays in obtaining resources has resulted in not spending 50K, which will become a carry forward into 2022.

Note # 4:

Delays in obtaining resources has resulted in not spending 161,733, which will become a carry forward into 2022.

Note # 5:

Office of the Controller (FNS)

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

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

Note # 6:

This capital budget line item is for PPEB Transformation program of work - includes multiple projects and initiatives as part of PPEB Transformation strategic

Note # 7:

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

Note # 8:

2021 spending includes System Integration (SI) Advisory Support (EY), Change Management Support (EY), Legal Negotiations Support (DWW), and awarding the RFP contract to the System Integrator (Deloitte). The System Integrator was expected to begin the Design Phase of the project in May 2021, however it has been delayed to Fall 2021 due to other competing priorities within the Financial Sustainability program.

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

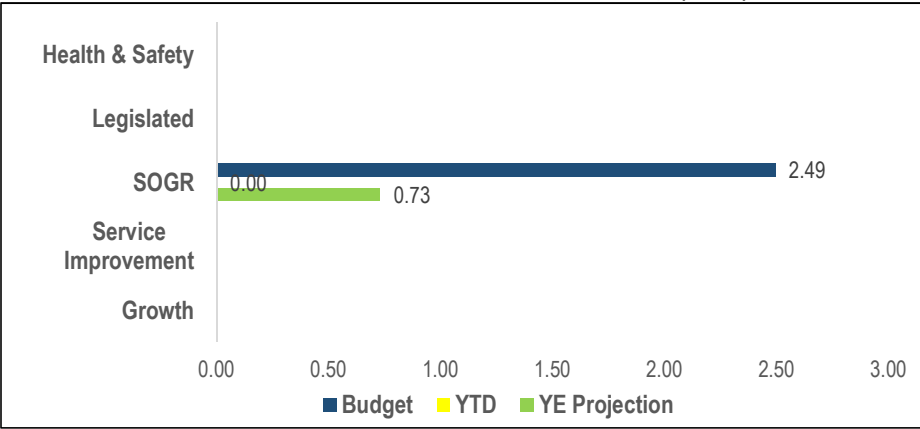


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 2

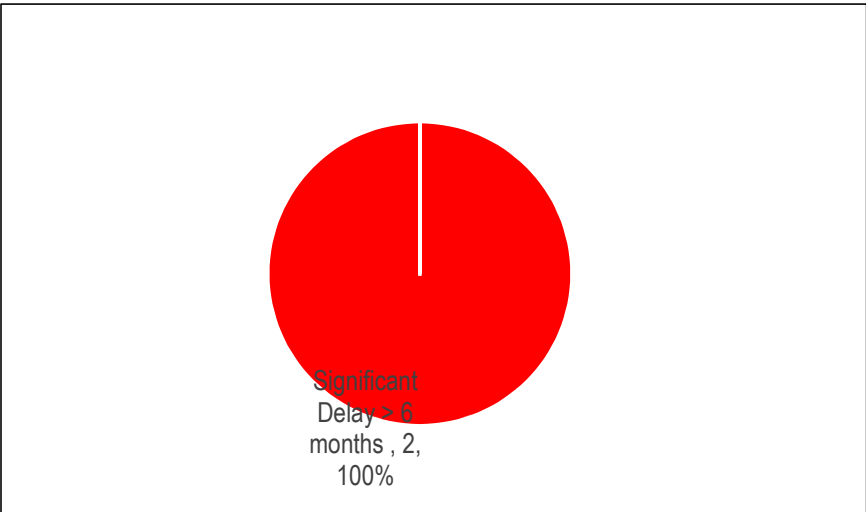


Table 2

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

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

- Project not started yet. July 1, 2024 is the date for municipalities to have an approved asset management plan

Key Discussion Points: (Please provide reason for delay)

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.707	0.000	0.0%	0.341	20.0%	®	®	#1	3.096	0.930
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.787	0.000	0.0%	0.389	49.4%	®	®	#2	1.892	1.106
Sub-Total	2.494	0.000	0.0%	0.730	29.3%	-	-		4.988	2.036
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	2.494	0.000	0.0%	0.730	29.3%				4.988	2.036

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:

4

Project not started yet. July 1, 2024 is the date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

Note # 2:

- RFP could not be issued in fall 2020 as originally anticipated due to delay in assigning TS staff resources to complete the RFP and technical requirements. RFP was released on April 7, 2021 and was closed on May 7, 2021.
- Evaluation stage was delayed as some submissions were not in compliance. Evaluation began on June 21, 2021 and will be completed by July 6, 2021. Evaluation Consensus meeting scheduled for July 7, 2021.

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

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Clerk's	4M	15.01	0.84	14.93	99.5%		Ⓢ
	Q2	15.01	1.40	14.83	98.8%	↓	Ⓢ
Corporate Initiatives	4M	3.36	0.03	1.51	44.8%		Ⓡ
	Q2	3.36	0.06	1.51	44.8%	□	Ⓡ
TOTAL	4M	18.37	0.87	16.44	89.5%		Ⓢ
	Q2	18.37	1.46	16.34	88.9%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for Other City Programs totalled \$1.45 million of their collective 2021 Approved Capital Budget of \$18.37 million. Spending is expected to increase to \$ 16.33 million (88.9%) by year-end. City Clerk has a projected year-end spending rate over 70%, while Corporate Initiatives has a projected spending rate below 70%.

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

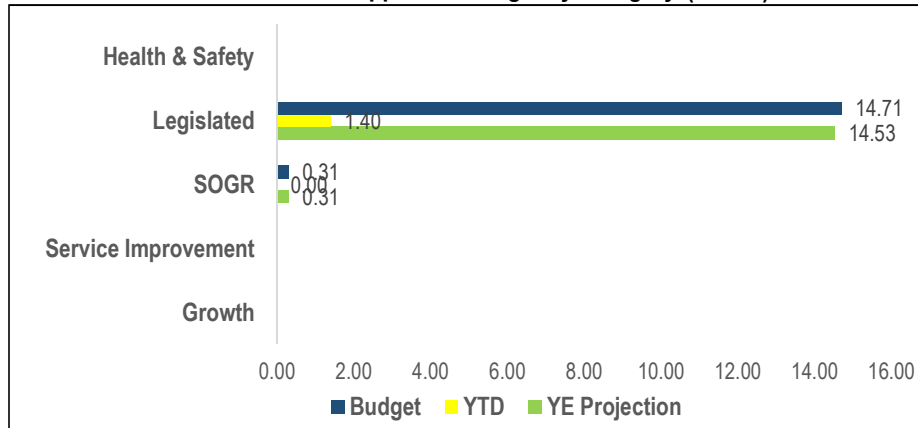


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 11

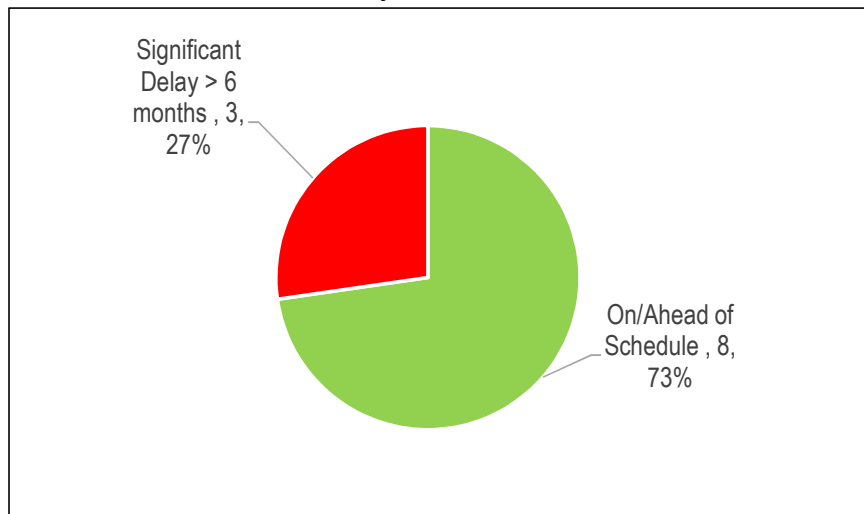


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.06		0.95		

Key Discussion Points: (Please provide reason for delay)

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

City Clerk's Office (CLK)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Election Technology Program For 2022 Election	2.129	1.028	48.3%	2.129	100.0%	G	G		6.530	3.769
TMMIS SOGR 2019-2022	0.270	0.101	37.4%	0.270	100.0%	G	R	#1	0.960	0.261
Replacement of Voting	9.000	0.000	0.0%	9.000	100.0%	G	G		18.000	0.000
City Clerk's Business System - Legislative Compliance	0.225	0.000	0.0%	0.130	57.6%	Y	R	#1	0.449	0.224
City Clerk's Business System - 2020-2021	0.427	0.136	31.9%	0.409	95.7%	G	G		0.565	0.274
Council Business system - 2020- 2021	0.456	0.132	29.0%	0.389	85.3%	G	R	#1	0.680	0.322
Council Transition Requirements 2017	0.050	0.002	4.8%	0.050	100.0%	G	G		1.267	1.193
Election Supply Logistics Transformation	2.150	0.000	0.0%	2.150	100.0%	G	G		2.150	0.000
Sub-Total	14.707	1.400	9.5%	14.526	98.8%	-	-		30.601	6.043
State of Good Repair										
Archives Equipment Upgrade 2017-2023	0.057	0.000	0.0%	0.057	100.0%	G	G		0.265	0.208
Records Centre Services SOGR	0.050	0.000	0.0%	0.050	100.0%	G	G		0.250	0.000
Mail Security & Mail Room Updates	0.200	0.000	0.0%	0.200	100.0%	G	G		0.200	0.000
Sub-Total	0.307	0.000	0.0%	0.307	100.0%	-	-		0.715	0.208
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000	0.000	600.0%	0.000		-	-		0.000	0.000
Total	15.013	1.400	9.3%	14.833	98.8%				31.316	6.251

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

Note # 1:

The projects are delayed due to COVID-19 related impacts

**2021 Capital Spending by Program
City Agencies**

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	4M	12.31	1.50	12.31	100.0%		Ⓒ
	Q2	12.31	3.57	12.31	100.0%	↑	Ⓒ
Go Transit	4M	60.00	0.00	60.00	100.0%		Ⓒ
	Q2	60.00	0.00	0.00	0.0%	↓	Ⓓ
To Live	4M	30.55	1.25	27.39	89.6%		Ⓒ
	Q2	30.55	3.01	27.24	89.2%	↓	Ⓒ
TRCA	4M	18.20	6.07	18.20	100.0%		Ⓒ
	Q2	18.20	9.10	18.20	100.0%	□	Ⓒ
Toronto Police	4M	72.85	6.76	58.58	80.4%		Ⓒ
	Q2	72.85	19.97	53.15	73.0%	↓	Ⓒ
Toronto Public Health	4M	5.03	0.12	3.22	64.0%		Ⓐ
	Q2	5.03	1.09	3.31	65.7%	↑	Ⓐ
Toronto Public Library	4M	44.99	8.18	44.79	99.5%		Ⓒ
	Q2	45.30	13.39	37.86	83.6%	↓	Ⓒ
Toronto Zoo	4M	20.26	2.17	19.24	95.0%		Ⓒ
	Q2	20.26	2.56	18.01	88.9%	↓	Ⓒ
Toronto Transit Commission	4M	1,376.04	190.71	1,226.43	89.1%		Ⓒ
	Q2	1,376.04	388.97	1,154.70	83.9%	↓	Ⓒ
TOTAL	4M	0.00	216.75	1,470.16	#####		Ⓓ
	Q2	1,640.53	441.66	1,324.79	80.8%	↓	Ⓒ
Ⓒ >70% Ⓐ between 50% and 70% Ⓓ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for City Agencies totalled \$441.66 million of their collective 2021 Approved Capital Budget of \$1,641 billion. Spending is expected to increase to \$1,325 billion (80.8%) by year-end. 7 Agencies have projected year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

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

Chart 1

2021 Approved Budget by Category (\$12.31)

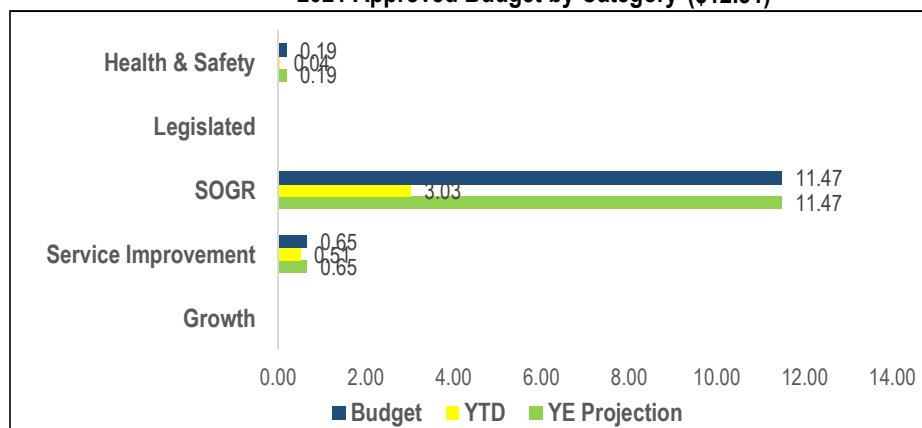


Table 1

2021 Active Projects by Category

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

Chart 2

Project Status - 53

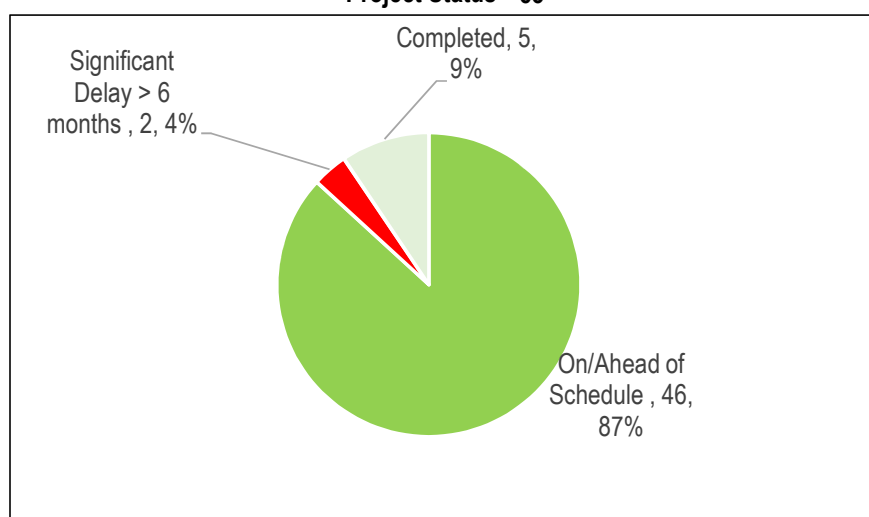


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.45		0.15	0.71	

Key Discussion Points:

- Exhibition Place is currently projecting a 2021 Year-end spend of \$12.312 million, or 100% of its 2021 Council Approved Capital Budget. Due to COVID-19, Exhibition Place does not have the challenge of scheduling capital projects around the usual event schedule. This allows more time and flexibility to complete projects especially in the summer months as all major events were cancelled.
- The 2 projects experiencing delays are Carry-Forward projects from 2020 and are expected to be completed by the end of the 3rd quarter.

Exhibition Place (EXH)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Other Building	0.190	0.038	0.0%	0.190	100.0%	Ⓞ	Ⓞ		0.275	0.123
Sub-Total	0.190	0.038	19.8%	0.190	100.0%	-	-		0.275	0.123
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Pre-Engineering Program	0.173	0.036	20.6%	0.173	100.0%	Ⓞ	Ⓞ		0.175	0.038
Queen Elizabeth Building	0.197	0.004	2.0%	0.197	100.0%	Ⓞ	Ⓞ		0.200	0.007
Other Building	0.423	0.009	2.1%	0.423	100.0%	Ⓞ	Ⓡ	#1	0.865	0.451
Equipment	0.793	0.217	27.3%	0.793	100.0%	Ⓞ	Ⓞ		0.710	0.224
Enercare Centre	6.472	2.275	35.1%	6.472	100.0%	Ⓞ	Ⓞ		7.020	2.823
Coliseum Complex	0.248	0.086	34.8%	0.248	100.0%	Ⓞ	Ⓞ		0.250	0.088
Parks, Parking Lots and Roads	0.961	0.225	23.4%	0.961	100.0%	Ⓞ	Ⓡ	#2	0.995	0.259
Horse Palace	0.100	0.003	3.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.002
Food Building	0.037	0.037	100.0%	0.037	100.0%	Ⓞ	Ⓞ		0.507	0.507
Better Living Centre	0.173	0.004	2.0%	0.173	100.0%	Ⓞ	Ⓞ		0.175	0.006
Beanfield Centre	0.943	0.090	9.5%	0.943	100.0%	Ⓞ	Ⓞ		0.950	0.097
Electrical Underground High Voltage Utilities	0.950	0.041	4.3%	0.950	100.0%	Ⓞ	Ⓞ		0.950	0.071
Sub-Total	11.470	3.026	26.4%	11.470	100.0%	-	-		12.897	4.571
Service Improvements										
Enercare Centre	0.150	0.005	3.0%	0.150	100.0%	Ⓞ	Ⓞ		0.150	0.005
Beanfield Centre	0.502	0.502	100.0%	0.502	100.0%	Ⓞ	Ⓞ		3.180	3.180
Sub-Total	0.652	0.507	77.7%	0.652	100.0%	-	-		3.330	3.185
Growth Related			400.0%							
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	12.312	3.570	29.0%	12.312	100.0%				16.502	7.879

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

Note # 1:

The *Other Buildings* (\$0.085 million) project is delayed due to COVID-19 related issues. The project is expected to be completed by the end of September

Note # 2:

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

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

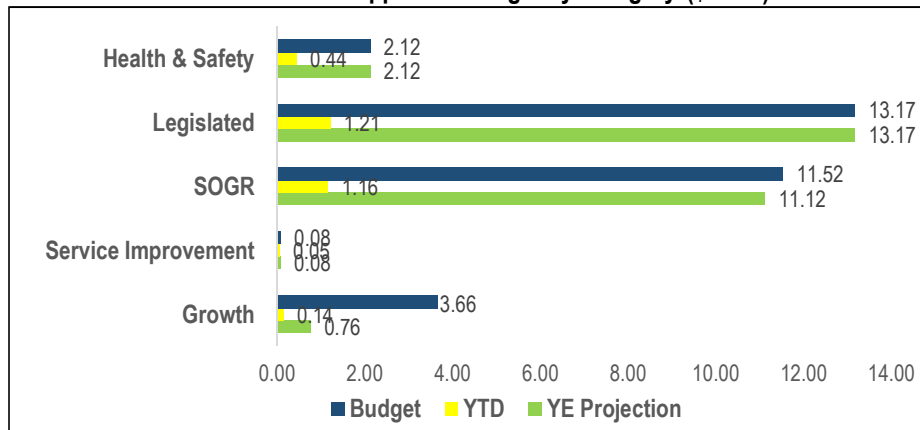


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 19

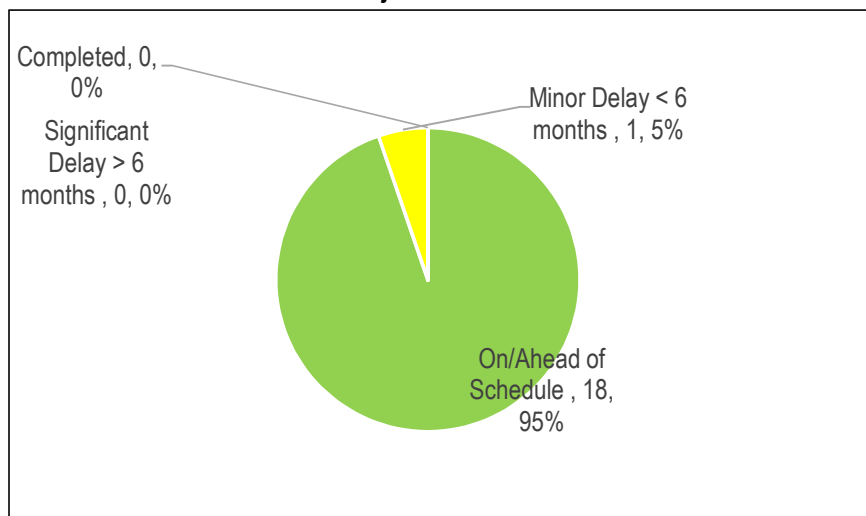


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

- TO Live spent \$3.005 million or 9.8% YTD and is projecting to spend \$27.243 million or 89.2% of its 2021 Council Approved Capital Budget by end of 2021.
- The St. Lawrence Centre for the Arts - Redevelopment Planning project has experienced delays due to COVID-19. The project is in the public consultation stage which will include an extensive series of town hall meetings and specific engagement sessions with local arts and community groups.

TO Live (HUM)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Meridian Hall - Door Replacement Phase 2	1.228	0.024	1.9%	1.228	100.0%	Ⓔ	Ⓔ		2.095	0.091
Meridian Hall - Health & Safety Upgrades - COVID-19	0.666	0.341	51.3%	0.666	100.0%	Ⓔ	Ⓔ		0.666	0.341
Meridian Arts Centre - Health & Safety Upgrades - COVID-	0.224	0.075	33.5%	0.224	100.0%	Ⓔ	Ⓔ		0.224	0.075
Sub-Total	2.118	0.441	20.8%	2.118	100.0%	-	-		2.985	0.507
Legislated										
Meridian Hall - AODA Projects	6.472	0.651	10.1%	6.472	100.0%	Ⓔ	Ⓔ		10.783	2.269
Meridian Arts Centre - AODA Projects	6.699	0.560	8.4%	6.699	100.0%	Ⓔ	Ⓔ		10.563	1.139
Sub-Total	13.171	1.211	9.2%	13.171	100.0%	-	-		21.345	3.409
State of Good Repair										
Meridian Hall - IGU Replacement Phase 2	0.031	0.001	1.7%	0.031	100.0%	Ⓔ	Ⓔ		0.876	0.808
Meridian Hall - Building Condition Assessment	0.081	0.068	83.4%	0.081	100.0%	Ⓔ	Ⓔ		0.081	0.068
Meridian Hall - Motor Control Centres Phase 2	0.300	0.175	58.4%	0.300	100.0%	Ⓔ	Ⓔ		0.638	0.488
Meridian Hall - Replace Air Handling Units and Coils Phase 2	0.031	0.009	29.5%	0.031	100.0%	Ⓔ	Ⓔ		1.091	1.069
Meridian Arts Centre - SOGR Projects	5.853	0.570	9.7%	5.447	93.1%	Ⓔ	Ⓔ		8.814	0.674
Meridian Arts Centre - Roof Replacement (Flat)	2.576	0.068	2.6%	2.576	100.0%	Ⓔ	Ⓔ		2.576	0.068
St. Lawrence Centre for the Arts - SOGR Projects	0.951	0.120	12.6%	0.951	100.0%	Ⓔ	Ⓔ		0.951	0.120
Meridian Hall - Theatre Systems	0.356	0.008	2.4%	0.356	100.0%	Ⓔ	Ⓔ		0.356	0.008
Meridian Hall - Lobby Presentation Systems	0.283	0.015	5.3%	0.283	100.0%	Ⓔ	Ⓔ		0.283	0.015
Meridian Hall - Video Systems Infrastructure	0.497	0.019	3.9%	0.497	100.0%	Ⓔ	Ⓔ		0.497	0.019
Meridian Hall - Video Presentation and Monitoring System	0.350	0.000	0.1%	0.350	100.0%	Ⓔ	Ⓔ		0.350	0.000
Meridian Hall - Microphones and Processing	0.214	0.108	50.6%	0.214	100.0%	Ⓔ	Ⓔ		0.214	0.108
Sub-Total	11.523	1.161	10.1%	11.116	96.5%	-	-		16.727	3.446
Service Improvements										
Meridian Arts Centre - Sound Isolation	0.077	0.054	69.9%	0.077	100.0%	Ⓔ	Ⓔ		0.215	0.192
Sub-Total	0.077	0.054	669.9%	0.077	100.0%	-	-		0.215	0.192
Growth Related										
St. Lawrence Centre for the Arts - Redevelopment Planning	3.661	0.139	3.8%	0.761	20.8%	Ⓓ	Ⓕ	#1	3.750	0.229
Sub-Total	3.661	0.139	3.8%	0.761	20.8%	-	-		3.750	0.229
Total	30.550	3.006	9.8%	27.243	89.2%				45.022	7.782

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:

The St. Lawrence Centre for the Arts - Redevelopment Planning project was previously delayed as the public engagement was put on pause due to COVID-19. TO Live and CreateTO have launched public consultation process in March 2021 for the reimagining of the St. Lawrence Centre for the Arts. It is anticipated that \$0.760 million of the cash flow will be spent by year-end.

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

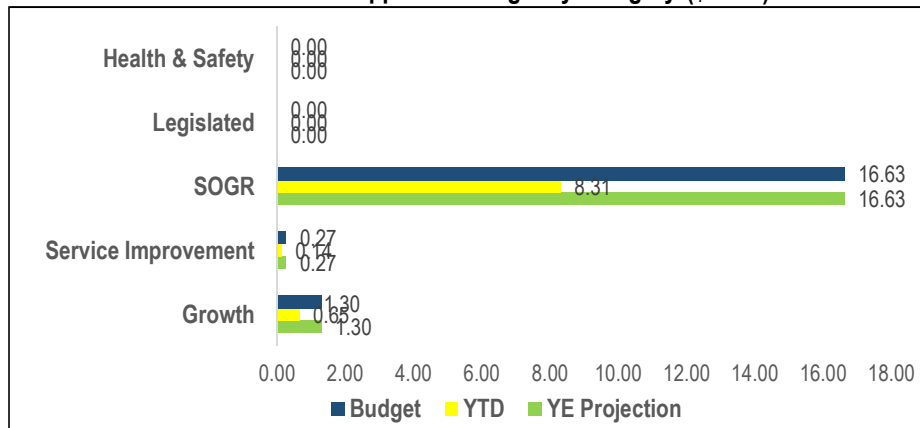


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

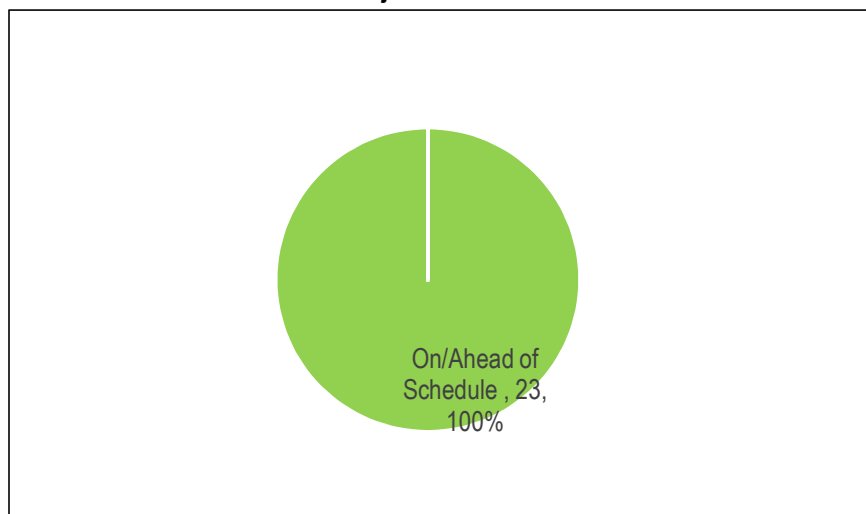


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

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

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Greenspace Land Acquisition (Toronto Share)	0.064	0.032	50.0%	0.064	100.0%	Ⓔ	Ⓔ		0.812	0.780
Shoreline Monitoring & Maintenance	0.400	0.200	50.0%	0.400	100.0%	Ⓔ	Ⓔ		3.950	3.750
Erosion Infrastructure - Major Maintenance	1.200	0.600	50.0%	1.200	100.0%	Ⓔ	Ⓔ		11.030	10.430
Black Creek Pioneer Village Retrofit	0.371	0.186	50.0%	0.371	100.0%	Ⓔ	Ⓔ		3.205	3.020
Living City Action Plan - Sustainable Communities	0.902	0.451	50.0%	0.902	100.0%	Ⓔ	Ⓔ		8.124	7.673
Living City Action Plan - Watershed Monitoring	0.540	0.270	50.0%	0.540	100.0%	Ⓔ	Ⓔ		4.892	4.622
Living City Action Plan - Regional Watershed Management	1.407	0.704	50.0%	1.407	100.0%	Ⓔ	Ⓔ		10.717	10.014
Living City Action Plan - Regeneration Sites	0.511	0.256	50.0%	0.511	100.0%	Ⓔ	Ⓔ		4.773	4.518
Waterfront Development - Environmental Monitoring	0.245	0.123	50.0%	0.245	100.0%	Ⓔ	Ⓔ		2.445	2.323
Waterfront Development - Keating Channel Dredging	0.320	0.160	50.0%	0.320	100.0%	Ⓔ	Ⓔ		3.200	3.040
Waterfront Development - Ashbridges Bay	0.250	0.125	50.0%	0.250	100.0%	Ⓔ	Ⓔ		2.700	2.575
Tommy Thompson Cell Capping	0.050	0.025	50.0%	0.050	100.0%	Ⓔ	Ⓔ		0.879	0.854
Waterfront Development - Ongoing Major Maintenance	0.188	0.094	50.0%	0.188	100.0%	Ⓔ	Ⓔ		2.206	2.112
Toronto Planning Initiatives	0.100	0.050	50.0%	0.100	100.0%	Ⓔ	Ⓔ		0.480	0.430
Information Technology Replacement	0.257	0.129	50.0%	0.257	100.0%	Ⓔ	Ⓔ		2.605	2.477
Gibraltar Point Erosion	3.000	1.500	50.0%	3.000	100.0%	Ⓔ	Ⓔ		15.230	13.730
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.161	50.0%	0.322	100.0%	Ⓔ	Ⓔ		2.530	2.369
Layer 2 - Extra Waterfront Major Maintenance	2.300	1.150	50.0%	2.300	100.0%	Ⓔ	Ⓔ		6.950	5.800
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.100	450.0%	0.200	100.0%	Ⓔ	Ⓔ		2.200	2.100
Layer 2 - Extra Erosion Major Maintenance	4.000	2.000	650.0%	4.000	100.0%	Ⓔ	Ⓔ		19.556	17.556
Sub-Total	16.627	8.314	50.0%	16.627	100.0%	-	-		108.484	100.171
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.135	50.0%	0.270	100.0%	Ⓔ	Ⓔ		2.520	2.385
Sub-Total	0.270	0.135	50.0%	0.270	100.0%	-	-		2.520	2.385
Growth Related										
Long Term Accommodation Plan - 5 Shoreham	1.283	0.642	50.0%	1.283	100.0%	Ⓔ	Ⓔ		31.860	4.504
Toronto Wildlife Centre Site Restoration	0.017	0.008	50.0%	0.017	100.0%	Ⓔ	Ⓔ		4.517	4.508
Sub-Total	1.300	0.650	50.0%	1.300	100.0%	-	-		36.377	9.012
Total	18.197	9.098	50.0%	18.197	100.0%				147.381	111.567

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

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

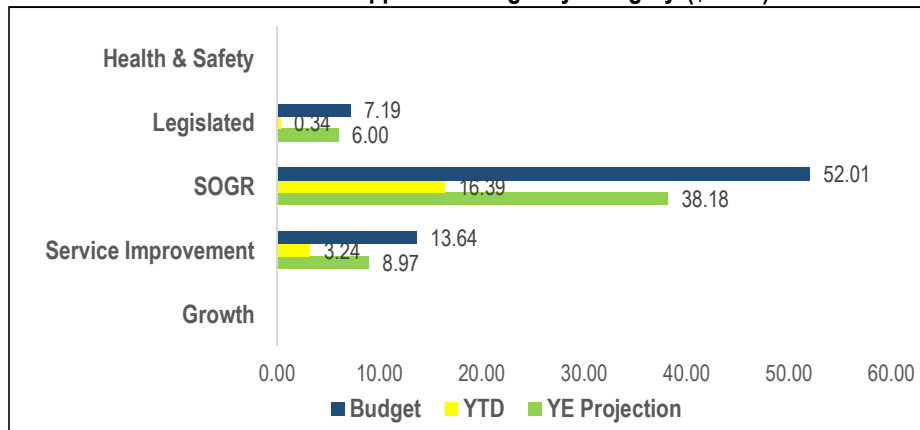


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 38

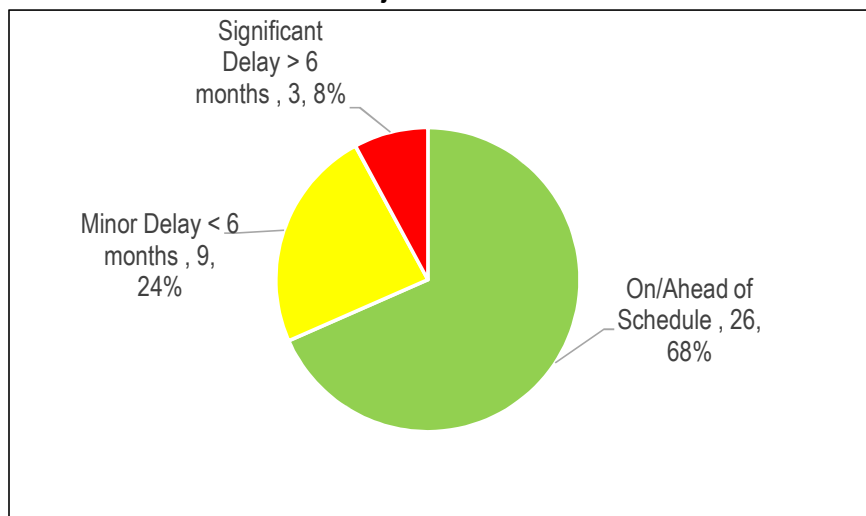


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
COVID-19 Related	1	5
Community Consultation		
Other*	1	2
Total # of Projects	3	9

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
44.29	27.19	1.37		

Reasons for "Other*" Projects Delay:

- 54/55 Divisions Amalgamation: due to delays from CreateTO, construction is postponed until 2022 and architectural services will be completed in 2021.
- Property & Evidence Scanners: the WiFi infrastructure upgrade has commenced, and the MC93 scanners will be purchased along with the

Toronto Police Service (POL)

Key Discussion Points:

- Toronto Police Service is projecting 2021 year-end spend of \$53.148 million, or 73% of its 2021 Approved Capital Budget of \$72.846 million.
- Due to COVID-19, there have been delays in planned construction schedules, including labour and critical supply chain disruptions, delays in obtaining required permits. The duration and full impact of COVID19 is still unknown, which may result in further impacts to the capital program delivery particularly the facility related capital projects such as 54/55 Divisions Amalgamation, 41 Division, and a new Communication Centre, as well as consulting work for the Long-Term Facility Plan.
- From the forecasted 2021 gross under-expenditure \$3.2M will be returned to the Vehicle and Equipment reserve due to savings realized in the Workstation, Laptop, Printer lifecycle project due to lower pricing (\$1.3M), utilization of Provincial grant funds for the replacement of servers in the Closed Circuit Television project (\$0.2M), Lifecycle replacement for Connected Officer phones (\$0.2M) that are not required; the Wireless Parking System project being delivered below budget (\$0.3M); and utilization of Provincial grant funds for a portion of equipment required for

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

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

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

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

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



Toronto Police Service (POL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Next Generation (N.G.) 9-1-1 Communication Center	6.695	0.344	5.1%	5.699	85.1%	G	G	#1	8.985	0.999
	0.500	0.000	0.0%	0.300	60.0%	Y	Y		0.500	0.000
Sub-Total	7.195	0.344	4.8%	5.999	83.4%	-	-		9.485	0.999
State of Good Repair										
State-of-Good-Repair	6.059	1.127	18.6%	4.002	66.1%	Y	Y		on-going	on-going
Radio Replacement	6.130	2.916	47.6%	6.130	100.0%	G	G		38.051	32.482
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.581	0.000	0.0%	1.344	85.0%	G	G		4.285	2.704
Mobile Command Centre	1.735	0.000	0.0%	0.535	30.8%	R	Y	#2	1.735	0.000
Vehicle Replacement	8.373	6.298	75.2%	8.205	98.0%	G	G		162.892	84.386
Furniture Lifecycle Replacement	1.117	0.252	22.5%	0.708	63.4%	Y	G		14.440	12.100
Workstation, Laptop, Printer- Lifecycle plan	4.324	1.608	37.2%	2.525	58.4%	Y	G		81.082	43.434
Servers - Lifecycle Plan	6.865	0.653	9.5%	4.089	59.6%	Y	Y	#3	95.239	44.444
IT Business Resumption	2.569	0.146	5.7%	0.660	25.7%	R	Y		42.088	20.831
Mobile Workstation	4.081	1.677	41.1%	3.881	95.1%	G	G		48.429	23.293
Locker Replacement	0.658	0.002	0.3%	0.458	69.6%	Y	G		8.661	3.145
Network Equipment	1.750	0.021	1.2%	1.600	91.4%	G	G		58.556	21.977
In-car Camera	0.000	0.000	0.0%	0.000	0.0%	G	G		10.491	4.216
Voice Logging	0.000	0.000	0.0%	0.000	0.0%	G	G		2.460	1.460
DVAM I, II (LR)	1.318	0.352	26.7%	1.008	76.5%	G	Y		12.941	4.319
Automatic Vehicle Locator (A.V.L.)	0.789	0.000	0.0%	0.589	74.7%	G	G		7.172	2.383
Property & Evidence Scanners	0.043	0.002	5.7%	0.043	100.0%	G	R	#4	0.066	0.025
Small Equipment Replacement	1.222	0.330	27.0%	0.922	75.5%	G	G		9.271	4.317
Security System Replacement	0.095	0.094	99.5%	0.094	99.5%	G	G		1.600	1.600
Digital Photography	0.323	0.232	71.8%	0.323	100.0%	G	G		2.332	1.297
Radar Unit Replacement	0.016	0.005	34.3%	0.016	100.0%	G	G		1.869	0.951
Divisional Parking lot Network	0.000	0.000	0.0%	0.000	0.0%	G	G		3.799	1.999
Conducted Energy Weapon	1.942	0.560	28.8%	0.768	39.6%	R	G	#5	9.083	1.862
Closed Circuit Television (C.C.T.V.)	0.326	0.042	428.8%	0.120	36.9%	R	G	#6	3.163	0.880
Connected Officer LR	0.250	0.000	628.8%	0.000	0.0%	R	G	#7	10.179	0.000
Livescan	0.000	0.000	0.0%	0.000	0.0%	G	G		1.205	0.665
Electronic Surveillance	0.033	0.027	81.6%	0.031	94.1%	G	G		1.625	2.049
Wireless Parking System	0.414	0.042	10.1%	0.127	30.7%	R	R	#8	13.784	3.366
Sub-Total	52.012	16.387	31.5%	38.180	73.4%	-	-		646.498	320.182
Service Improvements										
Transforming Corporate Support	1.376	0.016	1.2%	0.200	14.5%	R	Y	#9	9.242	6.574
54/55 Divisions Amalgamation	0.908	0.018	1.9%	0.350	38.5%	R	R	#10	50.500	0.293
ANCOE (Enterprise Business Intelligence and Global Search)	1.019	0.794	77.9%	0.874	85.7%	G	G		12.528	11.898
Body Worn Camera - Phase II	2.800	1.463	52.2%	2.600	92.9%	G	G		5.855	4.518
41 Division	6.016	0.687	11.4%	3.876	64.4%	Y	Y	#11	50.500	1.742

Toronto Police Service (POL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Long Term Facility Plan - Facility and Process	0.700	0.197	28.2%	0.700	100.0%	Ⓔ	Ⓔ	#12	4.492	2.220
Long Term Facility Plan - Consultant	0.750	0.000	0.0%	0.300	40.0%	Ⓓ	Ⓕ		0.750	0.000
Automated External Defibrillator (A.E.D.s.)	0.070	0.065	93.1%	0.070	100.0%	Ⓔ	Ⓔ		0.386	0.150
Sub-Total	13.640	3.239	23.7%	8.969	65.8%	-	-		134.253	27.396
Total	72.846	19.970	27.4%	53.148	73.0%				790.236	348.577

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

Note # 1: Communication Center Consulting

Project delayed due to COVID19.

Note # 2: Mobile Command Centre

The RFP/RFQ is being delayed.

Note # 3: IT Business Resumption

The Datacentre Rationalization activity will not be completed in 2021. TPS is engaging Gartner and Purchasing Services on creating Value-Added Reseller (VAR) RFP.

Note # 4: Property & Evidence Scanners

The WiFi infrastructure upgrade at 330 Progress Avenue has commenced and anticipated to be completed in September of 2021. The MC93 scanners are being purchased along with the necessary PEMS software in 2021. The completion of the WiFi infrastructure is tied to this project and the procurement of the general warehouse WiFi scanners.

Note # 5: Conducted Energy Weapon

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

Note # 6: Closed Circuit Television (C.C.T.V.)

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

Note # 7: Connected Officer

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

Note # 8: Wireless Parking System

Project delayed due to COVID19.

Note # 9: Transforming Corporate Support

The project has been impacted by COVID-19 and resource constraints. The plan is being delayed till next year.

Note # 10: 54/55 Divisions Amalgamation

Project timelines are behind schedule due to delays from CreateTO. The construction will not begin until 2022. Only architectural services will be completed in 2021.

Note # 11: 41 Division

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

Note # 12: Long Term Facility Plan

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

Chart 1
2020 Approved Budget by Category (\$5.03)

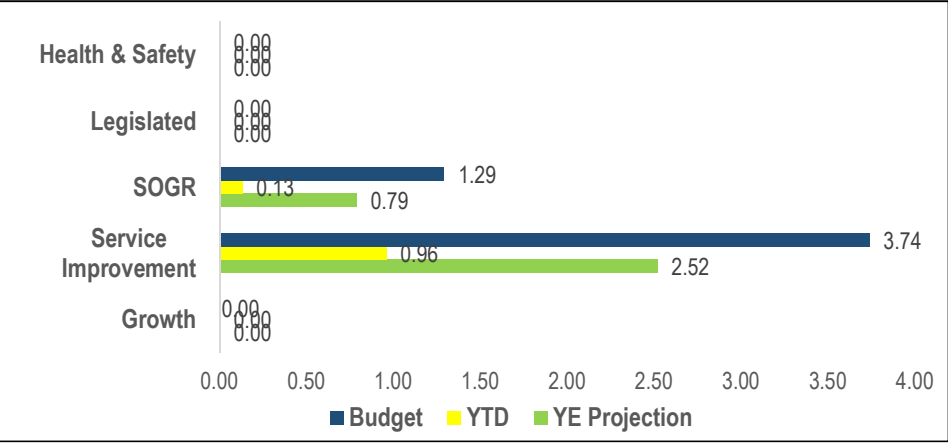


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 13

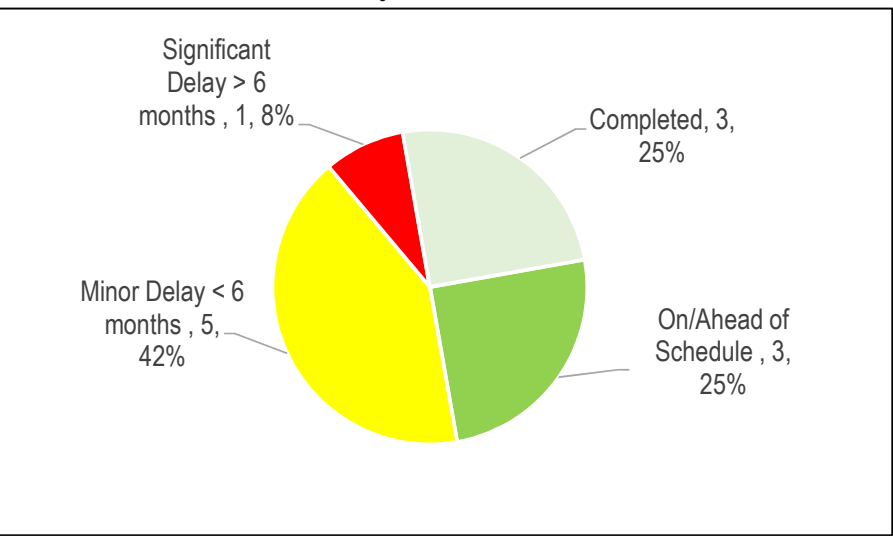


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.73	3.27	0.62	0.41	

Key Discussion Points:

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

Toronto Public Health (TPH)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Community Health Information System	0.000	0.000		0.000				#1	3.522	3.111
Inspection Management - Implementation	1.293	0.130	10.1%	0.788	61.0%	Y	Y	#2	5.287	0.130
Sub-Total	1.293	0.130	10.1%	0.788	61.0%	-	-		8.809	3.241
Service Improvements										
Datamart Data Warehouse - Phase 3	0.467	0.000	0.0%	0.276	59.1%	Y	Y	#2	2.814	1.933
Electronic Medical Record - Phase 3	0.060	0.030	50.1%	0.060	100.0%	G	G	#1	2.728	1.655
Ontario Seniors Dental Care Program										
Dental Vans	0.780	0.000	0.0%	0.390	50.0%	Y	Y	#3	0.780	0.000
Dental Clinic Infection Control	0.321	0.300	93.4%	0.300	93.4%	G	G		0.321	0.300
Dental Clinic Renovations (7 sites)	2.111	0.630	29.8%	1.493	70.7%	Y	Y	#3	2.239	0.757
North District Location	0.065	0.062	95.8%	0.062	95.8%	G	G		0.075	0.072
Downtown District Location	0.022	0.000	0.0%	0.000	0.0%	R	G		0.067	0.045
West District Location		0.000		0.000			G		0.073	0.073
Rexdale CHC Taber Location	0.268	0.042	15.7%	0.268	100.0%	G	G		0.268	0.042
Rexdale CHC Dixon Location	0.457	0.110	24.1%	0.284	62.0%	Y	Y		0.457	0.110
Blackcreek CHC Location	0.402	0.120	29.9%	0.402	100.0%	G	G		0.402	0.120
Taibu CHC Location	0.275	0.042	15.3%	0.159	57.7%	Y	Y		0.275	0.042
Midland Location	0.622	0.253	40.7%	0.319	51.3%	Y	R		0.622	0.253
			440.7%							
Sub-Total	3.739	0.959	640.7%	2.518	67.4%				8.882	4.645
Total	5.032	1.090		3.307					17.691	7.886

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

Note # 1:

Project has no budgeted cash flows in 2021 and is being reported for continuity purposes only. In 2020, capital projects were delayed/paused as part of the City's capital slowdown to enable potential offsets to COVID-19. As a result project activities for the *Community Health Information System* and *Electronic Medical Records - Phase 3* projects will resume on January 1, 2022.

Note # 2:

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

Note # 3:

The provincially funded *Ontario Seniors Dental Care Program* project consists of dental van builds, infection control upgrades and renovations to 7 sites. The project is experiencing RFQ issuance delays related to the dental van builds and the execution of lease/service contracts for 3 (of 7) site locations. The infection control upgrade project and 2 of the site renovation projects have been completed.

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

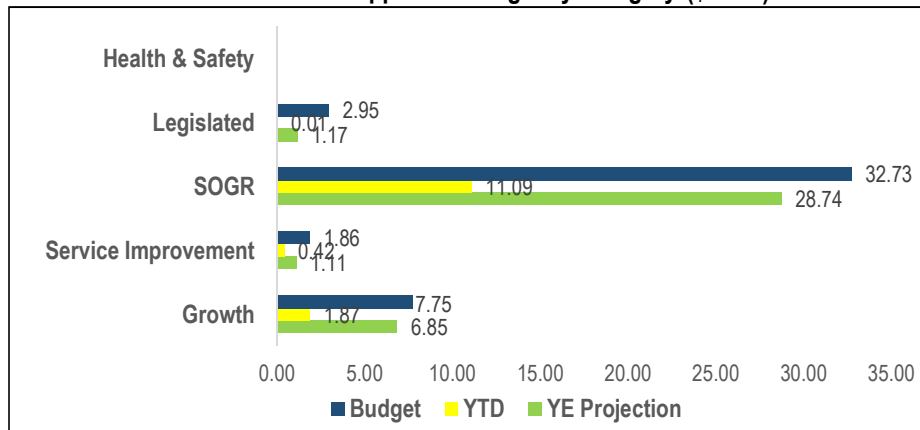


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 23

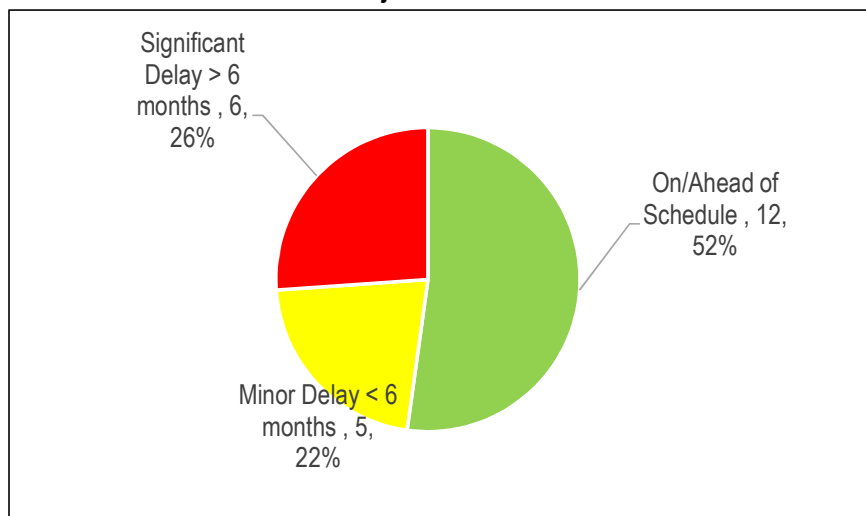


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
COVID-19 Related		
Community Consultation		
Other*	4	4
Total # of Projects	6	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.44	15.08	4.78		

Reasons for "Other*" Projects Delay:

- Northern District Renovation: Scope and timing of the project is still being reviewed.
- Multi-Branch Minor Reno Prog: Projects with AODA components were deferred to future years.
- Digital Experiences (Formerly Virtual Branch Services): Delay is due to implementation of the Digital Strategy.
- Toronto Reference Library Renovation: Design for the building envelope is under reviewed.

Toronto Public Library (LIB)

Key Discussion Points:

- Toronto Public Library is projecting 2021 year-end spend of \$37.864 million, or 83.6% of its 2021 Approved Capital Budget of \$45.296 million.
- The COVID-19 pandemic environment has negatively impacted planning and execution of capital projects, especially state of good repair work and new projects approved in 2020 which had not already started.
- Next TPL Board report will be in September with further financial updates.
- Albert Campbell Renovation - Construction is progressing ahead of the schedule. The projected \$3.6M overspending of the 2021 cash flow at year end will be monitored, and by Q3, a request for accelerating future cash flows will be made through an in-year budget adjustment to City Council. The project cost remains unchanged.

Toronto Public Library (LIB)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Multi-Branch Minor Reno Prog (Accessibility)	2.954	0.007	0.2%	1.168	39.5%	Ⓡ	Ⓡ	#1	7.996	0.598
Sub-Total	2.954	0.007	0.2%	1.168	39.5%	-	-		7.996	0.598
State of Good Repair										
Albert Campbell Renovation - Construction	4.908	5.557	113.2%	8.557	174.4%	Ⓡ	Ⓢ	#2	20.216	13.843
Answerline and Community Space Rental Modernization	0.744	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	1.400	0.656
Digital Experiences (Formerly Virtual Branch Services)	1.323	0.011	0.8%	0.751	56.8%	Ⓢ	Ⓢ		7.500	1.739
Multi-Branch Minor Reno Prog - 2016 - 2021	1.069	0.272	25.4%	1.069	100.0%	Ⓢ	Ⓢ		10.165	9.368
Multi-Branch Minor Reno Prog	2.763	0.703	25.4%	2.763	100.0%	Ⓢ	Ⓢ		28.739	8.774
North York Central Library Phase 2	1.313	0.162	12.3%	1.313	100.0%	Ⓢ	Ⓢ		12.718	11.566
Northern District Renovation - Design	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	0.251	0.000
Northern District Streetscaping	0.473	0.000	0.0%	0.050	10.6%	Ⓡ	Ⓡ		0.990	0.022
Richview Building Elements (SOG)	0.175	0.000	0.0%	0.175	100.0%	Ⓢ	Ⓢ		3.546	0.061
Technology Asset Management Prog:20-24	6.772	0.243	3.6%	4.422	65.3%	Ⓢ	Ⓢ		25.452	4.545
Toronto Reference Library Renovation	3.694	0.367	9.9%	1.548	41.9%	Ⓡ	Ⓢ	#5	10.710	0.424
Weston Renovation	0.159	0.000	0.0%	0.030	18.9%	Ⓡ	Ⓡ	#6	0.641	0.000
Wychwood Library Renovation	3.280	1.939	59.1%	3.280	100.0%	Ⓢ	Ⓢ		15.796	11.986
York Woods Renovation	5.954	1.842	30.9%	4.786	80.4%	Ⓢ	Ⓢ		11.758	9.712
Sub-Total	32.726	11.095	33.9%	28.744	87.8%	-	-		149.882	72.697
Service Improvements										
Integrated Payment Solutions	0.144	0.007	5.0%	0.144	100.0%	Ⓢ	Ⓢ		2.250	2.113
Service Modernization and Transformation	1.720	0.413	24.0%	0.963	56.0%	Ⓢ	Ⓢ		6.771	0.718
Sub-Total	1.864	0.420	22.5%	1.107	59.4%	-	-		9.021	2.832
Growth Related										
Bayview-Bessarion Library Relocation	5.171	1.621	31.4%	5.171	100.0%	Ⓢ	Ⓢ		15.322	8.873
Bridlewood Branch Relocation	0.092	0.038	41.6%	0.092	100.0%	Ⓢ	Ⓢ		7.299	0.046
Dawes Road Reconstruction & Expansion	0.466	0.207	44.1%	0.466	100.0%	Ⓢ	Ⓢ		24.593	5.482
Etobicoke New Construction	0.351	0.000	64.1%	0.000	0.0%	Ⓡ	Ⓡ	#7	1.416	0.000
Maryvale Relocation	1.571	0.006	0.4%	1.016	64.7%	Ⓢ	Ⓢ	#8	2.749	0.083
Pleasant View Library Renovation & Expansion	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.636	0.000
Sub-Total	7.751	1.872	24.2%	6.845	88.3%	-	-		52.015	14.483
Total	45.296	13.394	29.6%	37.864	83.6%				218.914	90.610

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

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

Projects with AODA components were deferred to future years.

Note # 2: Albert Campbell Renovation - Construction

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

Note # 3: Answerline and Community Space Rental Modernization

Part of the scope includes working with the City's standard CRM. The project got delayed due to City delays, and the scope of the project needs to be revisited. The scope will be much larger and will be done in the new service modernization project in the future. The second reason for the under expenditure is renovation of the physical space for the Answerline area is not needed.

Note # 4: Northern District Renovation - Design, and Streetscaping

Scope and timing of the project is still being reviewed.

Note # 5: Toronto Reference Library Renovation

Design for the building envelope is under reviewed.

Note # 6: Weston Renovation

A Request for Quotation for Architectural Services will be issued in the summer.

Note # 7: Etobicoke New Construction

This is a shared use facility with timelines managed by CreateTO, as such pending co-ordination with other projects.

Note # 8: Maryvale Relocation

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

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

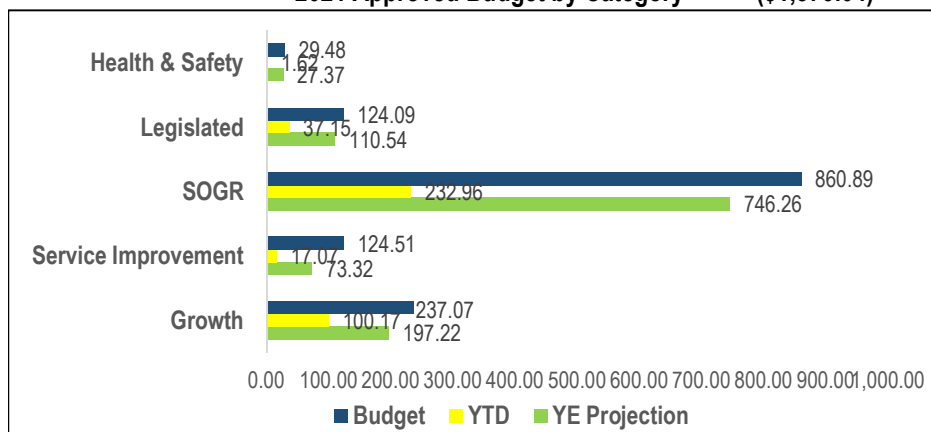


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 76

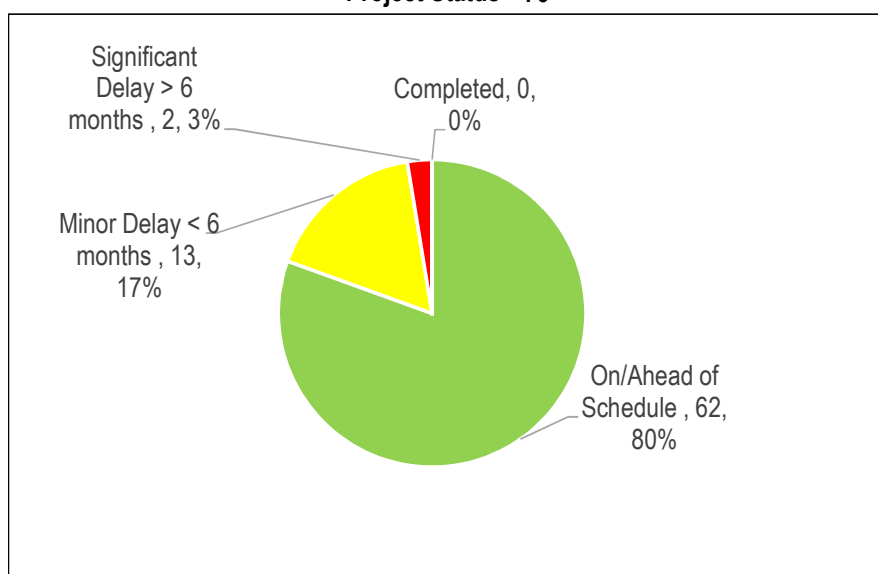


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

- As at June 30, 2021, the overall Toronto Transit Commission capital program had expenditures totalling \$389.0 million or spent 28% of its approved 2021 Capital Budget of \$1.4 billion. TTC is projecting a 84% spending rate or \$1.2 billion at year end, leaving approximately \$221.3 million unspent. Comprising of the Base Program and Transit Expansion projects, the Base Program spent approximately \$375.4 million during the first six months of 2021, or approximately 29% of its approved 2021 Capital Budget of \$1.3 billion. The Base Program is projecting to spend approximately 84% or \$1.1 billion by year-end. The Transit Expansion projects spent approximately \$13.6 million or 14% of its approved 2021 Capital Budget of \$95.3 million and is projecting to spend approximately \$78.3 million or 82% by year end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Power Dist. H&S	0.248	0.115	46.2%	0.248	99.9%	ⓐ	ⓐ		0.571	0.226
Communications-H&S	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			0.000	0.000
Finishes-H&S	1.652	0.383	23.2%	0.752	45.5%	Ⓡ	ⓐ		4.653	1.459
Fire Ventilation Upgrades & Second Exits - H&S	16.449	0.000	0.0%	16.449	100.0%	ⓐ	ⓐ		183.732	1.459
Streetcar Overhaul - H&S	0.854	0.037	4.4%	0.456	53.5%	Ⓨ	Ⓨ	Note.1	9.708	0.015
Subway Car Overhaul - H&S	0.732	0.000	0.0%	0.732	100.0%	ⓐ	Ⓨ		0.732	0.000
Computer Equipment And Software - H&S	4.295	0.335	7.8%	4.295	100.0%	ⓐ	ⓐ		7.069	1.064
Other Buildings - H&S	1.439	0.096	6.6%	0.625	43.4%	Ⓡ	ⓐ		96.951	0.555
Bus Overhaul - H&S	2.805	0.821	29.3%	2.805	100.0%	ⓐ	ⓐ		2.805	0.627
Safety and Reliability	1.004	-0.168	-16.7%	1.004	100.0%	ⓐ	ⓐ		10.801	0.605
Sub-Total	29.478	1.618	5.5%	27.366	92.8%				317.022	6.012
Legislated										
Communications-Legislated	1.056	0.297	28.1%	0.645	61.1%	Ⓨ	ⓐ		18.988	14.407
Equipment-Legislated	0.950	0.185	19.5%	0.576	60.6%	Ⓨ	ⓐ		60.788	20.564
Streetcar Network-Legislated	2.024	0.091	4.5%	1.940	95.9%	ⓐ	Ⓨ		54.933	50.668
Easier Access-Phase III	82.104	27.843	33.9%	81.248	99.0%	ⓐ	ⓐ		1,089.073	397.262
Subway Car Overhaul - Legislated (AODA)	2.536	0.002	0.1%	0.000	0.0%	Ⓡ	Ⓨ	Note.2	30.856	16.340
Subway Asbestos Removal	17.939	3.551	19.8%	11.548	64.4%	Ⓨ	ⓐ		109.109	69.775
Other Service Planning - Legislated	7.220	1.061	14.7%	5.576	77.2%	ⓐ	ⓐ	Note.3	24.510	8.742
Other Buildings - Legislated	10.266	4.124	40.2%	9.007	87.7%	ⓐ	ⓐ		100.703	42.805
Sub-Total	124.095	37.153	29.9%	110.541	89.1%				1,488.960	620.563
State of Good Repair										
Subway Track - SOGR	41.137	11.026	26.8%	36.138	87.8%	ⓐ	ⓐ		269.266	204.372
Surface Track - SOGR	43.165	7.584	17.6%	38.526	89.3%	ⓐ	ⓐ		296.759	181.808
Traction Power-Various	24.990	10.167	40.7%	26.166	104.7%	Ⓡ	ⓐ		364.217	311.460
Power Dist. SOGR	7.672	2.559	33.3%	7.818	101.9%	Ⓡ	ⓐ		229.048	129.432
Communications-SOGR	16.628	5.294	433.3%	13.791	82.9%	ⓐ	ⓐ		166.183	121.897
Signal Systems	16.324	7.166	633.3%	16.873	103.4%	Ⓡ	ⓐ		240.365	170.181
Finishes-SOGR	35.813	20.671	57.7%	34.282	95.7%	ⓐ	ⓐ		281.045	176.712
Equipment-SOGR	51.510	8.307	16.1%	39.444	76.6%	ⓐ	ⓐ		474.805	295.447
On-Grade Paving Rehabilitation	13.730	3.477	25.3%	13.730	100.0%	ⓐ	ⓐ		139.173	108.853
Bridges And Tunnels-Various	36.564	12.929	35.4%	33.272	91.0%	ⓐ	ⓐ		412.193	416.241
Fire Ventilation Upgrades & Second Exits - SOGR	16.327	10.202	62.5%	16.327	100.0%	ⓐ	ⓐ		329.060	299.426
Purchase of Wheel Trans	25.316	1.812	7.2%	11.226	44.3%	Ⓡ	Ⓨ	Note.4	73.264	26.714
Purchase Of Subway Cars - SOGR	6.223	1.852	29.8%	5.832	93.7%	ⓐ	ⓐ		1,618.052	1,148.954
Streetcar Overhaul - SOGR	3.786	2.131	56.3%	3.786	100.0%	ⓐ	ⓐ		63.875	33.881
Subway Car Overhaul - SOGR	33.033	13.790	41.7%	27.184	82.3%	ⓐ	ⓐ		440.561	234.367
Automotive Non-Revenue Vehicle Replace - SOGR	4.160	0.490	11.8%	4.114	98.9%	ⓐ	ⓐ		28.149	0.000
Rail Non Revenue Vehicle Overhaul	3.418	0.947	27.7%	3.418	100.0%	ⓐ	ⓐ		30.130	13.654
Rail Non-Revenue Vehicle Purchase - SOGR	1.998	0.443	22.2%	1.924	96.3%	ⓐ	ⓐ		51.199	25.303
Tools And Shop Equipment	12.121	1.019	8.4%	11.559	95.4%	ⓐ	ⓐ		33.826	0.000
Revenue & Fare Handling Equipment - SOGR	12.860	2.211	17.2%	7.059	54.9%	Ⓨ	ⓐ		77.046	46.882
Computer Equipment And Software - SOGR	91.469	13.415	14.7%	65.771	71.9%	ⓐ	ⓐ		636.483	245.391
Other Furniture And Office Equipment	0.299	0.041	13.7%	0.087	29.1%	Ⓡ	ⓐ		4.269	0.000
Other Service Planning - SOGR	6.704	1.229	18.3%	5.357	79.9%	ⓐ	ⓐ		24.511	9.909

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Transit Shelters & Loops - SOGR	0.591	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	Note.5	3.585	2.448
Other Buildings - SOGR	50.084	18.117	36.2%	42.268	84.4%	Ⓢ	Ⓢ		833.357	426.570
Purchase of Buses - SOGR	83.038	1.343	1.6%	83.039	100.0%	Ⓢ	Ⓢ		1,348.153	671.488
Bus Overhaul - SOGR	59.423	30.211	50.8%	59.423	100.0%	Ⓢ	Ⓢ		494.501	398.389
Other Maintenance Equipment	2.917	0.563	19.3%	1.965	67.3%	Ⓨ	Ⓢ		10.761	0.000
Queensway Garage Expansion	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			24.085	24.085
Purchase of Streetcars - SOGR	48.677	5.092	10.5%	48.612	99.9%	Ⓢ	Ⓢ		1,194.398	1,068.019
POP Legacy Fare Collection	0.577	0.047	8.1%	0.577	100.0%	Ⓢ	Ⓢ		3.528	2.978
ATC Resignalling - YUS Line	57.760	20.700	35.8%	50.000	86.6%	Ⓢ	Ⓢ		737.000	577.324
ATC Resignalling - Bloor/Danforth Line	3.901	0.479	12.3%	1.650	42.3%	Ⓡ	Ⓢ		735.599	1.347
Leslie Barns	4.776	0.805	16.8%	1.946	40.7%	Ⓡ	Ⓢ	Note.6	530.489	511.188
TR Yard And Tail Track	34.983	16.233	46.4%	30.993	88.6%	Ⓢ	Ⓢ		495.185	333.856
Accommodation										
Warehouse Consolidation - SOGR	2.240	0.605	27.0%	2.101	93.8%	Ⓢ	Ⓢ		5.504	2.053
Corporate Initiatives - CLA	6.678	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		97.046	0.000
Sub-Total	860.893	232.956	27.1%	746.258	86.7%				12,796.670	8,220.629
Service Improvements								Note.7		
Subway Track - Service Improvement	2.567	0.062	2.4%	2.567	100.0%	Ⓢ	Ⓡ		21.461	18.883
Surface Track - Service Improvement	8.657	0.379	4.4%	8.657	100.0%	Ⓢ	Ⓨ		116.625	2.569
Power Dist. Service Improvement	0.220	0.011	4.9%	0.220	100.0%	Ⓢ	Ⓨ		1.554	1.112
Communications-Service Improvement	1.029	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ		0.297	0.252
Finishes-Service Improvement	1.782	0.055	3.1%	0.400	22.4%	Ⓡ	Ⓨ		46.624	42.358
Automotive Non-Revenue Vehicle Replace - Service Imp.	2.208	0.161	7.3%	2.208	100.0%	Ⓢ	Ⓨ		37.154	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.084	0.033	38.9%	0.068	81.3%	Ⓢ	Ⓢ		13.494	0.154
Computer Equipment And Software - Service Improvement	6.544	0.451	6.9%	2.993	45.7%	Ⓡ	Ⓢ		19.019	1.072
Other Service Planning - Service Improvement	20.131	3.226	16.0%	10.664	53.0%	Ⓨ	Ⓢ		90.902	24.189
Transit Shelters & Loops - SI	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			0.000	2.442
Other Buildings - Service Improvement	30.486	9.480	31.1%	30.485	100.0%	Ⓢ	Ⓢ		1,826.715	97.850
Purchase of Buses - Service Improvement	4.125	0.137	3.3%	4.125	100.0%	Ⓢ	Ⓢ		124.484	106.510
Kipling Station Improvements	0.875	0.103	11.8%	0.205	23.4%	Ⓡ	Ⓢ		14.293	7.990
Bicycle Parking At Stations	0.652	0.011	1.6%	0.461	70.7%	Ⓨ	Ⓢ		1.213	0.562
Warehouse Consolidation - SI	0.000	-0.483	0.0%	0.000	0.0%	Ⓡ			2.271	0.000
Yonge-Bloor Capacity Enhancement	45.148	3.442	7.6%	10.265	22.7%	Ⓡ	Ⓢ		1,403.845	20.758
Sub-Total	124.509	17.068	13.7%	73.318	58.9%				3,719.949	326.700
Growth Related										
Bus Rapid Transit-Growth	2.805	0.035	1.3%	2.805	100.0%	Ⓢ	Ⓨ		38.550	30.673
Sheppard Subway	0.000	0.000		0.000		Ⓡ			968.856	911.415
Purchase Of Subway Cars - Growth	2.653	0.385	14.5%	1.883	71.0%	Ⓨ	Ⓢ		165.589	1.765
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%	0.000	0.0%	Ⓡ			0.000	0.000
Other Service Planning - Growth	0.876	0.030	3.4%	0.300	34.2%	Ⓡ	Ⓢ		2.338	1.523
Other Buildings - Growth	26.021	1.065	4.1%	5.568	21.4%	Ⓡ	Ⓨ		327.669	10.279
Purchase of Buses - Growth	0.000	0.000		0.000		Ⓡ			-0.055	0.303
Purchase of Streetcars - Growth	103.042	84.374	81.9%	103.042	100.0%	Ⓢ	Ⓢ		468.026	25.202
PRESTO Farecard Implementation	4.008	0.670	16.7%	2.938	73.3%	Ⓢ	Ⓢ		79.821	60.274

Toronto Transit Commission (TTC)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
McNicol New Bus Garage Facility	2.347	0.050	2.1%	2.347	100.0%	Ⓞ	Ⓞ		169.000	162.048
Spadina Subway Extension	59.900	5.130	8.6%	59.900	100.0%	Ⓞ	Ⓞ		3,184.171	3,060.101
Scarborough Subway Extension	26.136	3.842	14.7%	9.261	35.4%	Ⓡ	Ⓞ	Note.8	132.000	77.454
Waterfront Transit	9.277	4.593	49.5%	9.175	98.9%	Ⓞ	Ⓞ		54.800	6.693
Sub-Total	237.065	100.174	42.3%	197.218	83.2%				5,590.765	4,347.730
Total	1,376.040	388.969	28.3%	1,154.701	83.9%				23,913.366	13,521.633

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

Note # 1:

Contractor issues.

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

Procurement issues.

Note # 6:

Work currently on hold - to be deferred to next year.

Note # 7:

Vendor to invoice remaining amount in Q4 2021 and ATP installation work on TIV1 in Q4 2021.

Note # 8:

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

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

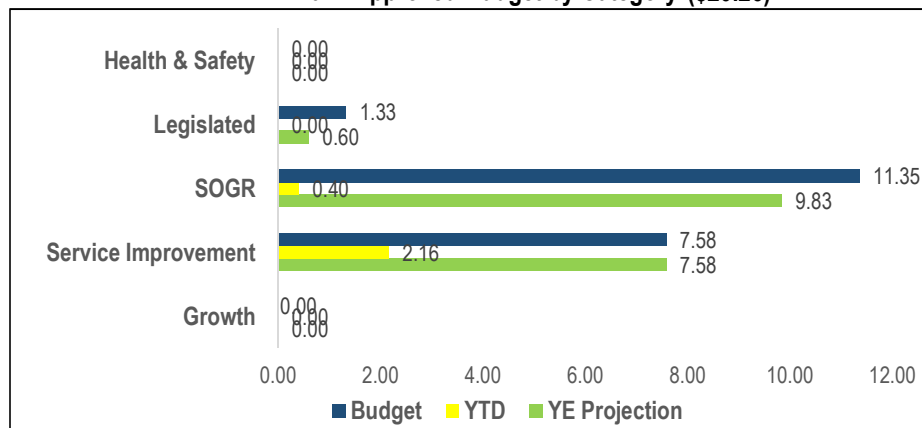


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 8

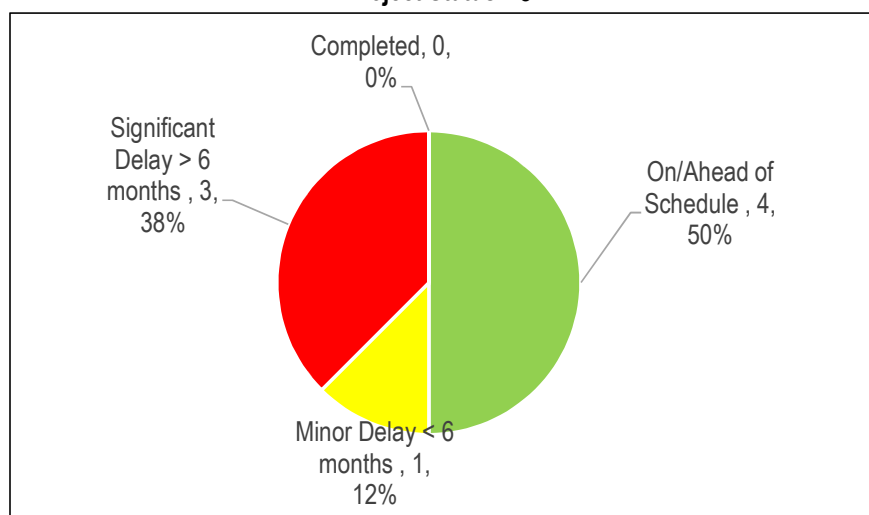


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.89	1.33	9.04		

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$2.563 million or 12.7% YTD and is projecting to spend \$18.014 million or 88.9% of its 2021 Council Approved Capital Budget by end of 2021.
- The Toronto Zoo will be filling vacant Project Management staff roles within the next month, which will help increase the spending rate.
- The majority of projects previously delayed as a result of COVID-19 in 2020 are on track for completion as per revised schedule.
- The Winter Accessibility project is delayed due to design complexity and permitting. Scheduled to be completed by May 2022.

Toronto Zoo (ZOO)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Winter Accessibility	1.327	0.000	0.0%	0.600	45.2%	Ⓡ	Ⓨ	#3	1.327	0.000
Sub-Total	1.327	0.000	0.0%	0.600	45.2%	-	-		1.327	0.000
State of Good Repair										
Building and Services	4.078	0.108	2.7%	3.775	92.6%	ⓐ	ⓐ		6.608	2.638
Exhibit Refurbishment	2.114	0.026	1.2%	1.464	69.3%	Ⓨ	ⓐ		2.495	0.398
Grounds & Visitor Improvements	1.616	0.242	15.0%	1.541	95.4%	ⓐ	ⓐ		2.690	1.152
Information Systems	2.082	0.015	0.7%	2.082	100.0%	ⓐ	ⓐ		2.500	0.433
Front Entrance - Design	0.963	0.000	0.0%	0.963	100.0%	ⓐ	Ⓡ	#1	1.888	0.925
Welcome Area - Phase A Construction	0.500	0.010	2.0%	0.010	2.0%	Ⓡ	Ⓡ	#1	0.500	0.010
Sub-Total	11.353	0.401	3.5%	9.835	86.6%	-	-		16.681	5.557
Service Improvements										
Orangutan II Outdoor Exhibit	7.579	2.162	28.5%	7.579	100.0%	ⓐ	Ⓡ	#2	7.820	2.162
Sub-Total	7.579	2.162	28.5%	7.579	100.0%	-	-		7.820	2.162
Growth Related										
Growth Project Name										
Growth Project Name										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	20.259	2.563	12.7%	18.014	88.9%				25.828	7.719

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

412.7%
612.7%

Note # 1:

The Welcome Area project experienced delays in the design phase to reflect new C19 realities, potential partners and budget changes. Construction is anticipated to begin in early 2022.

Note # 2:

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

Note # 3:

The Winter Accessibility Project is in design, and has been delayed by design complexity and permit considerations. Construction is anticipated to begin in 2021, and be completed by May 2022.

2021 Capital Spending by Program
Rate Supported Programs

Program		2021 Approved Cash Flow	2021 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWMS	4M	96.20	5.52	52.18	54.2%		⚠
	Q2	81.38	14.58	64.80	79.6%	↑	Ⓢ
TPA	4M	52.48	0.20	47.12	89.8%		Ⓢ
	Q2	52.48	8.51	25.67	48.9%	↓	Ⓡ
Toronto Water	4M	1,330.64	185.21	1,179.25	88.6%		Ⓢ
	Q2	1,330.64	371.74	1,222.30	91.9%	↑	Ⓢ
TOTAL	4M	1,479.32	190.93	1,278.54	86.4%		Ⓢ
	Q2	1,464.50	394.84	1,312.77	89.6%	↑	Ⓢ
Ⓢ >70% ⚠ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2021, the capital expenditures for Rate Supported Programs totalled \$394.8 million of their collective 2021 Approved Capital Budget of \$1.464 billion. Spending is expected to increase to \$1312.8 million (89.6%) by year-end. Two Programs in this Service Area have a year-end spending rate of over 70% of their respective 2021 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 91.9% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 48.9% and 79.6% respectively.

Chart 1
2020 Approved Budget by Category (\$81.38)

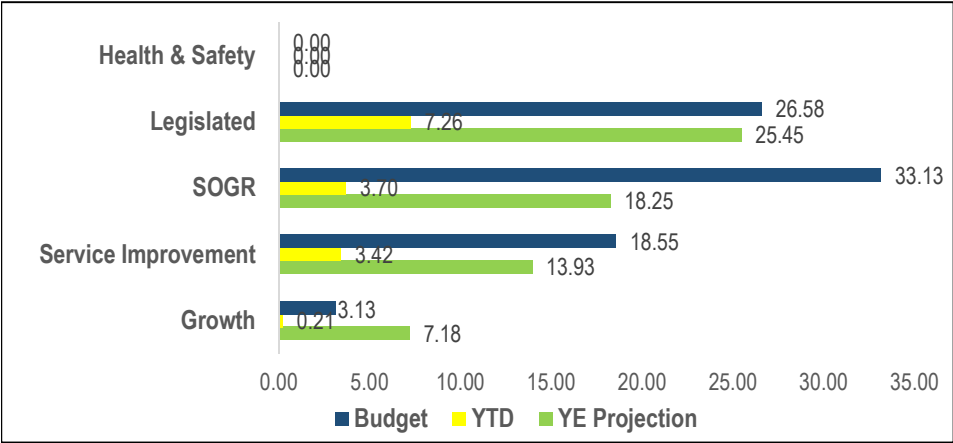


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 23

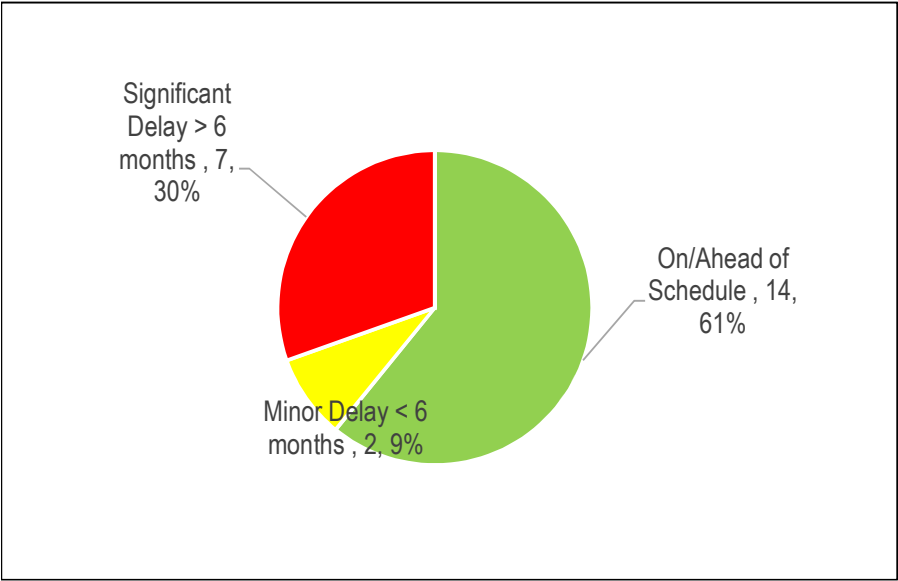


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	0.5	
RFQ/RFP Delayed		
Contractor Issues	2	1
Site Conditions		
Co-ordination with Other Projects	0.5	
Community Consultation		
COVID-19 Related		
Other*	3	1
Total # of Projects	7	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
63.79	6.82	10.78		

- * Reasons for "Other" Projects Delay:
- Minor delay for Dufferin Waste Facility Site Improvement as PMMD reviews pre-qualification. One project in design where contractor has submitted 75% of design. City Planning gave go ahead for second submission to Site Plan Approval. Various amendments to design required causing delay..
 - Major delay for CNG Refuel Station Installation. Delay due to unsuccessful bidders in the first posting for the Bermondsey Yard Garage Retrofit for CNG Vehicles, tender reissued and approved March 28, 2018. Base scope commissioning completed December 2018 with additional construction efforts required due to regulatory changes released in November 2018 which resulted in the requirement for additional facility upgrades. Construction activities for additional upgrades expected to be completed February/March 2021 with warranty period ending February/March 2023.
 - Major delay for Fleet Technology Enhancements due to inconsistency of the current Fleet asset technology and dependency on current Fleet division contracts requiring continued piloting of various systems and a review of the project scope.
 - Major delay for Engineering Planning Studies which are Service Improvement projects to be carried out as required. There are 2 projects in study phase. Delay is due to project scope expansion, pending access to technology software and weather conditions.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 7 projects/subprojects (13% of the budget or \$10.8 million) mainly due to staff levels, coordination with other projects, procurement & contractor issues and other issues. These projects include the CNG Refuel Station Installation, Diversion Facility Asset Management, Fleet Technology Enhancements, SWMS IT projects, Engineering Planning Studies and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Green Lane Landfill	16.870	2.687	15.9%	15.116	89.6%	Ⓖ	Ⓖ	#1	192.080	107.953
Perpetual Care of Landfills	8.705	4.470	51.3%	9.829	112.9%	Ⓖ	Ⓖ		94.326	42.349
Landfill Capacity Development	1.000	0.100	10.0%	0.500	50.0%	Ⓨ	Ⓖ		5.000	0.100
Sub-Total	26.575	7.258	27.3%	25.445	95.7%	-	-		291.406	150.403
State of Good Repair										
Collection Yard Asset Management	1.771	0.322	18.2%	0.652	36.8%	Ⓖ	Ⓖ	#2	19.484	2.839
Transfer Station Asset Management	18.407	3.284	17.8%	13.821	75.1%	Ⓖ	Ⓖ		183.164	48.688
Diversion Facilities Asset Management	2.208	0.033	1.5%	2.016	91.3%	Ⓖ	Ⓖ		8.790	0.711
Organics Processing Facility Asset Management	4.185	0.058	1.4%	1.612	38.5%	Ⓖ	Ⓖ	#3	27.561	0.609
Dufferin Waste Facility Site Improvement	6.559	0.000	0.0%	0.148	2.3%	Ⓖ	Ⓨ		30.000	0.959
Renewable Natural Gas	0.000	0.000		0.000			Ⓖ		0.800	0.000
New Fleet	0.000			0.000			Ⓖ		0.550	0.520
Sub-Total	33.130	3.697	11.2%	18.249	55.1%	-	-		270.349	54.326
Service Improvements										
CNG Refuel Station Installation	0.073	0.003	3.6%	0.067	92.0%	Ⓖ	Ⓖ	#4	1.100	0.992
Diversion Systems	3.640	1.226	33.7%	3.622	99.5%	Ⓖ	Ⓖ		124.253	78.142
Landfill Gas Utilization	1.387	0.039	2.8%	0.058	4.2%	Ⓖ	Ⓖ		67.256	0.371
Construction of Biogas Utilization at Disco & Dufferin	0.258	0.018	7.0%	0.159	61.9%	Ⓨ	Ⓨ		12.371	2.871
Long Term Waste Management Strategy	5.675	1.165	20.5%	4.963	87.5%	Ⓖ	Ⓖ		40.729	15.315
SWM IT Application Initiatives	4.209	0.544	12.9%	3.787	90.0%	Ⓖ	Ⓖ		17.321	5.422
IT Corporate Initiatives	1.410	0.335	23.8%	0.850	60.3%	Ⓨ	Ⓖ		11.399	7.293
Two-Way Radio Replacement	0.050	0.005	423.8%	0.050	100.0%	Ⓖ	Ⓖ		2.875	0.601
Fleet Technology Enhancements	0.500	0.002	623.8%	0.199	39.8%	Ⓖ	Ⓖ		3.850	0.062
Engineering Planning Studies	1.350	0.079	5.8%	0.177	13.1%	Ⓖ	Ⓖ		7.658	2.355
Sub-Total	18.551	3.415	18.4%	13.932	75.1%	-	-		288.812	113.423
Growth Related										
Dufferin OP Facility	2.346	0.173	7.4%	7.132	304.0%	Ⓖ	Ⓖ	#5	82.543	74.685
Disco OP Facility	0.092	0.023	25.4%	0.024	25.9%	Ⓖ	Ⓖ		86.692	62.266
Organics Processing Facility	0.690	0.016	2.3%	0.020	2.9%	Ⓖ	Ⓖ		130.000	0.023
Sub-Total	3.128	0.211	6.8%	7.176	229.4%	-	-		299.236	136.974
Total	81.384	14.581	17.9%	64.802	79.6%				1,149.803	455.126

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

Note # 1:

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

Status: Project is on track. Projecting overspending at year-end is due to higher than expected costs for the Keele Valley Landfill Flare Upgrade project and the budget being adjusted for the 2022-2031 capital submission. Future years committed funding to be brought forward - to be confirmed in Q3.

Note # 2:

Diversion Facilities Asset Management - State of Good Repair projects for Dufferin Bldg. 500. 1 project in procurement phase.

The projects are delayed greater than 6 months due to insufficient staff resources to issue call documents. Consultant has been retained and the tender package is with PMMD. The average turnaround time to issue procurements is 7 to 9 months. SWMS is working with PMMD to bring down this timeline.

Note # 3:

Dufferin Waste Facility Site Improvement: Pre-qualification currently being reviewed by PMMD. Contractor AECOM has submitted 75% detailed design drawings. City Planning gave go ahead for second submission to Site Plan Approval. One project is in design phase. Various amendments to design required causing delay. Expected completion in 2022.

Note # 4:

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

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

Note # 5:

Dufferin Organics Processing Facility (OPF) -The Organics Processing Facility (OPF) will process 55,000 tonnes/year. Dry commissioning of various individual system components started in April 2018 and Wet commissioning began in May/June of 2018, continued through 2019. Expected completion date is 2022:Q3. One project is complete and in warranty period. The Dufferin facility is more than 6 months delayed due to contractor-related issues. The Year-end spending forecast is pending an in-year budget adjustment request in this 2021 Q2 variance report.

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

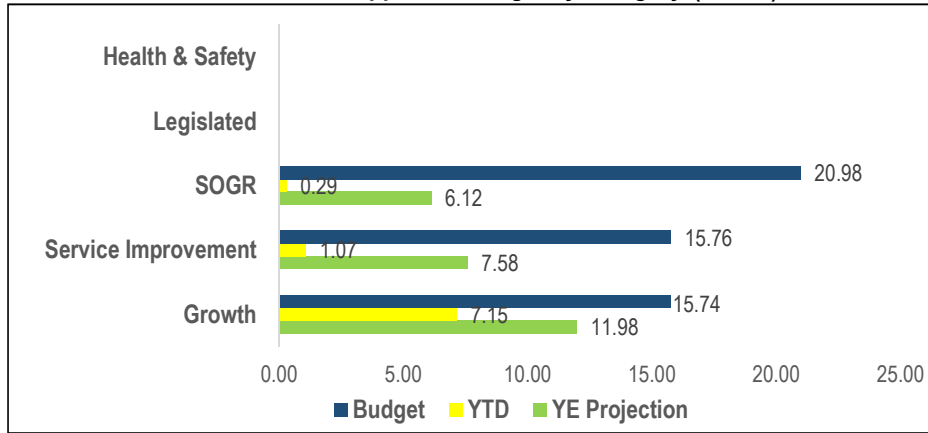


Table 1
2021 Active Projects by Category

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

Chart 2
Project Status - 93

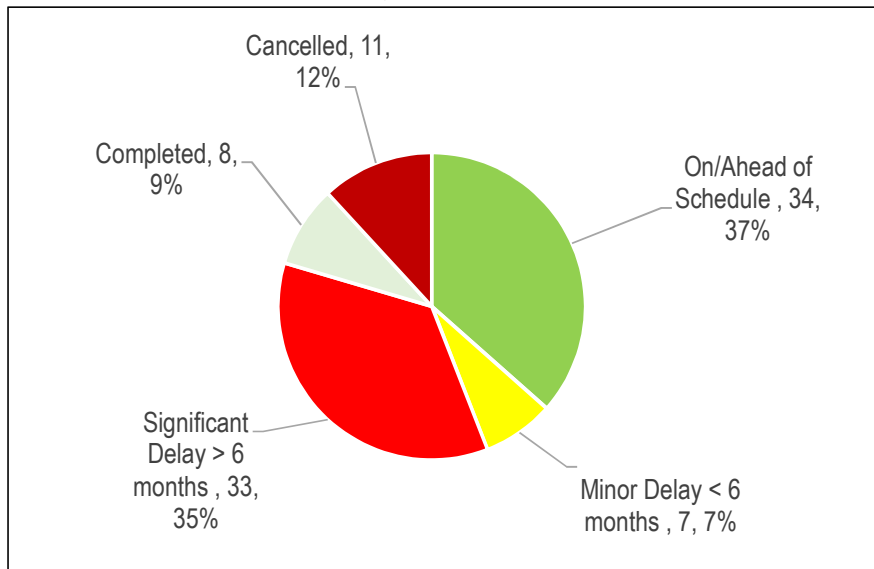


Table 2

Reason for Delay		40	
		Significant Delay	Minor Delay
Insufficient Staff Resources		1	1
Procurement Issues			
RFQ/RFP Delayed		4	3
Contractor Issues		2	
Site Conditions		6	
Co-ordination with Other Projects		9	1
Community Consultation			
COVID-19 Related		6	
Other*		5	2
Total # of Projects		33	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.35	2.47	20.51	8.33	0.81

Reasons for "Other*" Projects Delay:

- CP 277- Planning still finalizing with City on the way forward.
- CP 11 - Lease Expired and renewal in negotiation, may exit the property but need to restore as it was in 60's. RFP for condition assessment of ground floor structure (roof of the TTC running structure) to be issued in July/Aug 2021 with Fall 2021 award.
- Acquisition - ECC - Development approval with City Planning progresses slower than expected. TPA examining the possibility of operating the facility versus acquiring parking here which would mean there would no up front capital cost.
- Acquisition 229 Richmond St. W - Development approval process with City Planning tied with the adjacent property at Richmond St W (which could impact the form of development that occurs on 229 Richmond St W) progresses slower than expected.
- CP12/CP223 (JV) 30 Alvin Ave - Development approval with City Planning progresses slower than expected while overall JV on track for 2028.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
CONCRETE REPAIRS CP 43 (CPK208-01)	0.198	0.019	9.6%	0.170	85.8%	Ⓞ	Ⓞ		0.200	0.021
ILLUMINATED SIGNAGE UPGRADE CP 52 (CPK223-01)	0.072	0.000	0.0%	0.072	100.0%	Ⓞ	Ⓞ		0.150	0.028
2 NEW PAY BOOTHS CP 58 (CPK233-01)	0.115	0.042	36.5%	0.115	100.0%	Ⓞ	Ⓞ		0.450	0.047
WATERPROOFING/CONCRETE REPAIRS CP 36 (CPK239-01)	0.250	0.059	23.8%	0.100	40.0%	Ⓡ	Ⓡ	4	2.250	0.372
SIGNAGE UPGRADE - ILLUMINATED CP 43 (CPK240-01)	0.198	0.000	0.0%	0.099	50.0%	Ⓨ	Ⓨ	3	0.205	0.007
ELEVATOR MODERNIZATION CP 34 (CPK267-01)	1.393	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	1.500	0.082
SIGNAGE UPGRADE CP 29 (CPK281-01)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
SIGNAGE UPGRADE CP 26 (CPK311-01)	0.070	0.003	4.1%	0.070	100.0%	Ⓞ	Ⓞ		0.100	0.051
21 CONNELL OFFICE REDEVELOPMENT (MAINT S (CPK324-01)	0.471	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	5.000	4.029
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.228	0.120	52.6%	0.228	100.0%	Ⓞ	Ⓞ		0.250	0.142
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1 (CPK333-01)	0.007	0.000	0.0%	0.000	0.0%	Ⓡ			1.000	0.013
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.100	0.000	0.0%	0.050	4.5%	Ⓡ	Ⓡ	1	2.000	0.000
CP 58 - RETAINING WALL AND FENCE (CPK344-01)	0.007	0.000	0.0%	0.000	0.0%	Ⓡ			1.000	0.020
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-01)	0.200	0.000	0.0%	0.120	60.0%	Ⓨ	Ⓞ		0.200	0.000
CP 150 LOCALIZED WP REPAIRS RAMP HEATING (CPK345-02)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	4	0.200	0.000
CP 404 LOCALIZED ROOF REPAIRS (CPK346-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	4	0.250	0.000
CP 29 - NEW ELEVATORS (CPK347-01)	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	1.500	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓡ	4	0.500	0.137
Acquisition - Bessarion Community Centre (CPK371-01)	4.000	0.000	400.0%	4.000	100.0%	Ⓞ	Ⓞ		4.000	0.000
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.113	0.045	600.0%	0.113	100.0%	Ⓞ	Ⓞ		0.200	0.112
STRUCTURAL MAINT. & TECH. GREEN PLUS 202 (CPK373-01)	8.355	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		55.100	0.145
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-01)	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓨ	8	0.500	0.000
CP 11 Structural Concrete Repairs (CPK381-02)	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	8	0.500	0.000
CP 36 LOCAL WP AND CONCRETE REPAIRS (CPK383-01)	1.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	4	1.000	0.000
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.300	0.000	0.0%	0.080	26.7%	Ⓡ	Ⓡ	4	0.300	0.000
CP36 Pump upgrades (CPK409-01)	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.150	0.000
CP36 Mechanical Pit Repairs (CPK410-01)	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	2	0.100	0.000
CP29 Ramp heating replacement cables (CPK412-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	0.050	0.000
CP36 Ramp heating replacement cables (CPK413-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	5	0.050	0.000
CP52 Ramp heating replacement cables (CPK415-01)	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	0.200	0.000
CP96 Ramp heating replacement cables (CPK416-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	0.050	0.000
Bike Share pedestal refurbishment (CPK420-01)	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.000
Sub-Total	20.978	0.288	1.4%	6.117	29.2%	-	-		79.305	5.207
Service Improvements										
DUNDAS/DOVERCOURT - (1113 DUNDAS) (CPK178-02)	0.050	0.000	0.0%	0.005	10.0%	Ⓡ			8.941	0.000
OAKWOOD E OF EGLINTON (#2) (CPK256-01)	0.100	0.000	0.0%	0.050	50.0%	Ⓨ	Ⓞ		0.750	0.004
CP 11 SIGNAGE UPGRADE CP 11 (CPK280-01)	0.100	0.004	4.1%	0.010	10.0%	Ⓡ			0.100	0.004
CP 111 PAINTING AND SIGNAGE UPGRADE (CPK283-01)	0.080	0.001	1.6%	0.040	50.0%	Ⓨ	Ⓨ	6	0.080	0.001
WAY FINDING SIGNAGE (CPK334-01)	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.750	0.000
WAY FINDING SIGNAGE (CPK334-02)	0.350	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.150	0.000
Way Finding Signage (CPK334-03)	0.188	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	0.188	0.000
MONTHLY PAYMENTS SOLUTION (CPK362-01)	0.075	0.000	0.0%	0.000	0.0%	Ⓡ			0.075	0.000
PHONE SUPPORT SYSTEM/ DISPATCH (CPK364-01)	0.080	0.000	0.0%	0.080	100.0%	Ⓞ	Ⓞ		0.080	0.000
WEBSITE MAPPING UPGRADES (CPK366-01)	0.100	0.000	0.0%	0.000	0.0%	Ⓡ			0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT (CPK367-01)	0.548	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		3.000	2.452
ERP/Financial System - PICK Replacement (CPK367-02)	1.500	0.000	0.0%	0.723	48.2%	Ⓡ	Ⓞ		1.500	0.000
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	0.000	0.0%	0.085	100.0%	Ⓞ	Ⓞ		0.100	0.015
CP39 - 20 Castelfield Rd (JV Development) (CPK368-02)	0.800	0.000	0.0%	0.100	12.5%	Ⓡ	Ⓞ		0.800	0.000
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		18.750	18.651
CP 505 Carpark Expansion (CPK370-01)	0.100	0.001	0.8%	0.000	0.0%	Ⓡ	Ⓨ	2	0.500	0.001
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		0.450	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.142	0.000	0.0%	0.142	100.0%	Ⓞ	Ⓞ		0.333	0.191
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.208	88.7%	0.235	100.0%	Ⓞ	Ⓞ		0.250	0.224
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	0.235	0.000	0.0%	0.235	100.0%	Ⓞ	Ⓞ		0.250	0.015
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.500	0.330	66.0%	0.500	100.0%	Ⓞ	Ⓞ		0.500	0.330
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.359	0.131	36.5%	0.359	100.0%	Ⓞ	Ⓞ		0.550	0.247
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.485	0.335	69.2%	0.485	100.0%	Ⓞ	Ⓞ		0.485	0.335
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.027	36.5%	0.027	36.5%	Ⓡ			0.075	0.027
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	0.432	100.0%	Ⓞ	Ⓞ		0.432	0.000
Fleet Vehicles / Maint Equipment for Operations (CPK372-21)	0.852	0.000	0.0%	0.450	52.8%	Ⓨ	Ⓡ	6	0.852	0.000
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	1.000	0.000
HUB LANE REFRESH - UPGRADE REVENUE CONT (CPK379-01)	1.169	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	6	2.000	1.335
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.014	2.3%	0.300	50.0%	Ⓨ	Ⓨ	3	0.600	0.014
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.003	1.0%	0.175	50.0%	Ⓨ	Ⓨ	3	0.350	0.003
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	0.000	0.0%	Ⓡ			0.045	0.000
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.017	0.000	0.0%	0.017	100.0%	Ⓞ	Ⓞ		0.020	0.003
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.031	0.000	0.0%	0.031	100.0%	Ⓞ	Ⓞ		0.175	0.144
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-01)	0.073	0.000	0.0%	0.073	100.0%	Ⓞ	Ⓞ		0.100	0.027
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-01)	0.250	0.000	0.0%	0.000	0.0%	Ⓡ			0.250	0.000
SERVERS COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.121	0.000	0.0%	0.121	100.0%	Ⓞ	Ⓞ		0.150	0.029
Servers Computers Monitors Peripherals (CPK395-02)	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%	0.000	0.0%	Ⓡ			0.035	0.000
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%	0.040	100.0%	Ⓞ	Ⓞ		0.040	0.000
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.110	0.003	3.0%	0.110	100.0%	Ⓞ	Ⓞ		0.145	0.038
CCTV CAMERAS (CPK401-01)	0.075	0.015	20.5%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.015
CCTV Cameras (CPK401-02)	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		1.250	0.000
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%	0.000	0.0%	Ⓡ			0.070	0.000
CP 49 Facility Modernization (CPK411-01)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	0.050	0.000
Building Management Monitoring (CPK418-01)	0.050	0.000	0.0%	0.025	50.0%	Ⓨ	Ⓡ	6	0.050	0.000
Prepaid parking solution (i.e. permits) (CPK419-01)	3.750	0.000	0.0%	2.000	53.3%	Ⓨ	Ⓡ	6	3.750	0.000
Sub-Total	15.756	1.074	6.8%	7.575	48.1%				50.346	24.105
Growth Related										
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.147	0.001	0.4%	0.001	0.4%	Ⓡ	Ⓡ	7	2.855	2.826
CP 277 Permanent Construction Surface Lot (CPK254-02)	0.020	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	7	0.129	0.000
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	1.000	0.000	0.0%	0.300	30.0%	Ⓡ	Ⓡ	5	3.245	2.236
CP 1 - TWO PARKING LEVELS ADDITION (CPK266-01)	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		1.000	0.587
ACQUISITION - 11 WELLESLEY ST W (CPK355-01)	7.292	7.079	97.1%	7.292	100.0%	Ⓞ	Ⓞ		7.475	7.262
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.091	0.000	0.0%	0.010	10.9%	Ⓡ	Ⓞ		5.883	0.085
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.233	0.000	0.0%	0.233	100.0%	Ⓞ	Ⓞ		7.241	0.008
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	5.000	0.070	1.4%	3.500	70.0%	Ⓨ	Ⓡ	6	5.000	0.070

Toronto Parking Authority (TPA)

Projects by Category (Million)	2021 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
PROVISION LEGALS COSTS ASSOCIATED WITH (CPK391-01)	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.300	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.444	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	9	22.181	0.000
ACQUISITION 229 RICHMOND ST WEST (CPK404-01)	0.640	0.000	0.0%	0.200	31.3%	Ⓡ	Ⓜ	10	0.640	0.000
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-02)	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	11	0.250	0.000
CP 219 (JV) 87 RICHMOND STREET EAST (CPK407-01)	0.080	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	1	6.500	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.295	0.000	0.0%	0.295	100.0%	Ⓢ	Ⓢ		1.485	0.035
Sub-Total	15.741	7.150	45.4%	11.981	76.1%	-	-		64.184	13.110
Total	52.476	8.512	16.2%	25.673	48.9%				193.834	42.422
<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:

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

Note # 2:

Insufficient Staff Resources

Note # 3:

RFQ/RFP Delayed

Note # 4:

Site Conditions (CP36 - Waterproof/Concrete repairs, condition assessment RFP to be issued in August 2021 to develop comprehensive repair program strategy)

Note # 5:

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

Note # 6:

Co-ordination with other projects.

Note # 7:

Planning still finalizing with the City on the way forward.

Note # 8:

CP 11 - Lease Expired and renewal in negotiation, may exit the proprrty but need to restore as it was in 60's. RFP for condition assessment of ground floor structure (roof of the TTC running structure) to be issued in July/Aug 2021 with Fall 2021 award.

Note # 9:

Acquistiion - Etobicoke City Centre - Dvelopment approval with City Planning progresses slower than expencted. TPA examining the possibility of operating the facility versus acquiring parking here which would mean there would no up front capital cost.

Note # 10:

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

Note # 11:

CP12/CP223 (JV) 30 Alvin Ave - Development approval with City Planning progresses slower than expected while overall JV on track for 2028.

Chart 1
2020 Approved Budget by Category \$1,330.6

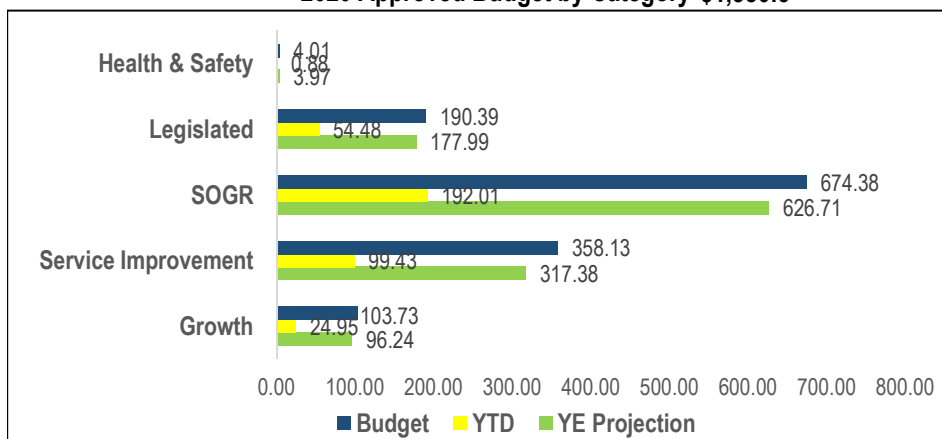


Table 1
2020 Active Projects by Category

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

Chart 2
Project Status - 64

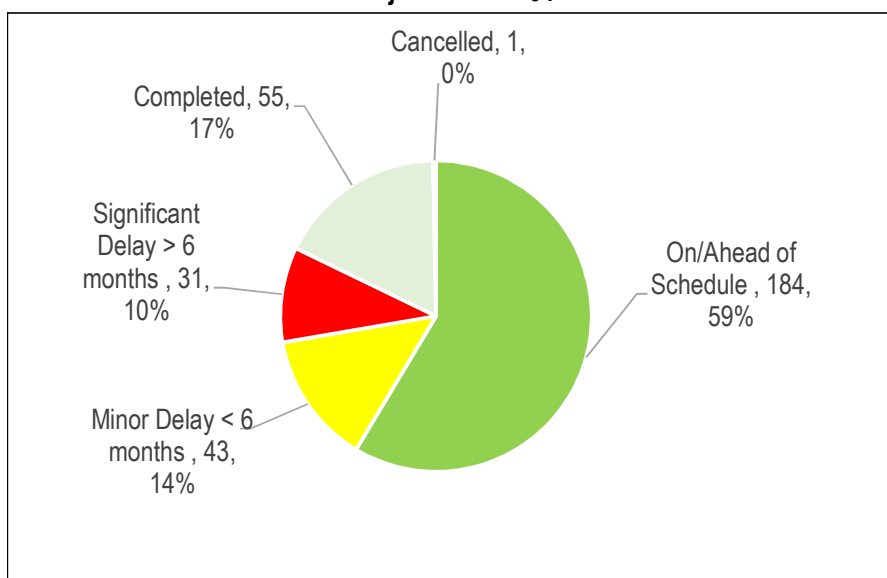


Table 2

Reason for Delay	74	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	1
Procurement Issues	6	8
RFQ/RFP Delayed	6	4
Contractor Issues		
Site Conditions	3	12
Co-ordination with Other Projects	4	6
Community Consultation		
Covid Related	3	1
Other*	4	11
Total # of Projects	31	43

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,119.88	129.61	70.56	10.24	0.35

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 15 projects due to the pending expropriation process and /or acquisition of required permits, extended scoping phase to address operational requirements, extended procurement, design, and approval phase, slower than forecasted progress of preliminary design and/or construction phase, need to reprioritize projects and/or combination of several factors listed above.

Key Discussion Points:

- As of June 30, for year-end, Toronto Water is projecting spending of \$1.222 billion or 91.9% of the 2021 Approved Capital Budget of \$1.331 billion. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2021 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 65.3% or \$868.781 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2021.
- \$1.130 billion or 76.1% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years. This level of spending is consistent with project schedules for the construction of water infrastructure.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 93.5% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$125.323 million or 26.5% of the 2021 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$70.564 million or 26.1% of the 2021 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$19.693 million or 35.2% of the 2021 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$17.700 million or 32.3% of the 2021 Approved Capital Budget); Wet Weather Flow (\$53.895 million or 37.6% of the 2021 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$9.530 million or 21.1% of the 2021 Approved Capital Budget); Trunk Sewer projects (\$16.575 million or 27.3% of the 2021 Approved Budget); and Basement Flooding Program (\$34.291 million or 24.7% of the 2021 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	3.505	0.612	17.5%	3.504	100.0%	Ⓔ	Ⓔ		38.117	25.668
FJ Horgan Treatment Plant	0.090	-	0.0%	0.005	5.6%	Ⓔ	Ⓔ	#3	0.504	-
Humber Wastewater Treatment	0.410	0.271	66.0%	0.461	112.3%	Ⓔ	Ⓔ	#1	15.230	9.461
Sub-Total	4.005	0.883	22.0%	3.970	99.1%	-	-		53.851	35.129
Legislated										
Ashbridges Bay Treatment Plant	127.127	41.402	32.6%	124.271	97.8%	Ⓔ	Ⓔ		576.384	246.843
RL Clark Treatment Plant	0.075	0.030	40.5%	0.035	46.7%	Ⓔ	Ⓔ	#1	6.056	5.853
Highland Creek Treatment Plant	17.461	4.539	26.0%	11.365	65.1%	Ⓔ	Ⓔ	#2	121.484	82.991
Humber Wastewater Treatment	2.947	0.135	4.6%	0.675	22.9%	Ⓔ	Ⓔ	#2	64.088	53.396
Island Treatment Plant	2.419	0.480	19.8%	1.803	74.5%	Ⓔ	Ⓔ		83.439	21.760
Pumping Stations & Force mains	3.721	0.829	22.3%	3.825	102.8%	Ⓔ	Ⓔ	#1	73.852	20.601
Water Service Replacement	36.542	7.053	19.3%	35.917	98.3%	Ⓔ	Ⓔ		371.829	256.883
WT - Storage & Treatment	0.100	0.010	10.4%	0.100	100.0%	Ⓔ	Ⓔ		1.771	1.482
Sub-Total	190.392	54.479	28.6%	177.991	93.5%	-	-		1,298.903	689.809
State of Good Repair										
Ashbridges Bay Treatment Plant	121.681	24.951	20.5%	91.720	75.4%	Ⓔ	Ⓔ		1,913.237	639.291
Business & Technology Support	0.078	-	0.0%	-	0.0%	Ⓔ	Ⓔ	#1	0.732	0.574
RL Clark Treatment Plant	0.537	0.068	12.6%	0.354	66.0%	Ⓔ	Ⓔ	#1	98.907	97.000
RC Harris Treatment Plant	9.975	4.856	48.7%	9.811	98.4%	Ⓔ	Ⓔ		63.687	50.586
Highland Creek Treatment Plant	26.275	12.831	48.8%	28.955	110.2%	Ⓔ	Ⓔ	#1	317.206	147.880
FJ Horgan Treatment Plant	1.923	0.234	12.2%	0.968	50.3%	Ⓔ	Ⓔ	#1	21.259	9.910
Humber Wastewater Treatment	39.150	15.556	39.7%	36.925	94.3%	Ⓔ	Ⓔ		416.641	243.934
Island Treatment Plant	17.218	11.258	65.4%	15.737	91.4%	Ⓔ	Ⓔ		61.990	41.156
Linear Engineering	93.134	31.110	33.4%	87.703	94.2%	Ⓔ	Ⓔ		737.034	503.336
Pumping Stations & Force mains	4.654	3.885	83.5%	6.868	147.6%	Ⓔ	Ⓔ	#1	67.244	21.198
Sewer Rehabilitation	75.405	16.669	22.1%	70.855	94.0%	Ⓔ	Ⓔ		623.349	413.200
Sewer Replacement	18.635	4.513	42.1%	15.407	82.7%	Ⓔ	Ⓔ		60.202	31.495
Trunk Sewers	44.447	11.813	62.2%	47.626	107.2%	Ⓔ	Ⓔ	#1	369.122	180.390
Trunk Water mains	1.745	0.414	23.7%	1.748	100.2%	Ⓔ	Ⓔ		55.163	36.274
Watermain Rehabilitation	59.111	10.845	18.3%	73.692	124.7%	Ⓔ	Ⓔ	#1	744.694	520.638
Watermain Replacement	96.756	30.141	31.2%	90.359	93.4%	Ⓔ	Ⓔ		513.908	367.042
Water Service Replacement	8.636	0.947	11.0%	8.464	98.0%	Ⓔ	Ⓔ		40.834	26.086
WT - Storage & Treatment	27.940	4.026	14.4%	13.581	48.6%	Ⓔ	Ⓔ	#3	206.012	104.650
WTP - Plantwide	5.329	0.527	9.9%	6.320	118.6%	Ⓔ	Ⓔ	#1	47.103	1.381
WWF - Implementation Projects	7.290	4.023	55.2%	6.515	89.4%	Ⓔ	Ⓔ		66.385	32.361
WWF - Stream Restoration	13.592	3.324	24.5%	13.028	95.9%	Ⓔ	Ⓔ		107.315	54.270
Yards & Facilities	0.874	0.014	1.6%	0.077	8.8%	Ⓔ	Ⓔ	#3	4.120	3.261
Sub-Total	674.383	192.006	28.5%	626.713	92.9%	-	-		6,536.144	3,525.913
Service Improvements										
Ashbridges Bay Treatment Plant	15.539	3.226	20.8%	10.988	70.7%	Ⓔ	Ⓔ	#2	93.048	17.341
Water Meter Program (AMR)	2.420	0.949	39.2%	2.057	85.0%	Ⓔ	Ⓔ		241.741	220.457
Business & Technology Support	14.258	2.698	18.9%	12.374	86.8%	Ⓔ	Ⓔ		98.847	50.681
Basement Flooding Program	138.551	34.291	24.7%	125.315	90.4%	Ⓔ	Ⓔ		1,809.468	491.408
RC Harris Treatment Plant	1.308	0.568	43.4%	0.907	69.3%	Ⓔ	Ⓔ	#2	13.029	4.270
Highland Creek Treatment Plant	9.595	2.323	24.2%	6.395	66.7%	Ⓔ	Ⓔ	#2	206.872	38.940
FJ Horgan Treatment Plant	3.729	0.004	0.1%	1.488	39.9%	Ⓔ	Ⓔ	#3	9.042	0.724
Humber Wastewater Treatment	12.321	1.737	14.1%	7.592	61.6%	Ⓔ	Ⓔ	#2	129.830	48.865
Island Treatment Plant	4.000	0.459	11.5%	3.100	77.5%	Ⓔ	Ⓔ		9.163	1.599
Linear Engineering	1.753	0.441	25.2%	1.395	79.6%	Ⓔ	Ⓔ		15.437	5.756
Pumping Stations & Force mains	0.013	0.002	13.5%	0.012	91.0%	Ⓔ	Ⓔ		3.441	3.377
Sewer Replacement	2.893	2.894	100.0%	2.901	100.3%	Ⓔ	Ⓔ		31.300	31.300

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Trunk Sewers	0.067	-	0.0%	-	0.0%	Ⓡ	Ⓨ	#2	29.092	-
Trunk Watermains	3.690	1.240	33.6%	3.239	87.8%	Ⓢ	Ⓢ		8.859	4.397
WT - Storage & Treatment	2.838	0.074	2.6%	2.500	88.1%	Ⓢ	Ⓢ		44.426	39.124
WTP - Plantwide	16.564	0.460	2.8%	6.595	39.8%	Ⓡ	Ⓡ	#3	93.092	3.770
WWF - Implementation Projects	108.025	39.415	36.5%	111.607	103.3%	Ⓡ	Ⓢ	#1	795.276	418.592
WWF -TRCA	14.319	7.134	49.8%	14.319	100.0%	Ⓢ	Ⓢ		123.692	115.440
Yards & Facilities	6.248	1.512	24.2%	4.597	73.6%	Ⓢ	Ⓢ		86.492	33.160
Sub-Total	358.130	99.427	27.8%	317.382	88.6%	-	-		3,842.147	1,529.201
Growth Related										
Ashbridges Bay Treatment Plant	2.615	0.373	14.3%	1.250	47.8%	Ⓡ	Ⓨ	#2	213.418	0.416
Highland Creek Treatment Plant	2.550	-	0.0%	0.500	19.6%	Ⓡ	Ⓡ	#3	9.711	7.161
Island Treatment Plant	0.700	-	0.0%	0.430	61.4%	Ⓨ	Ⓨ	#2	5.970	-
Linear Engineering	0.600	0.008	1.3%	0.370	61.7%	Ⓨ	Ⓨ	#2	2.962	0.519
New Service Connections	54.580	16.896	31.0%	54.157	99.2%	Ⓢ	Ⓢ		514.391	351.672
New Sewers	6.620	1.883	28.5%	5.920	89.4%	Ⓢ	Ⓢ		47.652	8.984
Pumping Stations & Forcemains	7.199	-	0.0%	6.200	86.1%	Ⓢ	Ⓢ		24.687	10.608
Trunk Sewers	0.544	0.046	8.4%	0.546	100.4%	Ⓢ	Ⓢ		577.870	3.763
Trunk WM	8.901	3.765	42.3%	7.585	85.2%	Ⓢ	Ⓢ		102.859	34.706
Water Efficiency Plan	0.633	0.054	8.5%	0.633	100.0%	Ⓢ	Ⓢ		13.707	11.849
Watermain Replacement	18.764	1.924	10.3%	18.649	99.4%	Ⓢ	Ⓢ		129.131	79.901
WT - Storage & Treatment	0.020	-	0.0%	-	0.0%	Ⓡ	Ⓨ	#2	6.000	-
Sub-Total	103.726	24.948	24.1%	96.240	92.8%	-	-		1,648.358	509.579
Total	1,330.638	371.743	27.9%	1,222.296	91.9%				13,379.403	6,289.631

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

Note # 1:

Projects are completed with lower or slightly higher than planned costs in 2021. Several projects are proceeding ahead of schedule including Liquid Train Repairs - Phase 1 at Highland Creek Waste Water Treatment Plant, Legislated and SOGR projects within Forcemain Replacement, Trunk Sewer, Watermain Rehabilitation (Watermain Structural Lining), Plantwide Water Treatment (Zebra Mussel Control Construction) Program Areas, and Don & Waterfront Trunk/CSO Design and Construction projects. The Raw Water Pump Upgrades project at FJ Horgan Water Treatment Plant is proceeding according to the revised schedule to align with operational requirements.

Note # 2:

Minor project delays are due to one or combination of the following reasons: pending acquisition of required permits (Highland Creek Waste Water Treatment Plant projects, including Canadian Environmental Protection Act legislated projects and Biosolids Master Plan Implementation - Construction), pending completion of expropriation process (Trunk Sewers Odour and Corrosion Control project), need to extend design phase to address operational requirements (Humber Waste Water Treatment Plant Odour Control Upgrades - Phase 1), site conditions (Downsview Pumping Station - Construction project, Emergency Standby Power at RC Harris Treatment Plant, and Operations Control Centre Construction at Humber Waste Water Treatment Plant), infrastructure condition (Solar PV project at Ashbridges Bay Waste Water Treatment Plant), additional scope and complexity (Island Water Treatment Plant Photovoltaic System and Lower Simcoe Combined Sewer Outflow project), and need to extend procurement phase (Ashbridges Bay Waste Water Treatment Plant Aeration Tank 12 & 13) or coordinate projects with Region of York.

Note # 3:

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