

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended December 31, 2022
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**2022 Capital Spending by Program
Community and Social Services**

Program	Period	2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
Children's Services	4M-2022	13.07	10.88	83.2%		⊙
	Q2-2022	16.72	14.65	87.6%	↑	⊙
	Q3-2022	16.72	13.98	83.6%	↓	⊙
	YE-2022	21.26	16.41	77.2%	↓	⊙
Court Services	4M-2022	0.31	0.31	100.0%		⊙
	Q2-2022	0.31	0.21	66.6%	↓	⊙
	Q3-2022	0.31	0.03	8.1%	↓	Ⓡ
	YE-2022	0.31	0.00	0.0%	↓	Ⓡ
Fire Services	4M-2022	12.76	5.67	44.4%		Ⓡ
	Q2-2022	12.76	3.17	24.8%	↓	Ⓡ
	Q3-2022	12.76	3.09	24.2%	↓	Ⓡ
	YE-2022	12.76	4.00	31.3%	↑	Ⓡ
EDC	4M-2022	34.04	22.29	65.5%		⊙
	Q2-2022	34.27	20.55	60.0%	↓	⊙
	Q3-2022	34.48	19.07	55.3%	↓	⊙
	YE-2022	34.48	12.07	35.0%	↓	Ⓡ
Long Term Care	4M-2022	17.74	14.75	83.2%		⊙
	Q2-2022	17.15	14.54	84.8%	↑	⊙
	Q3-2022	17.15	6.71	39.1%	↓	Ⓡ
	YE-2022	17.58	5.59	31.8%	↓	Ⓡ
PFR	4M-2022	265.01	170.66	64.4%		⊙
	Q2-2022	266.00	163.57	61.5%	↓	⊙
	Q3-2022	270.76	163.68	60.5%	↓	⊙
	YE-2022	272.93	150.12	55.0%	↓	⊙
SSHA	4M-2022	49.00	36.83	75.2%		⊙
	Q2-2022	49.00	33.20	67.7%	↓	⊙
	Q3-2022	49.00	26.32	53.7%	↓	⊙
	YE-2022	49.00	22.29	45.5%	↓	Ⓡ
HS	4M-2022	476.48	474.73	99.6%		⊙
	Q2-2022	698.02	587.56	84.2%	↓	⊙
	Q3-2022	698.02	368.16	52.7%	↓	⊙
	YE-2022	698.02	345.49	49.5%	↓	Ⓡ
TESS	4M-2022	6.06	4.89	80.6%		⊙
	Q2-2022	6.06	4.98	82.2%	↑	⊙
	Q3-2022	6.06	4.92	81.2%	↓	⊙
	YE-2022	6.06	4.69	77.4%	↓	⊙
Paramedics Services	4M-2022	12.61	6.75	53.5%		⊙
	Q2-2022	12.61	8.91	70.7%	↑	⊙
	Q3-2022	13.06	9.18	70.3%	↓	⊙
	YE-2022	13.06	6.35	48.6%	↓	Ⓡ
TOTAL	4M-2022	887.07	747.75	84.3%		⊙
	Q2-2022	1,112.90	851.32	76.5%	↓	⊙
	Q3-2022	1,118.31	615.14	55.0%	↓	⊙
	YE-2022	1,125.46	567.01	50.4%	↓	⊙

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

For the twelve months ended December 31, 2022, the capital expenditures for totalled \$567.0 million of their collective 2022 Approved Capital Budget of \$1125.5 million. 2 programs in this service area have the year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

Programs with projected spend rate above 70% are Children's Services, and Toronto Employment & Social Services.

Chart 1
2022 Approved Budget by Category (\$21.26)

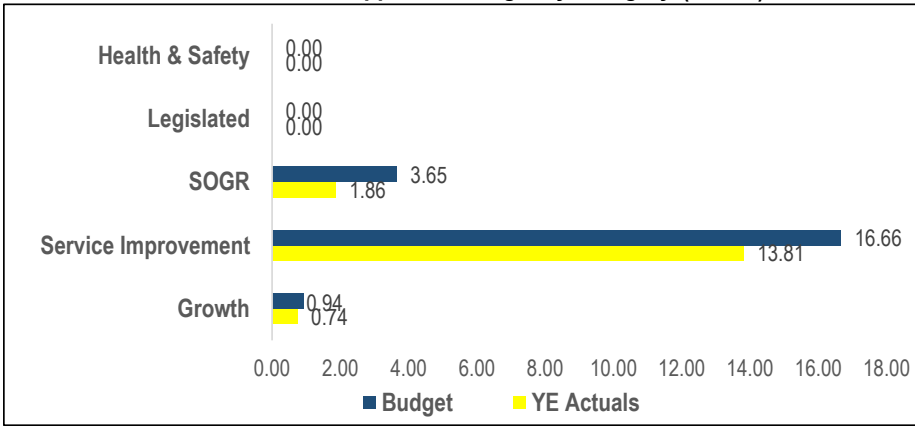


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	20
Growth	1
Total # of Projects	24

Chart 2
Project Status - 24

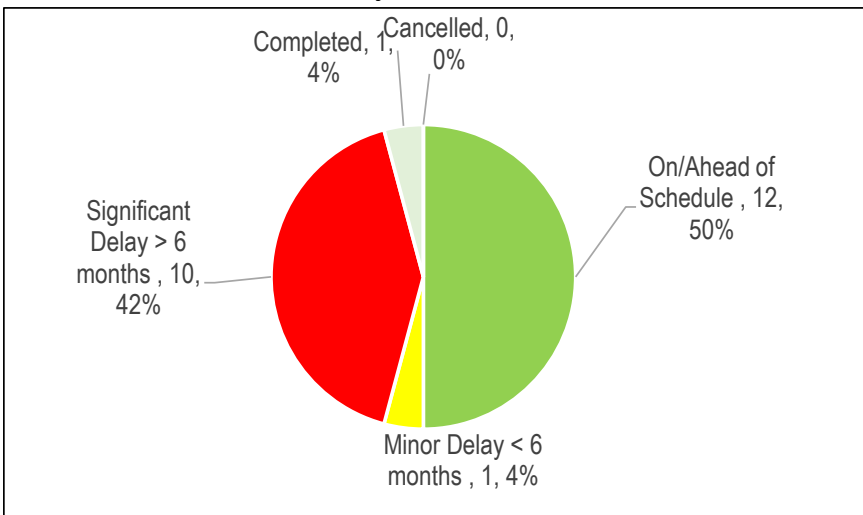


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	4	
Community Consultation		
Other*	1	1
Total # of Projects	7	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
16.026	1.550	3.567	0.112	

Children's Services (CHS)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		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
State of Good Repair								
TELCCS SOGR 2021	0.562	0.433	77.0%	Ⓞ	Ⓞ		1.367	1.095
TELCCS SOGR 2022	1.540	0.618	40.1%	Ⓡ	Ⓡ	1	1.540	0.540
TELCCS Playground Retrofit 2022	1.550	0.807	52.1%	Ⓨ	Ⓨ	2	1.550	0.807
Sub-Total	3.652	1.858	50.9%	-	-		4.457	2.442
Service Improvements								
St. John the Evangelist Catholic School	0.142	0.008	5.6%	Ⓡ	Ⓡ	3	2.100	1.966
Canoe Landing	0.050	-0.047	-94.0%	Ⓞ	Ⓡ	4	4.733	4.027
Stanley Public School	0.652	0.459	70.4%	Ⓨ	Ⓞ	5	3.900	3.507
St. Barnabas Catholic School	0.672	0.672	100.0%	Ⓞ	Ⓞ		3.500	3.150
St. Roch Catholic School	1.798	1.481	82.4%	Ⓞ	Ⓞ		4.000	3.347
St Bartholomew Catholic School	1.345	1.345	100.0%	Ⓞ	Ⓞ		3.800	2.011
North East Scarborough Centre	1.509	1.509	100.0%	Ⓞ	Ⓞ		8.800	1.871
Mount Dennis Child Care Centre	5.854	5.854	100.0%	Ⓞ	Ⓞ		19.830	15.245
David and Mary Thompson (Centre 7)	0.050	0.000	0.0%	Ⓞ	Ⓡ	6	5.000	0.000
TCH Needle Firway	0.100	0.000	0.0%	Ⓞ	Ⓡ	7	5.000	0.075
Gilder Child Care Centre (Centre 11)	0.310	0.000	0.0%	Ⓡ	Ⓡ	8	3.900	0.740
Anishawabe Miziwe Biik Child Care Centre	1.040	1.040	100.0%	Ⓞ	Ⓞ		8.709	1.740
Wallace Emerson Child Care Centre	0.708	0.708	100.0%	Ⓞ	Ⓞ		8.200	0.975
Western North York Child Care	0.246	0.245	99.6%	Ⓞ	Ⓞ		5.000	0.342
Bayside Child Care	0.700	0.535	76.4%	Ⓞ	Ⓞ		0.700	0.700
Woodbine Child Care Centre	0.175	0.000	0.0%	Ⓡ	Ⓡ	9	5.000	0.000
Lawrence Heights	0.050	0.000	0.0%	Ⓡ	Ⓡ	10	5.640	0.000
Willowridge	0.150	0.000	0.0%	Ⓡ	Ⓡ	11	1.495	0.000
Bendale Child Care Centre	0.112	-0.002	-1.8%	Ⓞ	Ⓞ		3.425	3.038
Alexandra Park	1.000	0.000	0.0%	Ⓡ	Ⓡ	12	2.271	1.022
Sub-Total	16.663	13.807	82.9%	-	-		105.003	43.756
Growth Related								
TCS Growing Child Care	0.940	0.743	79.0%	Ⓞ	Ⓞ		4.764	3.786
Sub-Total	0.940	0.743	79.0%	-	-		4.764	3.786
Total	21.255	16.408	77.2%				114.224	49.984

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

Note # 1:

Underspending is attributable to the required pause in capital spending, resulting from delay in receipt of 2022 COVID-19 intergovernmental funding support.

Note # 2:

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

Note # 3:

This project is nearing completion, with unspent funding carried forward into 2023. The project is scheduled for completion in 2023.

Note # 4:

This project is scheduled for completion in 2024, with the construction of the playground to be co-ordinated with other final finishes. The credit posting reflects recoveries and utility refunds that are due for recovery in early 2023.

Note # 5:

This project is nearing the end of the construction phase, and is progressing according to the plan; the project is budgeted for completion in 2023.

Note # 6:

Children's Services (CHS)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year End		Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

This project has been sent to tender, with Toronto District School Board and Parks, Forestry and Recreation co-ordinating the project delivery; the project is budgeted to be completed in 2026.

Note # 7

This project remains in the planning stage with Toronto District School Board, with construction budgeted to commence in 2023; the project scheduled for completion in 2025.

Note # 8:

Construction for this project is well under way, with a scope increase of \$0.600 million included in the 2023 Capital Budget , reflecting the impacts of inflation.

Note # 9:

This project is in the preliminary planning stage with Toronto Community Housing, with agreement being negotiated by 3rd parties. The project is planned to benefit the community surrounding Woodbine Casino, with the project budgeted for completion in 2026.

Note #10:

This project is in the preliminary planning stage with Toronto Community Housing, with a service delivery agreement being negotiated with 3rd parties. The project is budgeted for completion in 2026.

Note # 11:

This project has been completed, with unspent funds to be returned to XR1103, to be utilized in the future for development of other centres when required. This project is budgeted for completion in 2026.

Note # 12:

This project is part of a TCHC redevelopment that is currently underway, with an existing centre to be will be relocated and expanded from 42 spaces to 52, with additional capacity to accommodate infants. The unspent cash flow will be carried forward to 2023; the centre is budgeted for completion in 2024.

Chart 1
2022 Approved Budget by Category (\$0.31)

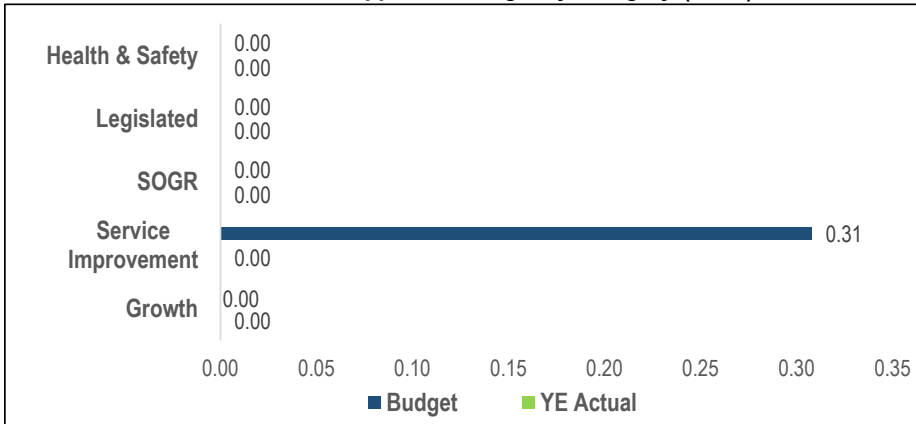


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 1

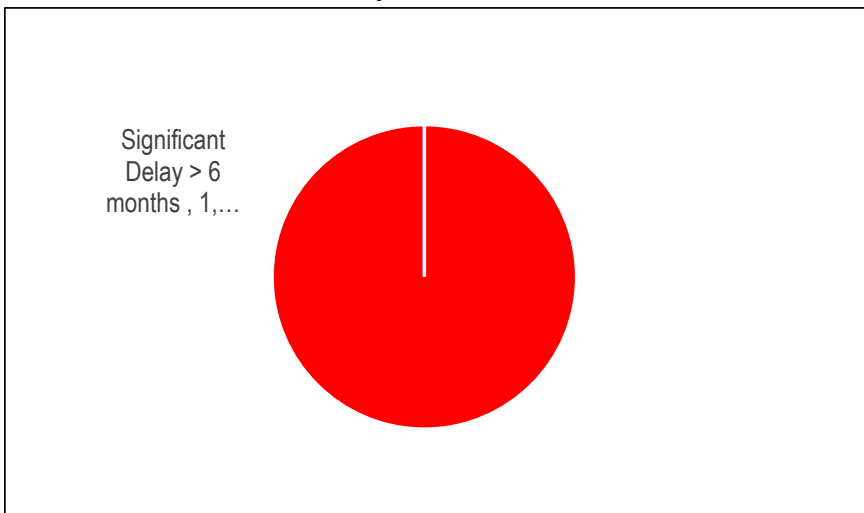


Table 2

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

Table 3
Projects Status (\$Million)

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

Toronto Court Services

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
				\$	%	On Budget	On Time			
Health & Safety										
H&S Project Name							Ⓜ	#1		
H&S Project Name							Ⓞ	#1		
Sub-Total	0.000			0.000		-	-		0.000	0.000
Legislated										
Legislated Project Name							Ⓜ	#2		
Legislated Project Name							Ⓞ	#2		
Sub-Total	0.000			0.000		-	-		0.000	0.000
State of Good Repair										
SOGR Project Name							Ⓞ			
SOGR Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	0.000
Service Improvements										
Adjudicative Information Management System	0.308			0.000	0.0%	Ⓜ	Ⓜ	#1	0.308	0.000
Sub-Total	0.308			0.000	0.0%	-	-		0.308	0.000
Growth Related										
Growth Project Name							Ⓞ			
Growth Project Name							Ⓞ	#3		
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	0.308			0.000	0.0%				0.308	0.000

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

Note # 1:

Project has been delayed by resource gaps. In 2022, key business requirements were identified by municipalities and provided to the Provincial project team. Further consultations between municipalities and the provincial government are on going and project spending is expected to ramp up in 2023. The unspent funding will be carried forward to 2023.

Chart 1
2022 Approved Budget by Category (\$12.76)

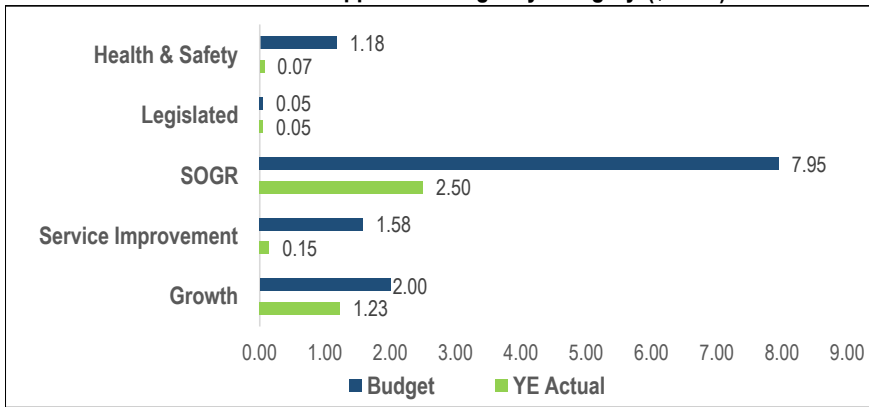


Table 1
2022 Active Projects by Category

Health & Safety	5
Legislated	1
SOGR	5
Service Improvement	2
Growth	3
Total # of Projects	16

Chart 2
Project Status - 16

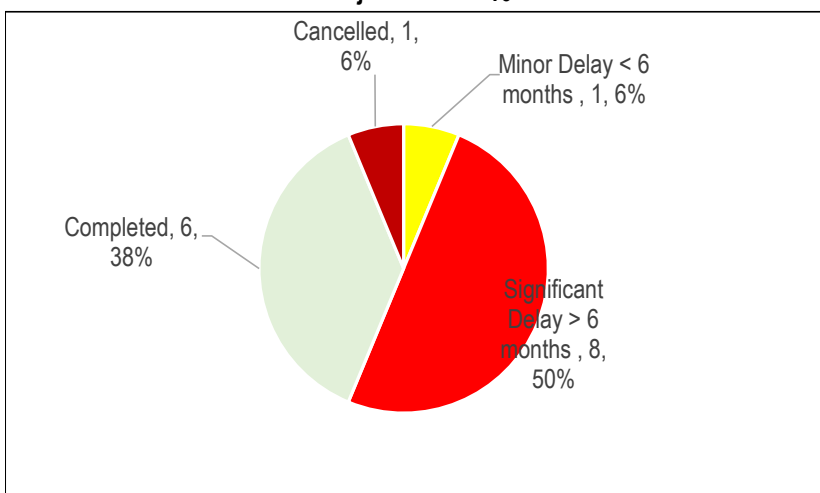


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.30	10.30	0.66	1.50

Reasons for "Other" Projects Delay:

- The HUSAR Building Expansion project (\$1.535 million budget) reflects underspending due to delays in the issuance of the building permit due to the need for approvals from Toronto Water, City Planning, and TRCA. The design phase finalized and construction began in 2022. Completion is expected in 2023.

Key Discussion Points:

- Toronto Fire Services spent \$3.999 million, or 31.3%, of its 2022 Approved Capital Budget of \$12.757 million at year-end.
- At December 31, 2022, Toronto Fire Services reported 6 completed projects, including the construction of Station B (Downsview) with the delivery of a new fire truck. These projects were completed under budget (\$0.547 million out of approved budget of \$0.658 million).
- 9 projects (\$10.604 million budget) experienced delays primarily due to longer than anticipated RFQ processes, supply chain and vendor resource issues, unexpected delays in procurement, and other reasons mentioned above.
- The Fire Prevention Office Space Accommodation (3 Dohme) project (\$1.495 million budget) was cancelled, as a result of consideration of other accommodation options.
- \$1.210 million of the 2022 Approved Capital Budget has been earmarked for the Corporate Capital Budget Reductions.
- \$7.154 million of the 2022 underspending has been carried forward to 2023 and future years to complete the capital works.

Fire Services (FIR)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Next Generation 911 Project	0.066	0.066	100.0%	Ⓞ	Ⓞ		0.350	0.350
Replacement of Thermal Imaging Cameras	0.300	0.000	0.0%	Ⓜ	Ⓜ	#1	1.450	0.000
Live Fire Training Simulator	0.650	0.003	0.5%	Ⓜ	Ⓜ	#2	0.650	0.003
Breathing Air Compressor Replacement 2021	0.080	0.000	0.0%	Ⓜ	Ⓜ	#3	0.080	0.000
Breathing Air Compressor Replacement 2022	0.081	0.000	0.0%	Ⓜ	Ⓜ	#4	0.081	0.000
Sub-Total	1.177		0.070	5.9%	-	-	2.611	0.353
Legislated								
Replacement of HUSAR Equip - 2022	0.050	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.050
Sub-Total	0.050		0.050	100.0%	-	-	0.050	0.050
State of Good Repair								
Fire Prevention Office Space Accommodation (3 Dohme)	1.495	0.000	0.0%	Ⓜ	Ⓜ	#5	10.162	0.000
Training Simulators Rehabilitation 2021	0.066	0.066	100.0%	Ⓞ	Ⓞ		0.100	0.100
Training Simulators Rehabilitation 2022	0.100	0.019	18.9%	Ⓜ	Ⓜ	#6	0.100	0.019
Toronto Radio Infrastructure Project (TRIP)	4.480	1.703	38.0%	Ⓜ	Ⓜ	#7	8.489	2.375
CAD Upgrade	1.806	0.715	39.6%	Ⓜ	Ⓜ	#8	1.960	0.869
Sub-Total	7.946		2.502	31.5%	-	-	20.811	3.363
Service Improvements								
Fire Prevention Technology Integration Project	1.572	0.138	8.8%	Ⓜ	Ⓜ	#9	2.010	0.576
Operational BI Data Architecture Modernization	0.008	0.008	100.0%	Ⓞ	Ⓞ		0.770	0.770
Sub-Total	1.581		0.146	9.2%	-	-	2.780	1.346
Growth Related								
Station B (Stn 144) Keele/ Sheppard	0.013	0.012	87.6%	Ⓞ	Ⓞ		11.685	11.518
HUSAR Building Expansion	1.535	0.874	56.9%	Ⓜ	Ⓜ	#10	7.900	1.064
Fire Apparatus for Station B	0.455	0.345	76.0%	Ⓞ	Ⓞ	#11	0.800	0.691
Sub-Total	2.003		1.231	61.5%	-	-	20.385	13.273
Total	12.757		3.999	31.3%			46.637	18.385

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

Note # 1:

The project faced delays in the issuance of the Purchase Order and delivery. The PO for 13 cameras was issued in November 2022. Delivery occurred in Q1 2023. A portion of the funding has been set aside for the Corporate Capital Budget reductions.

Note # 2:

Project delays were due to supply chain issues of specialized materials. All approvals for the site were completed in 2022. Completion of the foundation is expected by Q2 2023, with full project completion forecasted for Q3 2023.

Notes # 3 & # 4:

Project delays were due to unexpected delays in the RFQ process. The Purchase Order for 3 filtration systems was complete in 2022, with delivery and installation expected by Q2 2023. The purchase of a new Breathing Air Compressor for Station 112 will occur in 2023.

Note # 5:

The project was cancelled as a result of senior management discussions with CreateTO exploring opportunities to optimize the City's real estate assets in lieu of this renovation.

Note # 6:

The project experienced unexpected delays in the RFQ process. Work commenced at the beginning of 2023, with completion now targeted for Q2 2023.

Note # 7:

Vendor resource constraints and delays in hiring the consultant continued to impact the project. As a result, funding has been carried forward to 2023 and 2024, with revised project completion set to Dec 31, 2024.

Note # 8:

BI/Analytics (Milestone #4) was complete in 2022. Divisional resource constraints continued to impact the project schedule with respect to software testing. As a result, funding has been carried forward to 2023 and 2024, with revised project completion set to Dec 31, 2024.

Note # 9:

Project delays were primarily due to delays in the issuance of the Purchase Order, in addition to continuing to work with the vendor to refine functionality of the technology. A portion of the funding has been set aside for the Corporate Capital Budget reductions. Remaining funds have been carried forward to 2023, with project completion expected by Dec 2023.

Note # 10:

Project delays were experienced in the design phase due to complications in building permit issuance. The design phase was complete in 2022. Construction has commenced, with expected completion by Q4 2023.

Note # 11:

Project is complete. The vehicle has been delivered and remaining unspent funds will be returned to the DC reserves.

Chart 1
2022 Approved Budget by Category (\$34.48)

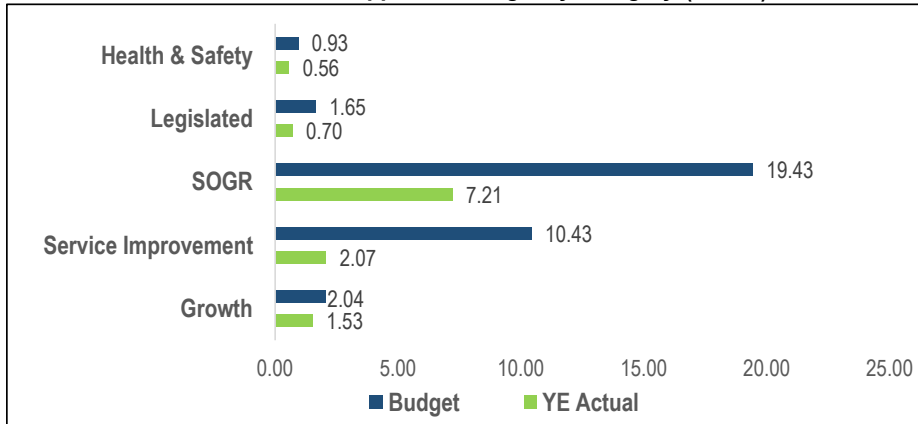


Table 1
2022 Active Projects by Category

Health & Safety	2
Legislated	2
SOGR	9
Service Improvement	11
Growth	1
Total # of Projects	25

Chart 2
Project Status - 25

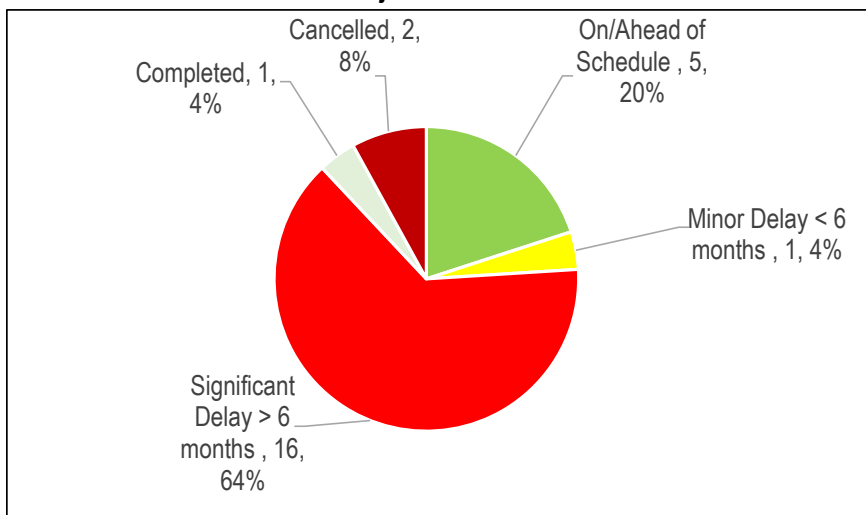


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues	2	1
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*	10	
Total # of Projects	16	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.11	0.66	30.59	0.05	0.07

Reasons for "Other*" Projects Delay:

- Economic Development and Culture experienced delays in the delivery of 10 capital projects due to the pausing for COVID -19 Backstop:
 - Major Maintenance
 - Restoration and Preservation of Heritage Elements
 - Refurbishment and Rehabilitation
 - Commercial Façade Improvement Program
 - Streetscape Master Plan Program
 - Cultural Infrastructure Development
 - Service Enhancement
 - Collections Care
- The Indigenous Centre for Innovation and Entrepreneurship was retendered in November 2022. To date, there is no spending on the capital budget of \$4.600 million. Council approved motion MM47.65 to increase the project cost for the ICIE by \$2.000 million to \$9.853 million on July 19th. This project is delayed as a result of the shortfall and now scheduled for completion by Q3 2024.
- The Public Art 11 Wellesley project is substantially complete and final invoices are being issued by the artist and contractors. Staff are working with the artist to ensure that the project is complete in 2023.

Economic Development and Culture (ECT)

Key Discussion Points (cont'd):

Economic Development and Culture spent \$12.065 million or 35.0% of its 2022 Council Approved Capital Budget. Underspending of \$22.413 million is mainly attributed to the following:

- Required pause in capital spending of \$2.247 million for a number of capital projects, as part of the COVID-19 Backstop.
- The *Indigenous Centre for Innovation and Entrepreneurship* was re-tendered in November 2022. To date, there is no spending on the capital budget of \$4.600 million. Council approved motion MM47.65 to increase the project cost for the ICIE by \$2.000 million to \$9.853 million on July 19th. This project is delayed as a result of the shortfall and now scheduled for completion by Q3 2024.
- A number of *BIA Equal Share Funding* projects experienced significant delays in permitting, procurement and COVID related supply chain issues resulted in projected timelines for completion to be extended into the second and third quarters of 2023. At year-end, \$3.136 million or 46.2% of \$6.786 million has been spent.
- The *Theatre Passe Muraille* experienced delays due to staffing issues as well as the supply chain issues experienced around the world, which caused the project to miss its deadline of September 26th. The tender was cancelled and the project will be re-tendered for work in 2023. At 2022 year-end, \$0.146 million or 18.9% of \$0.772 million has been spent.
- A number of *BIA Planning Act Revenue* projects have been delayed due to COVID-19 such as the *Queen Street West BIA Streetscape Improvement - PAR* project experienced delays due to COVID-19 impacted material delivery. Construction is expected to be completed by Q2 of 2023. At 2022 year-end, \$0.136 million or 19.2% of the \$0.710 million has been spent.
- The total unspent cash flow funding of \$20.084 million has been carried forward to 2023 and/or future years for Economic Development and Culture to complete the capital work.

Economic Development and Culture (ECT)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Casa Loma Exterior Restoration	0.657	0.553	84.2%	Ⓞ	Ⓜ	#1	6.054	5.950
Assembly Hall AODA	0.275	0.006	2.2%	Ⓡ	Ⓞ		0.275	0.006
Sub-Total	0.932	0.559	60.0%	-	-		6.329	5.956
Legislated								
Cultural Infrastructure Development	0.584	0.113	19.4%	Ⓡ	Ⓡ	#2	1.538	1.067
Major Maintenance	1.063	0.585	55.0%	Ⓜ	Ⓡ	#3	2.148	0.970
Sub-Total	1.647	0.698	42.4%	-	-		3.686	2.038
State of Good Repair								
BIA Equal Share Funding	6.786	3.136	46.2%	Ⓡ	Ⓡ	#4	8.767	5.117
BIA Planning Act Revenue	2.477	0.543	21.9%	Ⓡ	Ⓡ	#4	6.282	4.053
Collections Care	0.300	0.034	11.2%	Ⓡ	Ⓡ	#5	0.300	0.034
Cultural Infrastructure Development	0.602	0.227	37.8%	Ⓡ	Ⓡ	#6	1.362	0.988
Major Maintenance	3.059	0.687	22.5%	Ⓡ	Ⓡ	#3	4.963	2.194
Mural Program	0.045	0.045	100.0%	Ⓞ	Ⓞ		0.120	0.120
Refurbishment and Rehabilitation	0.061	0.000	0.0%	Ⓡ	Ⓞ	#5	0.146	0.084
Restoration and Preservation of Heritage Elements	6.088	2.534	41.6%	Ⓡ	Ⓡ	#5	14.473	7.914
Streetscape Master Plan Program	0.012	0.000	0.0%	Ⓡ	Ⓞ		0.060	0.048
Sub-Total	19.430	7.206	37.1%	-	-		36.473	20.552
Service Improvements								
BIA Financed Funding FF	1.000	0.011	1.1%	Ⓡ	Ⓞ		1.000	0.086
BIA Special Project	0.256	0.095	37.0%	Ⓡ	Ⓞ		0.568	0.379
Collections Care	0.200	0.005	2.5%	Ⓡ	Ⓡ	#5	0.200	0.005
Commercial Façade Improvement Program	1.379	0.783	56.7%	Ⓜ	Ⓞ		2.063	1.142
Cultural Infrastructure Development	0.239	0.014	5.9%	Ⓡ	Ⓡ	#7	1.086	0.937
Economic Competitiveness Data Mgmt System	0.621	0.176	28.3%	Ⓡ	Ⓡ	#8	0.700	0.254
Indigenous Centre For Innovation And Ent	4.600	0.000	0.0%	Ⓡ	Ⓡ	#9	9.853	0.000
Mural Program	0.200	0.152	75.9%	Ⓞ	Ⓞ		0.200	0.162
Refurbishment and Rehabilitation	0.100	0.099	99.1%	Ⓞ	Ⓡ	#10	0.100	0.099
Service Enhancement	1.700	0.711	41.8%	Ⓡ	Ⓡ	#5	2.592	1.295
Streetscape Master Plan Program	0.130	0.025	19.3%	Ⓡ	Ⓡ	#5	0.130	0.025
Sub-Total	10.426	2.070	19.9%	-	-		18.493	4.384
Growth Related								
Cultural Infrastructure Development	2.044	1.532	75.0%	Ⓞ	Ⓡ	#5	2.574	2.081
Sub-Total	2.044	1.532	75.0%	-	-		2.574	2.081
Total	34.478	12.065	35.0%				67.555	35.011

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:

Economic Development and Culture (ECT)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
			\$	%	On Budget			

The *Casa Loma Exterior Restoration* project experienced delays due to operational requirements from the tenant and material temperature constraints on the asphalt replacement work on the west parking was deferred to 2022. As of December 31, 2022 the project is substantially complete, only some minor deficiencies are remained to be resolved and release of holdback has been processed.

Note # 2:

The *Public Art 11 Wellesley* project is substantially complete and final invoices are being issued by the artist and contractors. Staff are working with the artist to ensure that the project is complete in 2023.

Note # 3:

The *Theatre Passe Muraille* project is delayed due to issues with the tender in 2022 requiring the project to be re-tendered for work in 2023.

Note # 4:

A number of *BIA Equal Share Funding* and *BIA Planning Act Revenue* projects experienced significant delays in permitting, procurement and COVID related supply chain issues resulting in projected timelines for completion to be extended into Q2 and Q3 of 2023.

Note # 5:

These projects were paused as part of the City's COVID-19 Backstop measures.

Note # 6:

The *Guild Revitalization Log Cabin* project experienced delays due to staffing vacancies during the year and it's been determined that the cabin needs to be relocated due to the roots of a nearby tree. EDC is working to obtain a survey of the site and reviewing with TRCA on where and how to re-locate the cabin.

Note # 7:

The *Public Art -Development Dundas-Islington* project experienced delays due to issues with identifying a contractor who may be able to fabricate and install the development based on the late artist's designs. Staff are currently conducting market sounding to identify prospective vendors to complete the project.

Note # 8:

The *Museum Sites POS Systems* project is delayed due to co-ordination with other projects which are required for the completion of this project.

Note # 9:

The *Indigenous Centre for Innovation and Entrepreneurship* was retendered in November 2022. To date, there is no spending on the capital budget of \$4.600 million. Council approved motion MM47.65 to increase the project cost for the ICIE by \$2.000 million to \$9.853 million on July 19th. This project is delayed as a result of the shortfall and now scheduled for completion by Q3 2024.

Note # 10:

The *Museum Interiors Planning* project is delayed due to unforeseen site conditions causing significant additional work to be added to the scope and the schedule extended.

Chart 1
2022 Approved Budget by Category (\$272.93)

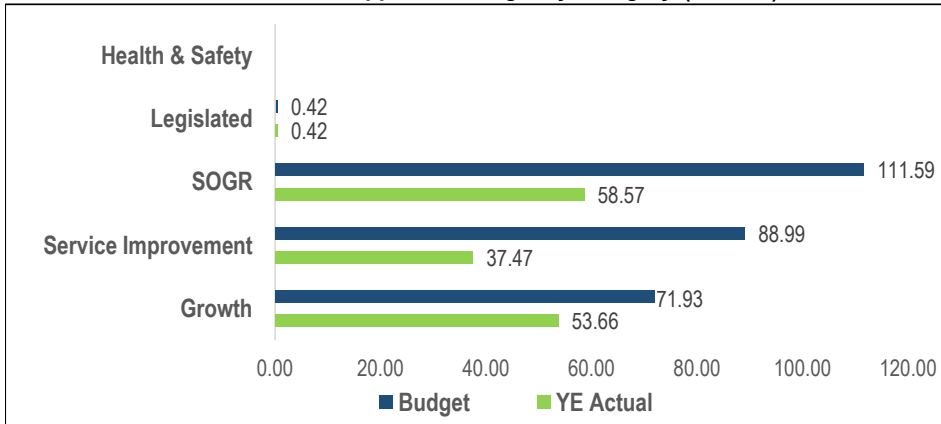


Table 1
2022 Active Projects by Category

Health & Safety	0
Legislated	2
SOGR	58
Service Improvement	182
Growth	62
Total # of Projects	304

Chart 2
Project Status - 304

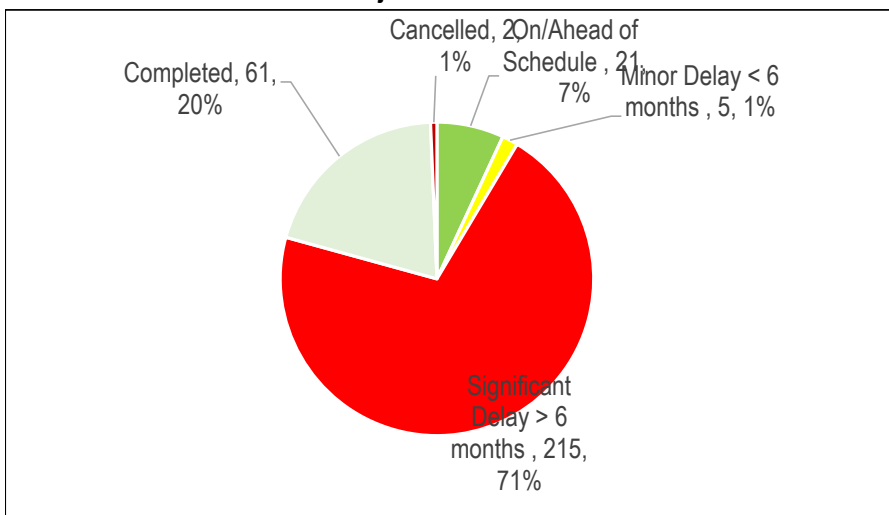


Table 2

Reason for Delay	220	
	Significant Delay	Minor Delay
Insufficient Staff Resources	8	0
Procurement Issues	2	0
RFQ/RFP Delayed	4	1
Contractor Issues	7	1
Site Conditions	2	0
Co-ordination with Other Projects	119	2
Community Consultation	6	0
Other*	67	1
Total # of Projects	215	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
51.48	0.29	205.39	15.51	0.26

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.
- Required pause in capital spending to address shortfall in 2022 COVID-19 intergovernmental support funding.

Key Discussion Points:

- Parks, Forestry and Recreation spent \$150.12 million or 55% of its 2022 Approved Capital Budget of \$272.93 million. This includes a 52.5% spend rate or \$58.57 million for State of Good Repair projects. The year-end underspending of \$122.81 million is mainly attributed to a number of reasons as follows:
- A reduction of \$27.74 million in Capital from Current (CFC)/Debt is required to address the COVID-19 intergovernmental funding shortfall.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- Full impact of COVID-19 on construction and the corresponding impact on our delivery partners, such as:
 - ❑ Supply chain impacts due to COVID-19, for example, lead times for playground equipment
 - ❑ Construction lags due to COVID-19 protocols for safety
 - ❑ Difficult and long process to advance recruitment of positions given other corporate hiring challenges and priorities
 - ❑ Co-ordination and interdependencies with other projects being led by third parties, including Developers (Wallace Emerson) or Toronto and Region Conservation Agency (Algonquin Island North Shore Berm – delays with Class EA related to Toronto Island, specialized equipment for Windstorm projects).
- Larger Service Improvement and Growth Related projects with significant cash flow are advancing in 2022, which has increased PFR spend rate (i.e. acquisition of 5-25 Wellesley Street, construction of Ethennonnhawahstihnen CC, North East Scarborough CC, Lower Yonge CC, Love Park, Land Acquisition, etc).
- As of December 31, 2022, Parks, Forestry and Recreation reported 21 projects currently on-track (\$51.48 million) and 61 completed projects completed under budget (\$13.81 million out of total budget of \$15.51 million) including Highland Creek at University of Toronto Scarborough Campus Improvements, Liberty Village Park Improvements and Allan Gardens Washroom Building (substantial completion).
- 220 projects (\$205.68 million) experienced delays primarily due to longer than anticipated RFP/RFQ processes, timing of parkland acquisition, community engagement and consultation for park development and community centre projects, coordination and interdependencies with other projects, and other reasons mentioned above.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
LAND ACQUISITION	0.422		0.0%	0.422	100.0%	Ⓞ	Ⓞ	#13	5.427	4.772
Legislated Project Name							Ⓞ			
Sub-Total	0.422	0.000	0.0%	0.422	100.0%	-	-		5.427	4.772
State of Good Repair										
ARENA	26.169		0.0%	14.750	56.4%	Ⓜ	Ⓢ	#1	103.977	62.614
COMMUNITY CENTRES	8.762		0.0%	8.762	100.0%	Ⓞ	Ⓢ	#2	78.152	60.205
ENVIRONMENTAL INITIATIVES	4.729		0.0%	2.658	56.2%	Ⓜ	Ⓢ	#3	17.429	11.257
OUTDOOR RECREATION CENTRE	4.499		0.0%	3.396	75.5%	Ⓞ	Ⓞ	#4	16.856	11.894
PARK DEVELOPMENT	6.755		0.0%	4.459	66.0%	Ⓜ	Ⓢ	#5	15.914	13.931
PARKING LOTS & TENNIS COURTS	2.902		0.0%	1.990	68.6%	Ⓜ	Ⓢ	#6	17.183	9.460
PLAYGROUNDS/WATERPLAY	2.493		0.0%	0.408	16.4%	Ⓢ	Ⓢ	#7	9.266	3.674
POOL	6.271		0.0%	2.589	41.3%	Ⓢ	Ⓢ	#8	28.783	13.941
SPECIAL FACILITIES	32.961		0.0%	12.424	37.7%	Ⓢ	Ⓢ	#9	94.329	53.773
FACILITY COMPONENTS	8.188		0.0%	3.540	43.2%	Ⓢ	Ⓢ	#10	24.135	18.512
TRAILS & PATHWAYS	7.861		0.0%	3.596	45.7%	Ⓢ	Ⓢ	#11	24.829	18.853
Sub-Total	111.590	0.000	0.0%	58.573	52.5%	-	-		430.853	278.114
Service Improvements										
ARENA	1.388		0.0%	0.336	24.2%	Ⓢ	Ⓢ	#1	11.175	5.103
COMMUNITY CENTRES	0.800		0.0%	0.389	48.7%	Ⓢ	Ⓢ	#2	71.921	4.250
ENVIRONMENTAL INITIATIVES	5.459		0.0%	3.693	67.6%	Ⓜ	Ⓢ	#3	11.390	8.568
INFORMATION TECHNOLOGY	12.969		0.0%	4.587	35.4%	Ⓢ	Ⓢ	#12	56.148	32.593
OUTDOOR RECREATION CENTRE	11.771		0.0%	3.278	27.8%	Ⓢ	Ⓢ	#4	31.875	13.172
PARK DEVELOPMENT	32.581		0.0%	14.698	45.1%	Ⓢ	Ⓢ	#5	198.446	80.822
PLAYGROUNDS/WATERPLAY	12.026		0.0%	5.959	49.6%	Ⓢ	Ⓢ	#7	46.856	27.283
POOL	0.570		0.0%	0.000	0.0%	Ⓢ	Ⓢ	#8	48.337	19.880
SPECIAL FACILITIES	4.245		0.0%	0.965	22.7%	Ⓢ	Ⓢ	#9	74.795	10.351
FACILITY COMPONENTS	5.538		0.0%	3.111	56.2%	Ⓜ	Ⓢ	#10	27.124	10.957
TRAILS & PATHWAYS	1.646		0.0%	0.453	27.6%	Ⓢ	Ⓢ	#11	17.417	8.483
Sub-Total	88.993	0.000	0.0%	37.469	42.1%	-	-		595.484	221.464
Growth Related										
ARENA	0.249		0.0%	0.000	0.0%	Ⓢ	Ⓢ	#1	6.500	0.006
COMMUNITY CENTRES	44.716		0.0%	37.859	84.7%	Ⓞ	Ⓞ	#2	576.129	213.235
LAND ACQUISITION	15.769		0.0%	12.388	78.6%	Ⓞ	Ⓞ	#13	233.703	31.674
OUTDOOR RECREATION CENTRE	0.656		0.0%	0.221	33.7%	Ⓢ	Ⓢ	#4	3.400	0.316
PARK DEVELOPMENT	8.775		0.0%	2.150	24.5%	Ⓢ	Ⓢ	#5	74.514	9.998
PARKING LOTS & TENNIS COURTS	0.020		0.0%	0.016	80.6%	Ⓞ	Ⓢ	#6	0.800	0.022
PLAYGROUNDS/WATERPLAY	0.733		0.0%	0.040	5.5%	Ⓢ	Ⓢ	#7	1.400	0.047
POOL	1.010		0.0%	0.982	97.2%	Ⓞ	Ⓢ	#8	3.480	1.858
Sub-Total	71.928	0.000	0.0%	53.656	74.6%	-	-		899.926	257.156
Total	272.933	0.000	0.0%	150.119	55.0%				1,931.690	761.506

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date							
		\$	%	\$	%	On Budget	On Time										
<table border="1"> <tr> <td>On Time</td> <td>On Budget</td> </tr> <tr> <td>On/Ahead of Schedule</td> <td>>70% of Approved Cash Flow</td> </tr> <tr> <td>Minor Delay < 6 months</td> <td>Between 50% and 70%</td> </tr> <tr> <td>Significant Delay > 6 months</td> <td>< 50% or >100% of Approved Cash Flow</td> </tr> </table>		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								
On Time	On Budget																
On/Ahead of Schedule	>70% of Approved Cash Flow																
Minor Delay < 6 months	Between 50% and 70%																
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow																

Note # 1:

ARENA: under-spending of \$12.720 million, including \$11.419 million for the *CAMP SOGR Arenas* project due to the required pause in capital spending of debt/CFC and coordination with other projects.

Note # 2:

COMMUNITY CENTRES (CC): PFR spent 86.6% of the 2022 budget and had underspending in the following projects: \$3.281 million for the *Ethennonhawahstihnen CC* due to contractor and site condition issues; and \$1.521 million for the *Western North York New CC Design*, both due to delays in Community Consultation/ Engagement due to COVID-19 and re-tendering of phased portions of the project.

Note # 3:

ENVIRONMENTAL INITIATIVES: under-spending of \$3.837 million due to the co-ordination with other projects (\$1.520 million for *Cudmore Creek Wetland* and *Trailhead*, \$0.458 million for the *City Wide Environmental Initiatives*, \$0.305 million for *Ravine Trail Wayfinding*, and \$0.400 million for *Phase 3 of Wilket Creek Park*) and contractor issues (\$0.254 million for the *Community Gardens Program*).

Note # 4:

OUTDOOR RECREATION CENTRE (ORC): under-spending of \$10.031 million including \$5.662 million for the co-ordination with other projects (\$3.200 million for the *Humber Bay Park East New Pavilion*, \$0.940 million for the *Washroom Enhancement Program*, and \$1.103 million for the *Sports Field Program*); \$2.505 million for the *Dufferin Grove AIR building* due to supply chain issues related to materials; and \$0.502 million for the *Clydesdale Tennis Clubhouse Improvements* due to procurement delays

Note # 5:

PARK DEVELOPMENT: under-spending of \$26.804 million, including \$1.878 million for *Parks Rehabilitation* due to the required pause in capital spending of debt/CFC, and over \$20.902 million for co-ordination with other projects (\$2.561million for *Mystic Point/Grand Avenue Park Development*, \$1.189 million for *Gore and Area Park Development*, \$1.758 million for *Priority Downtown Parks (Former Rail Deck Park)*, \$1.159 million for *Edwards Gardens Improvements*, \$1.156 million for *Rosehill Reservoir Park Improvements*, \$1.759 million for *York Off-Ramp/Love Park Construction*); and \$0.390 million for community consultation in various master plan implementation projects

Note # 6:

PARKING LOTS & TENNIS COURTS: under-spending of \$0.915 million including \$0.761 million for *various Parking Lot, Tennis Courts and Sports Pad State of Good Repair* projects of which \$0.310 million due to the required pause in capital spending of debt/CFC and \$0.150 million for *Tennis Court Resurfacing East District* as a result of contractor issues.

Note # 7:

PLAYGROUNDS/WATERPLAY: under-spending of \$8.845 million, including \$0.781 million for the co-ordination with other projects (\$0.281 million for the *High Level Park Playground Upgrade with Toronto Water*, \$0.150 million for the *Earl Bales Accessible Playground Improvements*, and \$0.350 million for the *Ward 3 – New Splash Pad S42 Bell Manor Park*); \$2.075 million for the *Play Enhancement Program* due to community consultation and supplier delivery issues, and \$2.085 million for the *CAMP State of Good Repair of Water plays (Wading Pools)* due to the required pause in capital spending to address COVID-19 intergovernmental funding shortfall and co-ordination with other projects.

Note # 8:

POOL: under-spending of \$4.280 million, driven by \$3.682 million for the *CAMP SOGR Pools* due to the required pause in capital spending of debt/CFC; and \$0.250 million for the *Blantyre ODP Improvements* and \$0.200 million for *Goulding Pool Shade Treatment* due to co-ordination with other projects.

Note # 9:

SPECIAL FACILITIES: under-spending of \$23.817 million, including \$11.633 million due to the required pause in capital spending of debt/CFC and co-ordination with other projects (\$6.598 million for the *CAMP SOGR Special Facilities Buildings and Structures*, \$5.035 million for the *CAMP SOGR Harbourfront, Marine, Fountains & Seawalls*, and \$1.110 million for *Algonquin Island North Shore*); \$4.691 million for the *2017 High Lake Effect Flooding Damages*, \$1.990 million for *2018 Wind Storm Damages*, and \$1.650 million for *Ferry Design & Infrastructure*, all due to co-ordination with other projects.

Note # 10:

FACILITY COMPONENTS: under-spending of \$7.076 million, including \$4.386 million for a required pause in capital spending (\$0.500 million for *Capital Emergency Fund*, \$0.300 million for *Various Parks and Buildings Accessibility*, and \$3.586 million for *Facility Rehabilitation*); and \$1.509 million for the *Accessibility of Riverdale Park and Lower Don* which is being done in co-ordination with Metrolinx.

Note # 11:

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

TRAILS & PATHWAYS: under-spending of \$5.458 million, including \$4.265 million for various *Trails & Pathways and Bridge CAMP State of Good Repair* projects as a result of the required pause in capital spending of debt/CFC and coordination with other projects; and \$0.792 million for the *East Don Trail Construction* project which is being done in co-ordination with Transportation Services who are the lead on the project.

Note # 12:

INFORMATION TECHNOLOGY (IT): under-spending of \$8.382 million, mainly driven by \$1.809 million for the *Enterprise Work Management System* and \$4.627 million for *Registration, Permitting & Licensing (CLASS)*.

Note # 13:

LAND ACQUISITION: PFR spent 89.2% of the 2022 budget as a result of the 5-25 Wellesley Street and 14-16 Breadalbane Street. acquisition proceeding and the expropriation for 37 Norton Avenue

Seniors Services and Long-Term Care (HOM)

Chart 1
2022 Approved Budget by Category (\$17.58)

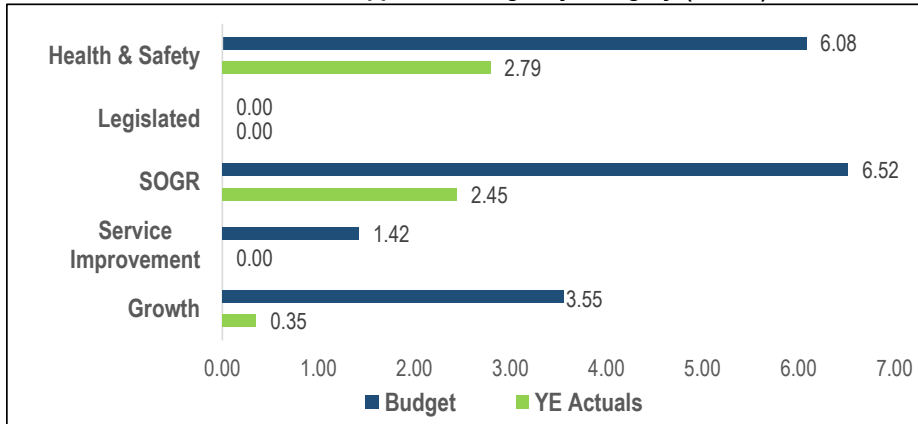


Table 1
2022 Active Projects by Category

Health & Safety	5
Legislated	1
SOGR	4
Service Improvement	2
Growth	2
Total # of Projects	14

Chart 2
Project Status - 14

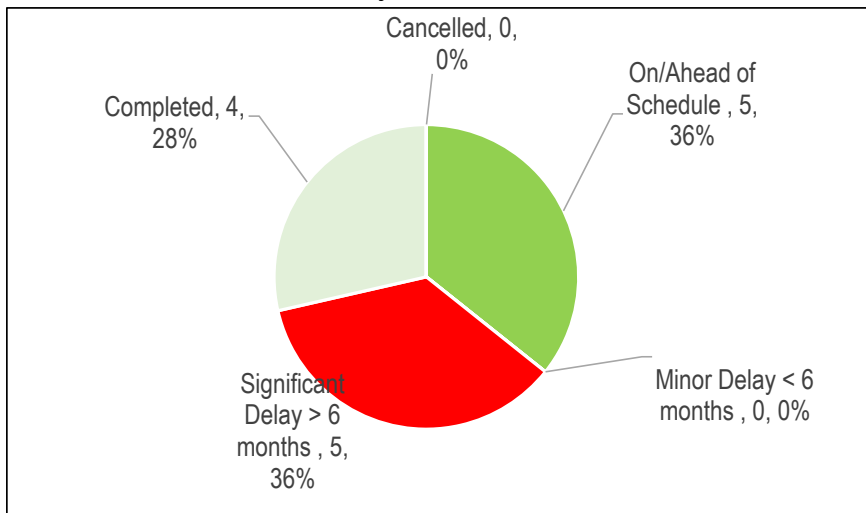


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.74		10.60	1.25	

Key Discussion Points:

- Majority of capital projects experienced delays as a result of prioritization of response to COVID-19. The division has resumed all planned work in order to complete projects on schedule.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
H&S HVAC - 2019	0.071	0.070	99.6%	0.070	99.6%	Ⓞ	Ⓞ		2.911	2.911
Building Health & Safety - 2020	0.363	0.024	6.6%	0.024	6.6%	Ⓡ	Ⓡ	#1	1.625	1.285
Building Health & Safety - 2021	1.841	0.783	42.6%	0.783	42.6%	Ⓡ	Ⓡ	#1	2.116	1.059
Building Health & Safety - 2022	1.615	0.031	1.9%	0.031	1.9%	Ⓡ	Ⓞ	#2	2.115	0.031
Building H&S COVID-19 Infrastructure 2021	2.195	1.886	85.9%	1.886	85.9%	Ⓞ	Ⓞ		2.300	1.991
Sub-Total	6.085	2.794	45.9%	2.794	45.9%	-	-		11.067	7.276
Legislated										
Kipling Acres - Phase 3	0.000	0.000		0.000		Ⓞ	Ⓞ		47.500	45.310
Sub-Total	0.000	0.000		0.000		-	-		47.500	45.310
State of Good Repair										
Building SOGR Upgrades - 2018	0.005	0.005	100.0%	0.005	100.0%	Ⓞ	Ⓞ		4.010	4.010
Building SOGR - 2020	0.727	0.727	100.0%	0.727	100.0%	Ⓞ	Ⓞ		7.065	4.628
Building SOGR - 2021	5.588	1.714	30.7%	1.714	30.7%	Ⓡ	Ⓡ	#3	6.607	2.733
Building SOGR - 2022	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#4	12.024	0.000
Sub-Total	6.520	2.446	37.5%	2.446	37.5%	-	-		29.706	11.371
Service Improvements										
Electronic Health Care System	1.175	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#5	3.152	1.977
Kronos Feasibility Study	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#6	0.250	0.000
Sub-Total	1.425	0.000	0.0%	0.000	0.0%	-	-		3.402	1.977
Growth Related										
4610 Finch Ave East Redevelopment	2.554	0.354	13.9%	0.354	13.9%	Ⓡ	Ⓡ	#7	172.970	0.500
251 Esther Shiner Blvd Seed Funding	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#8	3.000	0.000
Sub-Total	3.554	0.354	10.0%	0.354	10.0%	-	-		175.970	0.500
Total	17.584	5.595	31.8%	5.595	31.8%				267.645	66.435

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 were delayed mainly due to public health measures implemented as a result of COVID-19 and the requirement to shift/prioritize between exterior & interior projects to complete the work safely and adhere to Provincial directives. Planned work is in progress at various homes. Projects are expected to complete by Dec 2023.

Note # 2:

Year-end underspending reflects slight delay in RFQ issuance. RFQ has been issued for locker room renovation and boiler replacement projects at True Davidson Acres Long-Term Care Home. Project is expected to complete on time.

Note # 3:

Year-end underspending reflects previous delay in RFQ. Interior upgrades at various homes and system centralization are in progress. Project is on track of revised completion date by Dec 2023.

Note # 4:

The project started design work as planned and is on track.

Note # 5:

Project completed below budget, reflecting change in scope that no further software module purchases were required. Project closure was requested at Q3 2022.

Note # 6:

No spend due to procurement delay. Project is coordinated with other divisions by PPEB and is expected to complete by Dec 2027.

Note # 7:

Year-end underspending reflects previous delay in issuance of tender as a result of prioritization of response to COVID-19. Site and demolition work are in progress. The project is on track with revised completion date by Dec 2027.

Note # 8:

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Year-end underspending reflects previous delays in RFP evaluation and negotiations with vendor. Design and site evaluation are in progress.

Chart 1
2022 Approved Budget by Category (\$49.00)

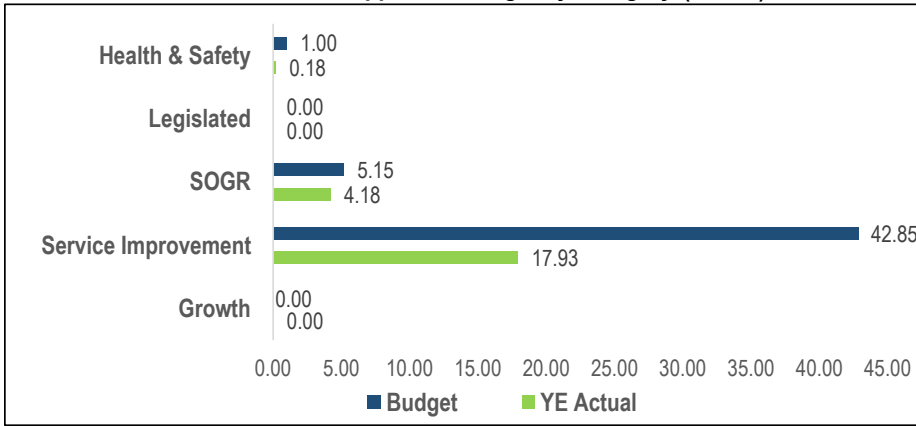


Table 1
2022 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	1
Service Improvement	9
Growth	
Total # of Projects	11

Chart 2
Project Status - 11

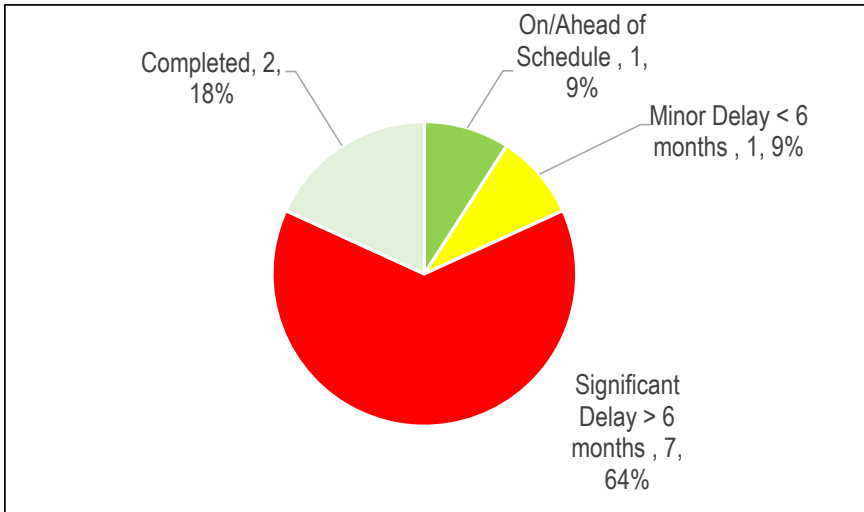


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.50	5.15	42.35	1.00	

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2022 Approved	YTD Exp.		Year-end Actual				Notes	Total Approved	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
HVAC Upgrades (14 Sites)	1.000	0.000	0.0%	0.184	18.4%	Ⓡ	Ⓡ	#10	7.000	0.184
Sub-Total	1.000	0.000	0.0%	0.184	18.4%	-	-		7.000	0.184
Legislated										
		0.000					Ⓡ			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
SSHA - SOGR	5.153	0.000	0.0%	4.183	81.2%	Ⓢ	Ⓢ	#11	5.153	4.186
Sub-Total	5.153	0.000	0.0%	4.183	81.2%	-	-		5.153	4.186
Service Improvements										
George Street Revitalization (GSR)	18.062			8.633	47.8%	Ⓡ	Ⓡ	#1	671.609	84.998
Housing and Shelter Infrastructure Development	8.455			2.576	30.5%	Ⓡ	Ⓡ	#2	112.139	78.378
Central Intake Call Centre	0.823			0.396	48.1%	Ⓡ	Ⓡ	#3	1.735	1.308
AODA	3.233			0.412	12.7%	Ⓡ	Ⓡ	#4	7.947	1.653
Office Modernization Project	2.648			0.138	5.2%	Ⓡ	Ⓡ	#5	4.932	1.103
COVID - 19 Resilience Response	8.126			5.550	68.3%	Ⓢ	Ⓡ	#6	8.261	5.685
Women's Residence 674 Dundas	0.500			0.140	28.0%	Ⓡ	Ⓢ	#7	0.500	0.140
Eva's Satellite 25 Canterbury	0.500			0.049	9.8%	Ⓡ	Ⓢ	#8	1.000	0.049
Strachan House Redevelopment	0.500			0.034	6.8%	Ⓡ	Ⓢ	#9	0.500	0.034
Sub-Total	42.847	0.000	0.0%	17.928	41.8%	-	-		808.623	173.348
Growth Related										
		0.000					Ⓢ			
Sub-Total	0.000	0.000		0.000		-	-	#3	0.000	0.000
Total	49.000	0.000	0.0%	22.295	45.5%				820.776	177.718

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

Note # 1:

The project has been delayed due to difficulties experienced in acquiring and renovating sites required to transition clients out of Seaton House. Design work for 76 Church St is complete. Construction at this location is expected to commence in Q2 - 2023, with completion planned for the end of Q2 of 2024. The renovation of 2299 Dundas, the last transition site, has been delayed to incorporate redesigned requirements necessary to comply with new net-zero mandates directed by City Council. As well, the project RFP for the construction phase of the project was released in August 2022 and would remain open till Q3 2023. Project completion is anticipated in 2028.

Note # 2:

Construction delays at the last two sites, 233 Carlton and 67 Adelaide, contributed to delays in 2022. Construction at 233 Carlton, the precursor for 67 Adelaide, began in Q4 of 2022 with completion slated for Q1 - 2024. The design tender package for 67 Adelaide is being finalized and expected to be released in Q2 - 2023. Project completion at this site is anticipated in 2025.

Note # 3:

Project Completion has been delayed until Q4-2023 due to procurement issues and resource gaps. A final review of available technology options to assess alignment with business needs and service plans has been completed. User Acceptance Testing and implementation phases will commence in 2023. Project spending are also lower than plan due to the transfer of certain enhancement-related projects to the Corporate IT Division for implementation. The project is on track for completion in 2023.

Note # 4:

Resource gaps resulted in project delays in 2022. Project work is now expected to resume in Q3 of 2023 as identified resource gaps have been filled. Due to resource constraints, permission to extend the compliance date for AODA legislation from 2025 to 2027 in City operated shelter facilities was requested from the provincial government and awaiting approval

Note # 5:

Following delays due to necessary redesign requirements, Dundas and Bathurst office site designs are now complete. Capacity constraints and supply chain disruptions have however delayed the completion of the remaining renovation work for this project. Delivery of project materials, installation and fit up will continue in 2023 with project completion anticipated in 2024.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2022 Approved	YTD Exp.		Year-end Actual				Notes	Total Approved	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 6:

The project was delayed because of contract award delays and supply chain disruptions. Work has commenced at identified sites, with project completion anticipated in Q4-2023.

Note # 7:

The initial feasibility study to explore the renovation and redevelopment of the site was completed in Q4-2022 with actual spending less than plan. Project closure is now in process with the review and close out of outstanding commitments.

Note # 8:

The initial feasibility study to explore the renovation and redevelopment of the site in progress. Since this work will continue in 2023, unspent funds have been carried forward to enable project completion and close out in 2023.

Note # 9:

The feasibility study required to generate options to be considered for the redevelopment Strachan House was completed in Q4-2022 and redevelopment options are currently under consideration. Project closure is now in process with the review and close out of outstanding commitments.

Note # 10:

Project experienced delays in 2022 due to complexities experienced in the Design tender process which have now been resolved. Project work is now anticipated to commence in Q2-2023 with completion expected in 2025

Note # 11:

Work at planned sites was substantially completed in 2022. The remaining work and outstanding commitments will be completed and closed early in 2023.

Chart 1
2022 Approved Budget by Category (\$698.02)

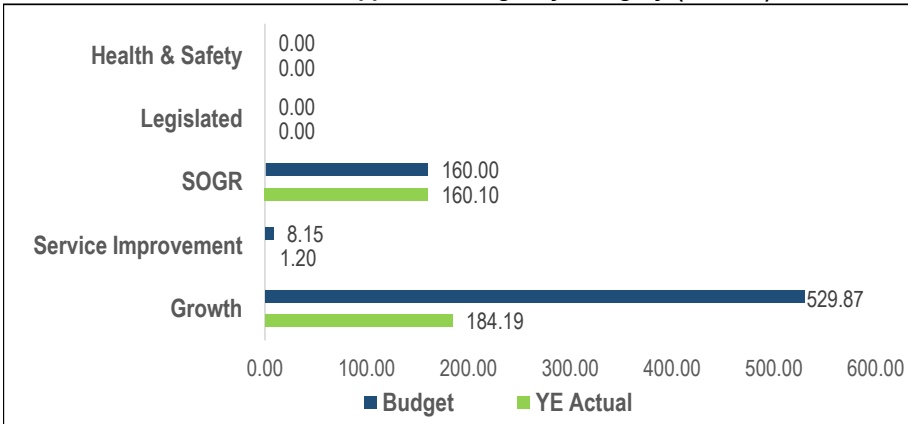


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	2
Growth	7
Total # of Projects	10

Chart 2
Project Status - 10

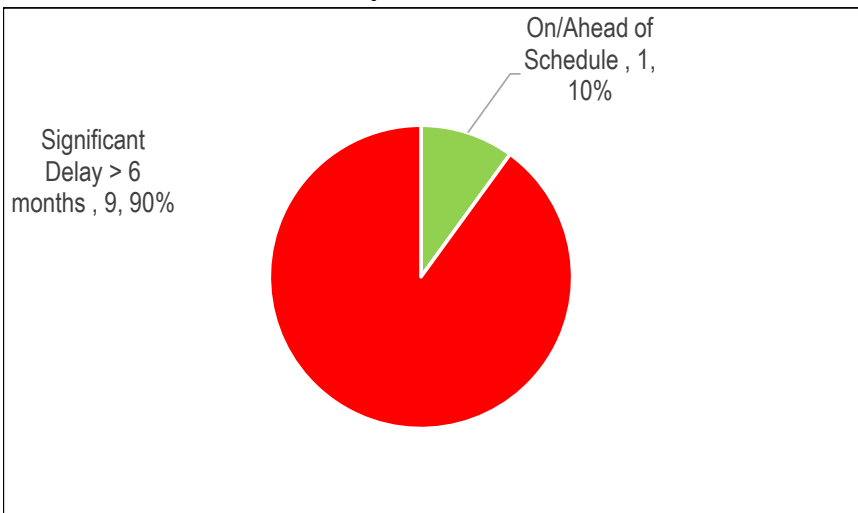


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
160.00		538.02		

Reasons for "Other*" Projects Delay:

- Choice Based Housing Access System project delayed due to COVID redeployment in Q1-2022, in addition to recruitment pressures for critical project team roles.
- Housing Now projects delayed as a result of market factors (i.e. construction inflation and rising interests), and the overall impacts on the program requires additional review and planning for these sites.
- Completion of Rental Development project delayed due to market and labour conditions.
- Strategic City Acquisitions project delayed due to market conditions.

Housing Secretariat (HSE)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date	
		\$	%	On Budget	On Time				
Health & Safety									
Sub-Total	0.000		0.000		-	-	0.000	0.000	
Legislated									
Sub-Total	0.000		0.000		-	-	0.000	0.000	
State of Good Repair									
TCHC Building Repair Capital	160.000		160.099	100.1%	Ⓞ	Ⓞ	1,920.000	480.099	
Sub-Total	160.000		160.099	100.1%	-	-	1,920.000	480.099	
Service Improvements									
Taking Action on Tower Renewal Program	3.139			0.0%	Ⓜ	Ⓜ	#1	13.508	0.000
Choice Based Housing Access System	5.012		1.198	23.9%	Ⓜ	Ⓜ	#2	10.607	6.656
Sub-Total	8.151		1.198	14.7%	-	-		24.115	6.656
Growth Related									
Housing Now	126.952		6.117	4.8%	Ⓜ	Ⓜ	#3	688.076	14.401
Rental Development	24.711		1.349	5.5%	Ⓜ	Ⓜ	#4	34.202	1.516
Modular Housing	35.073		11.724	33.4%	Ⓜ	Ⓜ	#5	69.239	45.890
Rapid Housing Initiative (RHI)	264.555		144.088	54.5%	Ⓜ	Ⓜ	#5	411.134	290.669
Emergency Housing Action	48.348		16.102	33.3%	Ⓜ	Ⓜ	#5	67.355	35.109
Housing & Homelessness Response (HSID)	17.728		4.812	27.1%	Ⓜ	Ⓜ	#5	17.728	4.812
Strategic City Acquisitions	12.500			0.0%	Ⓜ	Ⓜ	#6	12.500	0.000
Sub-Total	529.867		184.192	34.8%	-	-		1,300.234	392.397
Total	698.018		345.489	49.5%				3,244.349	879.152

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 Taking Action on Tower Renewal program is experiencing delays due to staff shortages and market conditions. The expected completion for the overall Taking Action on Tower Renewal program is expected to be delayed to the end of 2026.

Note # 2:

The Housing Access Modernization Project - Phase 2 is delayed by more than 6 months. In Q1 and Q2 2022, the project team supported the transition of Rent Cafe and Cycle Management to Access to Housing Operations. The transition took longer than anticipated in part due to COVID redeployment in Q1.

Note # 3:

2022 activities were planned to support pre-development work for 21 Housing Now sites. Project delays are as a result of market factors (i.e. construction inflation and rising interests), and the overall impacts on the program requires additional review and planning for these sites.

Note # 4:

Completion of some projects delayed due to market and labour conditions. As a result of these delays, projects planned for completion in 2022 are deferred into 2023 and beyond. The expected completion for the overall Rental Development program is expected to be delayed to the end of 2026.

Note # 5:

Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI) and Housing & Homelessness Response (H&SR). Work was planned for 11 Supportive Housing projects in 2022 of which 2 have been completed. The remaining projects are experiencing delays due to market conditions (labour and material availabilities, and non-City strike) and will be completed in 2023 with the exception of 2 projects with planned completions in 2024 and 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion.

Note # 6:

The Strategic City Acquisitions project is researching acquisition targets and waiting for good market opportunities to proceed. The expected completion for the overall program is expected to be delayed to the end of 2023.

Chart 1
2022 Approved Budget by Category (\$6.06)

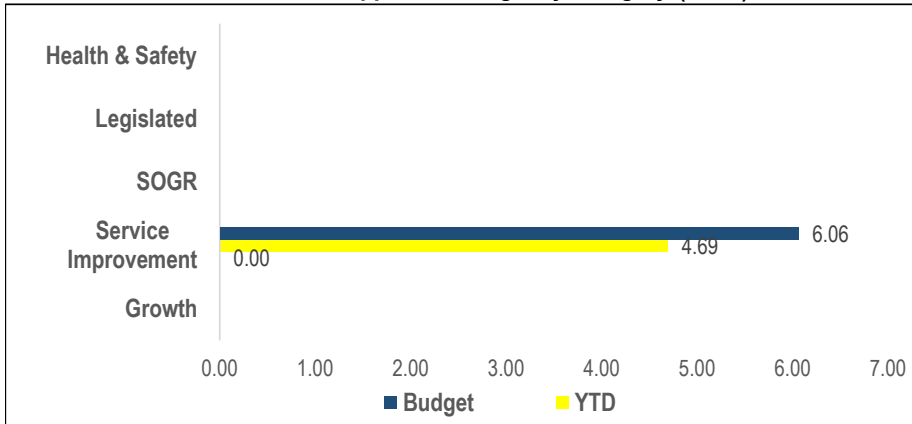


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 4

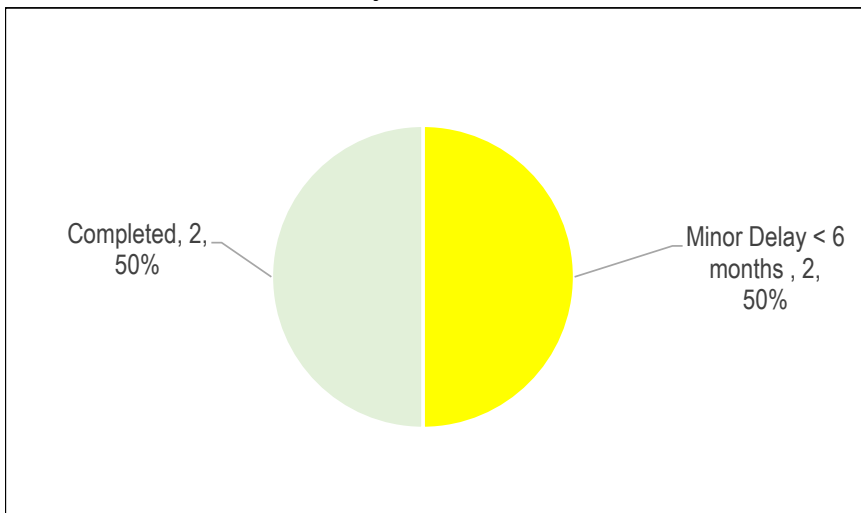


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		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
		1.56		

Key Discussion Points: Two of the three Leasehold Improvement projects have been completed with all of the offices open to the public. Projected underspending is attributed to lower than anticipated final costs. Final retrofit settlements with the Yonge Street project will be completed 2023.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Actual 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										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Service Improvements										
HSI Project - Phase 2	1.556	0.930	59.8%		59.8%	Ⓚ	Ⓚ	#1	9.823	9.197
Bridlewood Leasehold Improvement	2.006	1.860	92.7%		92.7%	Ⓚ	Ⓚ		4.920	4.774
Dufferin Mall Leasehold Improvement	1.427	1.398	98.0%		98.0%	Ⓚ	Ⓚ		4.040	4.011
Yonge St. Leasehold Improvement	1.073	0.505	47.0%		47.0%	Ⓚ	Ⓚ	#2	1.081	0.513
Sub-Total	6.062	4.693	77.4%	0.000	0.0%	-	-		19.864	18.495
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	6.062	4.693	77.4%	0.000	0.0%				19.864	18.495

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:

Procurement and resource issues and the need for scope changes have resulted in delays in project completion; the final roll out of system applications is projected for Q3 2023.

Note # 2:

The Yonge Street Leasehold project is substantially complete, with the costs for retrofits lower than anticipated. As the office is opened to the public, and deficiency clean-up is nearing completion, the final settlement with the vendor will be finalized in early 2023.

Chart 1
2022 Approved Budget by Category (\$13.06)

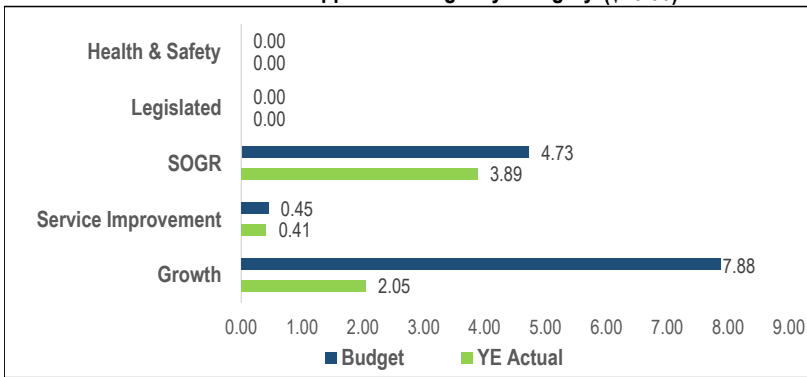


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	1
Growth	10
Total # of Projects	15

Chart 2
Project Status - 15

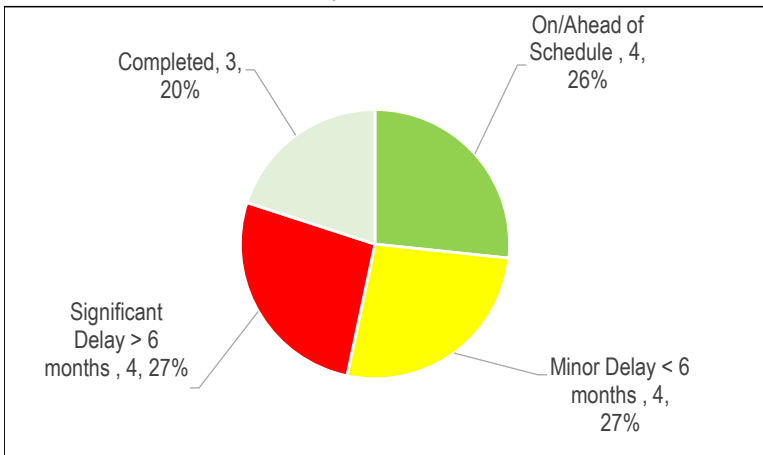


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.24	3.22	4.93	0.68	

Reasons for "Other" Projects Delay:

- The Dispatch Console project (\$1.557 million) faced delays from the vendor in regards to system testing and feature enhancements. Shipments of Telecommunication Consoles and equipment commenced in late 2022 and are expected until project completion in 2024.
- The Bering Ambulance Post project (\$0.659 million) faced delays due to construction complications. Additional work is also required to expand the garage on site for ambulances. Substantial completion is expected in 2023.
- The PPE Reprocessing Facility (\$0.748 million) faced delays due to a delay in AODA construction funded by CREM; the funding has been set aside for the Corporate Capital Budget reductions.
- The Multi-Function Station #3 project (\$0.800 million) faced delays in the transfer of the property at 610 Bay from Toronto Coach Terminal Inc. (TCTI). CREM anticipates to complete the transfer and procure for the General Contractor by Q2 2023. Project completion is expected in 2023.
- The Multi-Function Station #5 project (\$0.200 million) faced delays due to an on-going traffic study to have a fuel site made available at 18 Dyas Road. A feasibility study will proceed once the traffic study is complete. Full project completion is still expected Dec 2027.

Key Discussion Points:

- Toronto Paramedic Services spent \$6.347 million, or 48.6%, of its 2022 Approved Capital Budget of \$13.058 million at year-end.
- At December 31, 2022, Toronto Paramedic Services reported 3 completed projects; completed on budget (\$0.676 million).
- 8 projects (\$8.142 million budget) experienced delays primarily due to longer than anticipated RFQ processes, supply chain issues, unexpected delays in procurement, and other reasons mentioned above.
- \$2.800 million of the 2022 Approved Capital Budget has been earmarked for the Corporate Capital Budget Reductions.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000			0.000		-	-	0.000 0.000
Legislated								
Sub-Total	0.000			0.000		-	-	0.000 0.000
State of Good Repair								
MOBILE DATA COMMUNICATIONS - 2021	0.122		0.122	100.0%	Ⓞ	Ⓞ		0.500 0.500
MOBILE DATA COMMUNICATIONS - 2022	2.100		1.918	91.4%	Ⓞ	Ⓞ		2.100 1.918
MEDICAL EQUIPMENT REPLACEMENT	0.950		0.821	86.4%	Ⓞ	Ⓞ		4.973 4.844
DISPATCH CONSOL REPLACEMENT	1.557		1.025	65.8%	Ⓢ	Ⓢ	#1	2.582 1.956
Sub-Total	4.729		3.886	82.2%		-	-	10.155 9.218
Service Improvements								
CAPITAL ASSET MANAGEMENT PLANNING	0.450		0.413	91.7%	Ⓞ	Ⓞ		0.762 0.725
Sub-Total	0.450		0.413	91.7%		-	-	0.762 0.725
Growth Related								
ADDITIONAL AMBULANCES (2020)	0.137		0.137	100.0%	Ⓞ	Ⓞ		1.750 1.750
ADDITIONAL AMBULANCES (2022)	2.800		0.000	0.0%	Ⓢ	Ⓢ	#2	2.800 0.000
MULTI-FUNCTION STATION #2 - CONSTRUCTION (300 Progress)	0.740		0.702	94.9%	Ⓞ	Ⓞ		66.495 1.915
ADDITIONAL ERV (2020)	0.417		0.416	99.6%	Ⓞ	Ⓞ		0.600 0.599
ADDITIONAL ERV (2022)	1.170		0.449	38.4%	Ⓢ	Ⓢ	#3	1.170 0.449
AMBULANCE POST - REXDALE (30 Queens Plate)	0.208		0.034	16.4%	Ⓢ	Ⓢ	#4	1.848 0.274
AMBULANCE POST - 330 BERING AVE	0.659		0.252	38.1%	Ⓢ	Ⓢ	#5	0.700 0.294
PPE RE-PROCESSING FACILITIES (160 Rivalda)	0.748		0.053	7.1%	Ⓢ	Ⓢ	#6	0.950 0.056
MULTI-FUNCTION STATION #3 - DESIGN (610 Bay St.)	0.800		0.005	0.7%	Ⓢ	Ⓢ	#7	1.500 0.011
MULTI-FUNCTION STATION #5 - DESIGN (18 Dyas)	0.200		0.000	0.0%	Ⓢ	Ⓢ	#8	10.000 0.000
Sub-Total	7.879		2.048	26.0%		-	-	87.813 5.347
Total	13.058		6.347	48.6%				98.730 15.290

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

Note # 1:

Project delay and underspending is attributed to delays from the vendor to perform system testing and feature enhancements. Delivery of consoles and equipment are underway and expected to continue until project completion in 2024.

Note # 2:

The project faced delays in procurement due to a global shortage of semi-conductors. The funding has been set aside for the required Corporate Capital Budget reductions.

Note # 3:

Project delays and underspending are attributed to ongoing supply chain issues. 10 ERVs were received in Q3 2022. The remaining vehicles are anticipated to be delivered and converted by Q2 2023.

Note # 4:

The project faced delays in the RFQ process to assign a consultant. Substantial completion is anticipated for Q3 2023.

Note # 5:

Projects delays are attributed to construction complications and additional work identified to expand the garage for ambulances. Substantial project completion is expected in 2023.

Note # 6:

The project faced delays due to a pause in AODA construction funded by CREM. The funding has been set aside for the required Corporate Capital Budget reductions.

Note # 7:

Project delays and underspending are attributed to delays in the transfer of the property. Procurement for the General Contractor is anticipated for Q2 2023, with project completion by the end of 2023.

Note # 8:

Project delays and underspending are attributed to delays in the feasibility study. CREM is working with a Traffic Consultant to determine the space available for a fuel site at 18 Dyas Road. The feasibility study will proceed when the traffic study is complete.

**2022 Capital Spending by Program
Infrastructure and Development Services**

Program	Period	2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
City Planning	4M-2022	8.84	5.49	62.2%		Ⓢ
	Q2-2022	8.84	5.33	60.3%	↓	Ⓢ
	Q3-2022	8.84	4.89	55.3%	↓	Ⓢ
	YE-2022	8.84	2.92	33.0%	↓	Ⓡ
Transit Expansion	4M-2022	42.61	4.55	10.7%		Ⓡ
	Q2-2022	7.51	4.00	53.3%	↑	Ⓢ
	Q3-2022	7.51	1.40	18.6%	↓	Ⓡ
	YE-2022	7.51	-16.48	n/a	↑	Ⓡ
Transportation	4M-2022	376.60	282.93	75.1%		Ⓢ
	Q2-2022	376.60	279.28	74.2%	↓	Ⓢ
	Q3-2022	376.60	270.81	71.9%	↓	Ⓢ
	YE-2022	435.50	322.86	74.1%	↑	Ⓢ
Waterfront Revitalization	4M-2022	120.98	59.30	49.0%		Ⓡ
	Q2-2022	120.98	57.55	47.6%	↓	Ⓡ
	Q3-2022	120.98	14.97	12.4%	↓	Ⓡ
	YE-2022	120.98	3.75	3.1%	↓	Ⓡ
TOTAL	4M-2022	549.02	352.27	64.2%		Ⓢ
	Q2-2022	513.92	346.17	67.4%	↑	Ⓢ
	Q3-2022	513.92	292.07	56.8%	↓	Ⓢ
	YE-2022	572.82	313.04	54.6%	↓	Ⓢ

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

For the twelve months ended December 31, 2022, the capital expenditures for totalled \$313.0 million of their collective 2022 Approved Capital Budget of \$572.8 million. 1 program in this service area have the year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

Programs with year-end spend rate above 70% is Transportation Services.

Chart 1
2022 Approved Budget by Category (\$8.84)

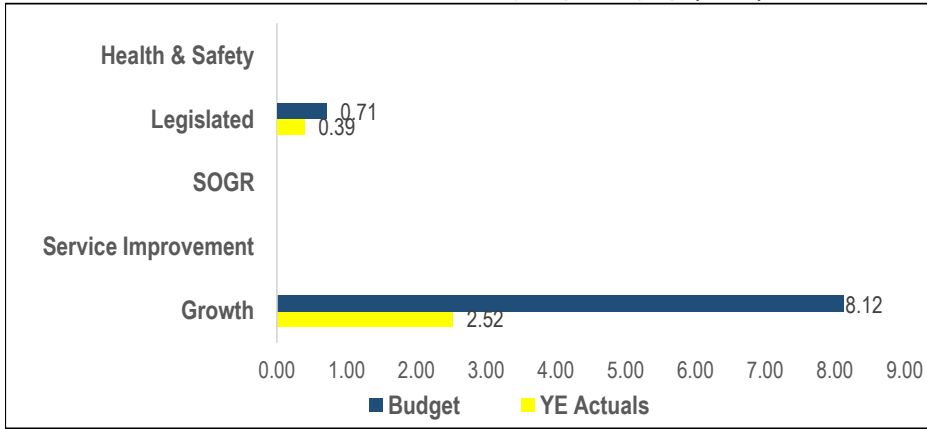


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	
Service Improvement	
Growth	13
Total # of Projects	15

Chart 2
Project Status - 15

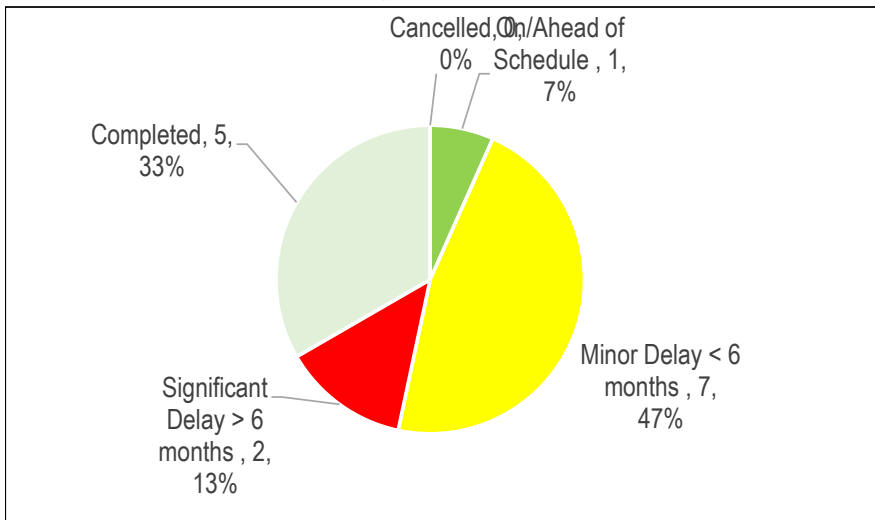


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.395	3.449	4.317	0.67	

Reasons for "Other*" Projects Delay:

Growth Studies Projects - Projects have started and are being completed.
Heritage Studies Projects - Projects have started and are being completed.

City Planning (PLN)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total										
Legislated										
Official Plan Conformity Review	0.320	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	1	0.445	0.025
5 Year Review of the Official Plan	0.395	0.395	100.0%	0.395	100.0%	Ⓞ	Ⓞ		2.605	2.028
Sub-Total	0.715	0.395	55.2%	0.395	55.2%	-	-		3.050	2.053
State of Godo Repair										
Sub-Total										
Service Improvement										
Sub-Total										
Growth Related										
Growth Studies	2.227	0.895	40.2%	0.895	40.2%	Ⓜ	Ⓜ	2	7.762	3.926
Transportation & Transit Studies	0.507	0.176	34.7%	0.176	34.7%	Ⓜ	Ⓜ	1	1.000	0.379
St. Lawrence Market North- Archaeological	0.100	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	3	0.200	0.099
Avenue/Area Studies	0.045	0.041	91.0%	0.041	91.0%	Ⓞ	Ⓞ		0.447	0.193
Heritage Studies	0.518	0.122	23.6%	0.122	23.6%	Ⓜ	Ⓜ	2	1.834	0.934
Secondary Plan Implementation	0.287	0.276	96.2%	0.276	96.2%	Ⓞ	Ⓞ		1.534	1.534
Places - Civic Improvements	4.438	1.013	22.8%	1.013	22.8%	Ⓜ	Ⓜ	4	21.769	12.835
Sub-Total	8.121	2.523	31.1%	2.523	31.1%	-	-		34.547	19.900
Total	8.836	2.918	33.0%	2.918	33.0%				37.597	21.953

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:**
RFQ/RFP Delays - Project procurement issuance delayed.
- Note # 2:**
Projects have started and are being completed.
- Note # 3:**
As per the CREM project manager, project is expected to be completed in 2023 due to revised scheduling.
- Note # 4:**
Co-ordination with other projects

Transportation Services (TRN)

Chart 1
2022 Approved Budget by Category (\$435.50)

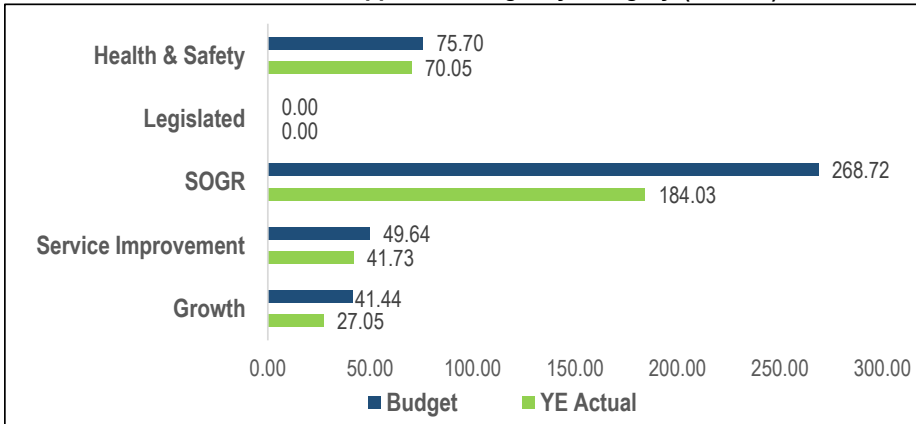


Table 1
2022 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	15
Service Improvement	12
Growth	17
Total # of Projects	48

Chart 2
Project Status - 48

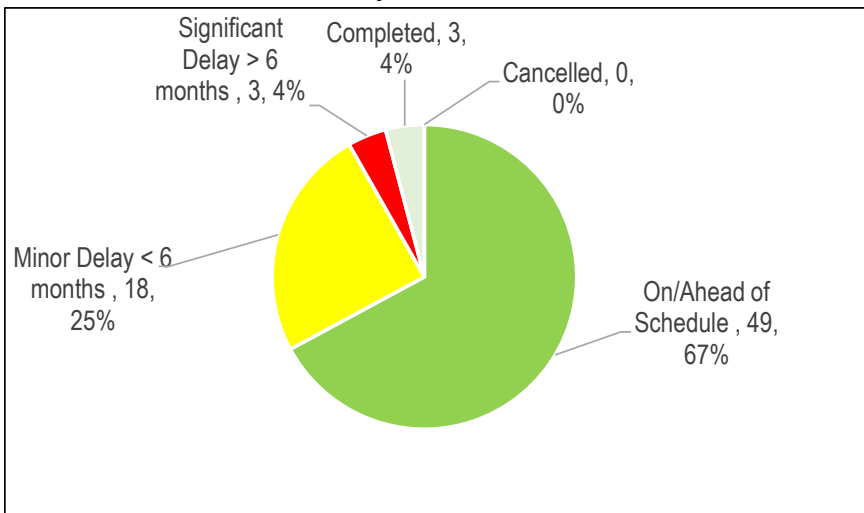


Table 2

Reason for Delay	21	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		2
Community Consultation	1	1
Other*	2	14
Total # of Projects	3	18

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
410.35	21.39	3.46	0.29	

Reasons for "Other*" Projects Delay:

- Transportation Services has 4 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: (Please provide reason for delay)

- 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 projects impacted by COVID-19.

Transportation Services (TRN)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	45.221	43.554	96.3%	43.554	96.3%	G	G		222.174	138.588
Glen Road Pedestrian Bridge	4.800	3.780	78.8%	3.780	78.8%	G	G		23.008	4.793
Guide Rail Program	1.533	1.533	100.0%	1.533	100.0%	G	G		10.340	7.042
Road Safety Plan	24.146	21.180	87.7%	21.180	87.7%	G	G			
Sub-Total	75.700	70.047	92.5%	70.047	92.5%	-	-		255.522	8.339
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
City Bridge Rehabilitation	28.776	28.776	100.0%	28.776	100.0%	G	G			
Critical Interim Road Rehabilitation	7.000	3.357	48.0%	3.357	48.0%	R	G	#1		
Ditch Rehabilitation & Culvert Reconstruction	2.560	2.560	100.0%	2.560	100.0%	G	G			
Don Valley Parkway Rehabilitation	1.448	0.180	12.4%	0.180	12.4%	R	Y	#2		
Dufferin Street Bridge Rehabilitation	1.080	0.901	83.5%	0.901	83.5%	G	G			
F.G. Gardiner	41.260	40.543	98.3%	40.543	98.3%	G	G		2,294.769	407.130
Facility Improvements	2.068	1.663	80.4%	1.663	80.4%	G	G			
Laneways	1.882	0.469	24.9%	0.469	24.9%	R	G	#1		
Local Road Rehabilitation	90.835	47.580	52.4%	47.580	52.4%	Y	G			
Major Road Rehabilitation	62.931	37.625	59.8%	37.625	59.8%	Y	G			
Major SOGR Pooled Contingency	5.048	5.048	100.0%	5.048	100.0%	G	G			
Retaining Walls Rehabilitation	1.144	0.958	83.8%	0.958	83.8%	G	G			
Sidewalks	13.017	8.050	61.8%	8.050	61.8%	Y	G			
Signs & Markings Asset Management	4.249	2.697	63.5%	2.697	63.5%	Y	G			
Traffic Plant Requirements / Signal Asset Management	5.425	3.624	66.8%	3.624	66.8%	Y	G			
Sub-Total	268.722	184.032	68.5%	184.032	68.5%	-	-		2,294.769	407.130
Service Improvements										
Cycling Infrastructure	20.023	18.291	91.4%	18.291	91.4%	G	G			
Eglinton Connects	0.292	0.292	100.0%	0.292	100.0%	G	G			
Engineering Studies	5.711	5.354	93.7%	5.354	93.7%	G	G			
Mapping & GIS Repository	0.783	0.305	38.9%	0.305	38.9%	R	Y	#1	1.472	0.784
MoveTO	6.004	6.004	100.0%	6.004	100.0%	G	G		38.815	7.929
Neighbourhood Improvements	5.426	3.450	63.6%	3.450	63.6%	Y	G			
PTIF Projects	1.474	0.973	66.0%	0.973	66.0%	Y	Y		73.595	61.091
Surface Network Transit Plan	2.532	0.553	21.9%	0.553	21.9%	R	R	#3	63.505	0.988
System Enhancements for Road Repair & Permits	2.150	1.586	73.8%	1.586	73.8%	G	G		7.360	6.556
TO360 Wayfinding	0.785	0.696	88.6%	0.696	88.6%	G	G		4.271	2.095
Traffic Congestion Management	2.457	2.457	100.0%	2.457	100.0%	G	G		42.917	34.706
West Toronto Rail Path Extension	2.000	1.770	88.5%	1.770	88.5%	G	G		52.650	1.773
Sub-Total	49.637	41.731	84.1%	41.731	84.1%	-	-		284.584	115.922
Growth Related										
Beecroft Extension	0.008	0.008	100.0%	0.008	100.0%	G	G		20.246	0.008
Emery Village Improvements	0.860	0.038	4.4%	0.038	4.4%	R	Y	#4	2.671	0.299
John Street Revitalization Project	1.654	1.654	100.0%	1.654	100.0%	G	G		56.315	4.489
Lawrence-Allen Revitalization Project	1.482	1.357	91.6%	1.357	91.6%	G	Y		16.136	4.418
Legion Road Extension & Grade Separation	0.775	0.010	1.3%	0.010	1.3%	R	Y	#5	4.423	0.587
Metrolinx Additional Infrastructure	2.000	1.243	62.2%	1.243	62.2%	Y	Y		15.231	3.571
New Courthouse Streetscape	1.794	1.794	100.0%	1.794	100.0%	G	G		1.794	1.794
North York Service Road	0.397	0.395	99.4%	0.395	99.4%	G	G		37.794	32.409
Port Union Road	5.000	0.569	11.4%	0.569	11.4%	R	Y	#6	12.174	1.397

Transportation Services (TRN)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Rean to Kenaston - New Road	0.050	0.001	2.1%	0.001	2.1%	Ⓡ	Ⓨ	#7	10.561	6.222
Redlea Avenue - Steeles to McNicoll	1.891	1.891	100.0%	1.891	100.0%	Ⓞ	Ⓞ		0.000	1.891
Regent Park Revitalization	1.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#8	6.421	4.677
Scarlett / St. Clair / Dundas	4.529	1.255	27.7%	1.255	27.7%	Ⓡ	Ⓨ	#9	47.568	4.068
Six Points Interchange Redevelopment	1.108	1.108	100.0%	1.108	100.0%	Ⓞ	Ⓞ		74.033	66.004
Steeles Widening (Tapscott Rd - Beare Rd)	0.673	0.112	16.6%	0.112	16.6%	Ⓡ	Ⓨ	#10	82.514	1.079
Work for TTC & Others	16.416	15.613	95.1%	15.613	95.1%	Ⓞ	Ⓞ			
Yonge TOMorrow	1.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#11		
Sub-Total	41.437	27.048	65.3%	27.048	65.3%	-	-		387.880	132.914
Total	435.496	322.858	74.1%	322.858	74.1%				3,222.756	664.305

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:

Projected underspending is attributed to the required pause in capital spending driven by inadequate 2022 COVID-19 intergovernmental support funding.

Note #2:

Scope in resurfacing contract was reduced due to the cancellation of the annual capital works / maintenance closure on DVP.

Note #3:

Program underspending due to delays associated with consultation works led by third party.

Note #4:

Project delayed as investigation revealed presence of methane onsite. Additional time required to refine design base on recent soil findings.

Note #5:

Design currently on-going. Additional time required to refine design taking into consideration adjacent future city infrastructure.

Note #6:

Additional time required to refine design. Construction anticipated to commence in 2023.

Note #7:

Design is on-going. Demolition anticipated for 2023 and being bundled with Scarlett Bridge. Property negotiation is on-going.

Note #8:

Toronto Community Housing Corporation (TCHC) is the delivery agent. Work to continue in 2023 and beyond.

Note #9:

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

Note #10:

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

Note #11:

Detailed design delayed as additional time is required to complete 30% preliminary design. Additional time required up front to prepare assignment which ultimately will save time for the design assignment.

Waterfront Revitalization Initiative (WFT)

Chart 1
2022 Approved Budget by Category (\$120.98)

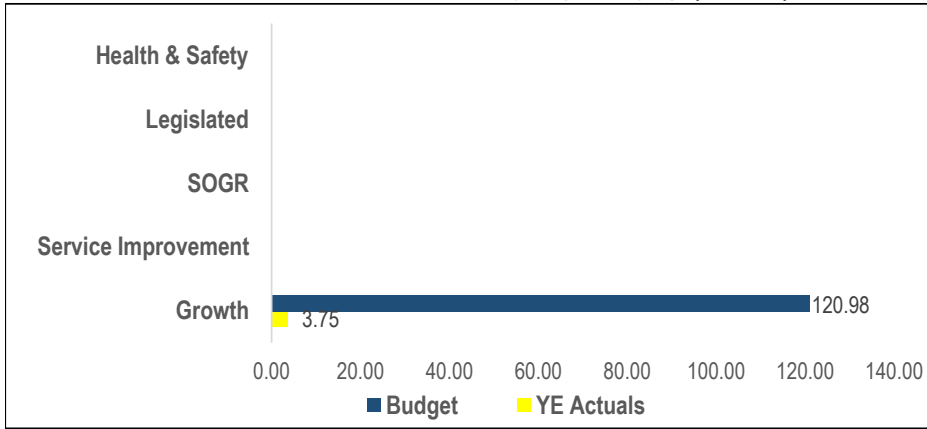


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	16
Total # of Projects	16

Chart 2
Project Status - 16

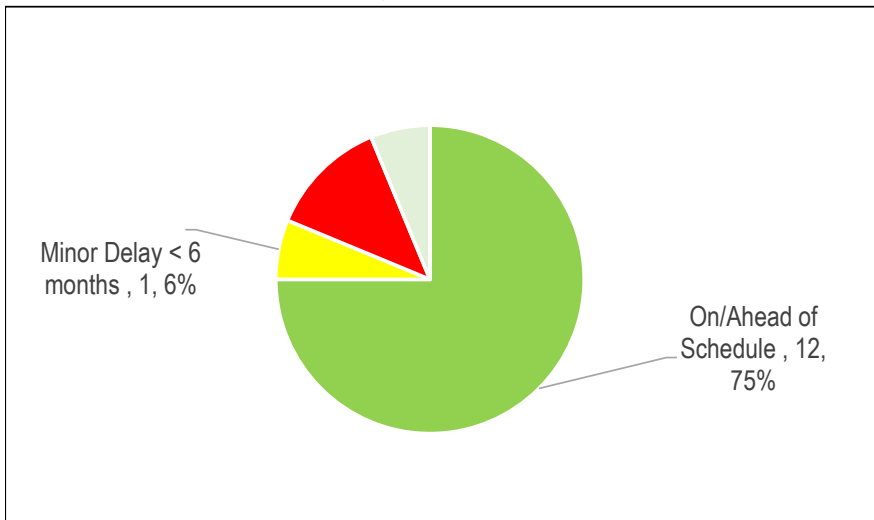


Table 2

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	1	1
Community Consultation		
Other*	1	
Total # of Projects	2	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
102.43	2.06	15.93	0.58	

Reasons for "Other*" Projects Delay:

- Precinct Implementation Projects (CWR003-10) - Expected completion date changed from June 2023 to February 2025 (completion has been delayed to 2025 due to supply chain issues and from the continued impact of COVID). As well there was a 3 month labour dispute that disrupted construction progress.

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	\$	%	On Budget	On Time				%
Growth Related											
Precinct Implementation Projects	13.225	1.579	11.9%	1.579	11.9%	Ⓡ	Ⓡ	1	250.883	240.864	96.0%
Transportation Initiatives	1.030	0.303	29.4%	0.303	29.4%	Ⓡ	Ⓢ		35.199	30.986	88.0%
Waterfront Secretariat	0.655	0.323	49.3%	0.323	49.3%	Ⓡ	Ⓢ		10.045	9.298	92.6%
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.190	0.000	0.0%
Urban Planning Resources	0.755	0.396	52.4%	0.396	52.4%	Ⓢ	Ⓢ		5.171	4.307	83.3%
Eastern Broadview Flood Protection	0.757	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		2.600	1.843	70.9%
Bathurst Quay Public Realm	2.055	0.176	8.6%	0.176	8.6%	Ⓡ	Ⓢ	2	2.759	0.938	34.0%
Bentway Pedestrian Bridge	0.577	0.569	98.5%	0.569	98.5%	Ⓢ	Ⓢ		2.750	2.742	99.7%
Quayside	0.050	-0.005	-10.4%	-0.005	-10.4%	Ⓢ	Ⓢ		0.550	0.495	90.0%
Bentway and Fort York Improvements	0.103	0.059	57.8%	0.059	57.8%	Ⓢ	Ⓢ		1.313	1.270	96.7%
Lower Don Coordination	1.113	0.264	23.7%	0.264	23.7%	Ⓡ	Ⓢ		1.800	0.560	31.1%
Leslie Street Lockout	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		3.500	0.000	0.0%
Parking Planning and Design Development	0.750	0.025	3.3%	0.025	3.3%	Ⓡ	Ⓢ		1.500	0.025	1.7%
Next Phase of Waterfront	0.800	0.046	5.8%	0.046	5.8%	Ⓡ	Ⓢ		0.800	0.046	5.8%
Port lands Planning and Implementation Studies	2.700	0.018	0.7%	0.018	0.7%	Ⓡ	Ⓡ	3	2.700	0.018	0.7%
Port Lands Flood Protection	95.223	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	4	394.825	260.602	66.0%
Sub-Total	120.983	3.752	3.1%	3.752	3.1%	-	-		716.585	553.993	
Total	120.983	3.752	3.1%	3.752	3.1%				716.585	553.993	

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:

Expected completion date changed from June 2023 to February 2025 (completion has been delayed to 2025 due to supply chain issues from the continued impact of COVID). As well there was a 3 month labour dispute that disrupted construction progress.

Note 2:

The state-of-good-repair rehabilitation program for the Canada Malting silos, and the transformation of a derelict City-owned office building into a non-profit waterfront arts centre, are both now approximately 50% complete. The park design is now complete and presently out for tender, with an anticipated Spring 2023 construction mobilization and Fall 2024 completion. The delay in park construction was due to need for co-ordination with two other significant capital projects underway on the same property, therefore limiting space and access. This work is being co-led by City Planning (Waterfront Secretariat), PF&R, and Transportation Services.

Note 3:

CreateTO is working with Waterfront Toronto, the Waterfront Secretariat and City Divisions to undertake various consultant studies to support precinct planning, infrastructure planning and revitalization of Villiers Island, McCleary District and the Port Lands as a whole. Work is underway and spending will continue be incurred in 2023-2024.

Note 4:

In consultation with Waterfront Toronto and the other government partners (Federal & Provincial) no funding is expected to be required from the City and the \$95M funding amount budgeted for 2022 will be deferred to 2023. The deferral of spending into 2023 is the result of weather and supply chain issues causing some bridge work to be rescheduled, as well as delays to the design, approval and construction of third-party utilities; the new Commissioners Street resulted in a delayed opening causing the resequencing of some earthworks and construction of the parks and public realm (originally planned for 2022) to now run into 2023.

**2022 Capital Spending by Program
Corporate Services**

Program	Period	2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
311 Toronto	4M-2022	0.78	0.63	81.2%		⊙
	Q2-2022	0.78	0.63	81.2%	□	⊙
	Q3-2022	0.78	0.63	81.2%	□	⊙
	YE-2022	0.78	0.56	72.1%	↓	⊙
CREM	4M-2022	303.97	186.17	61.2%		Ⓜ
	Q2-2022	328.27	235.36	71.7%	↑	⊙
	Q3-2022	328.27	226.70	69.1%	↓	Ⓜ
	YE-2022	330.66	186.98	56.5%	↓	Ⓜ
Environment & Climate Division	4M-2022	46.59	36.03	77.3%		⊙
	Q2-2022	46.59	25.21	54.1%	↓	Ⓜ
	Q3-2022	46.59	24.90	53.5%	↓	Ⓜ
	YE-2022	46.59	15.87	34.1%	↓	Ⓡ
Fleet Services	4M-2022	105.13	74.26	70.6%		⊙
	Q2-2022	105.34	74.15	70.4%	↓	⊙
	Q3-2022	105.34	40.29	38.3%	↓	Ⓡ
	YE-2022	105.34	56.35	53.5%	↑	Ⓜ
Chief Information Security Office	4M-2022	7.97	6.78	85.0%		⊙
	Q2-2022	7.97	6.16	77.2%	↓	⊙
	Q3-2022	7.97	1.30	16.3%	↓	Ⓡ
	YE-2022	7.97	0.88	11.1%	↓	Ⓡ
Technology Services	4M-2022	69.31	48.92	70.6%		⊙
	Q2-2022	69.31	44.35	64.0%	↓	Ⓜ
	Q3-2022	70.33	42.26	60.1%	↓	Ⓜ
	YE-2022	70.33	41.67	59.3%	↓	Ⓜ
TOTAL	4M-2022	533.75	352.79	66.1%		Ⓜ
	Q2-2022	558.25	385.86	69.1%	↑	Ⓜ
	Q3-2022	559.27	336.09	60.1%	↓	Ⓜ
	YE-2022	561.67	302.32	53.8%	↓	Ⓜ

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

For the twelve months ended December 31, 2022, the capital expenditures for Corporate Services totalled \$302.3 million of their collective 2022 Approved Capital Budget of \$561.7 million. 1 program in this service area have the year-end spend rate of over

Programs with year-end spend rate above 70% is 311 Toronto.

Chart 1
2022 Approved Budget by Category (\$0.78)

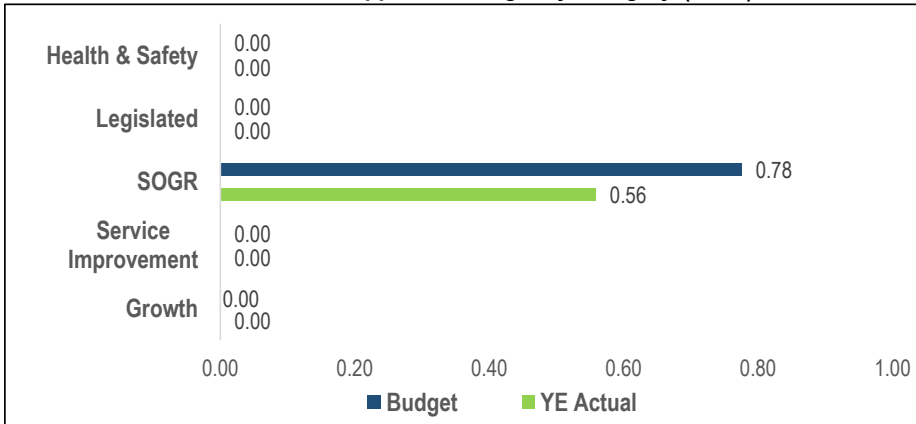


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 2

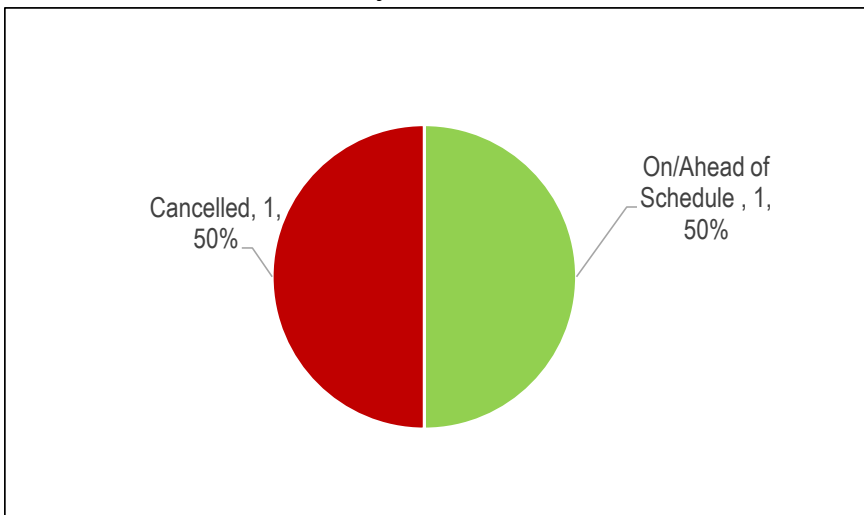


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.55				0.23

311 Toronto (THR)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						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
State of Good Repair										
SOG - VARIOUS	0.550			0.515	93.7%	Ⓞ	Ⓞ		1.417	1.220
IMPLEMENTING ARTIFICIAL INTELLIGENT - PI	0.226			0.044	19.3%	Ⓡ	Ⓞ	#1	0.097	0.060
Sub-Total	0.776			0.559	72.1%	-	-		1.514	1.279
Service Improvements										
SI Project Name							Ⓞ			
SI Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	0.000
Growth Related										
Growth Project Name							Ⓞ			
Growth Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	0.776			0.559	72.1%				1.514	1.279

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 AI pilot project includes research / development / scoping related to 311. It is being cancelled due to coordination with other projects as Technology Services Division is managing and coordinating the overall Artificial Intelligence initiative for the City.

Note # 2:

Enter reason for Delay

Note # 3:

Enter reason for Delay

Chart 1
2022 Approved Budget by Category (\$330.66)

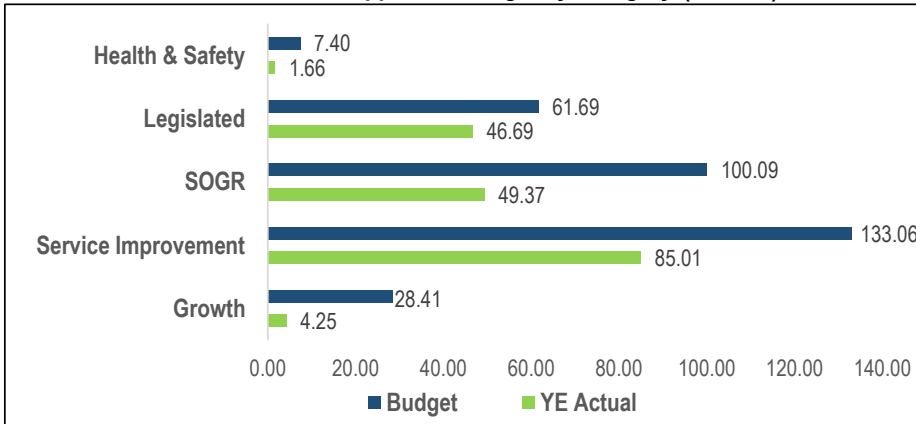


Table 1
2022 Active Projects by Category

Health & Safety	7
Legislated	3
SOGR	77
Service Improvement	116
Growth	5
Total # of Projects	208

Chart 2
Project Status - 208

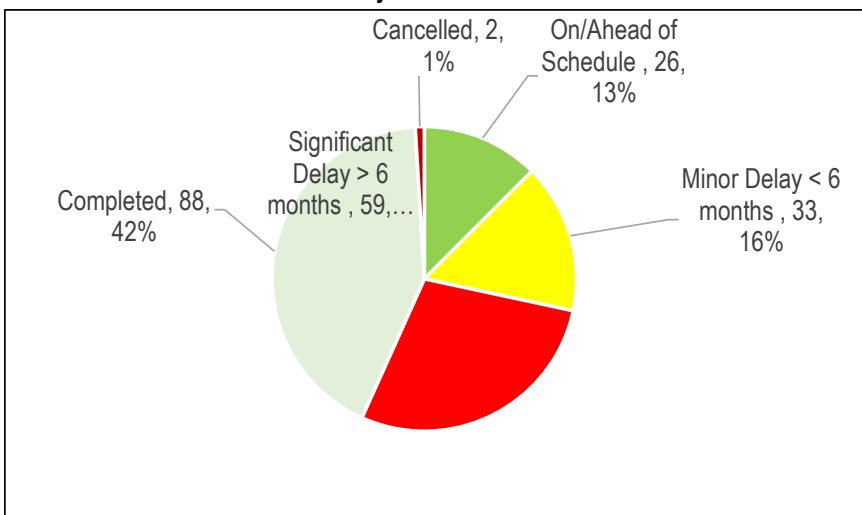


Table 2

Reason for Delay	92	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		4
RFQ/RFP Delayed	4	2
Contractor Issues		
Site Conditions	2	1
Co-ordination with Other Projects	34	19
Community Consultation	1	
Other*	16	7
Total # of Projects	59	33

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
147.69	51.76	94.60	36.35	0.25

Reasons for "Other*" Projects Delay:

Projected delays and underspending on several capital initiatives due to impacts on supply chain related to COVID-19, as well as project deferrals to address affordability measures related to the pandemic.

Key Discussion Points:

The CREM program's year-end spending is \$187.0 million, or 56.5% of its 2022 Capital Plan. This includes major strategic projects such as ModernTO (2022 Plan - \$18.7M), the New Etobicoke Civic Centre (ECC) design (2022 Plan - \$21.1M), and the Relocation of Fire Hall 332 to 55 John St. (2022 Plan - \$2.4M); as well as major construction projects such as the St. Lawrence Market North Redevelopment (2022 Plan - \$30.2M) and Union Station Revitalization (2022 Plan - \$26.8M), each with their own unique complexities.

The program as a whole continues to face challenges from the COVID-19 pandemic that have impacted its ability to execute on projects and utilize cash flows planned for 2022. More specifically, \$34.0 million in capital projects planned for 2022 were put on hold (approximately 10% of CREM's 2022 Capital Plan), to address the financial impacts arising from the pandemic. The year-end actuals reflect the impacts arising from the projects on hold.

Also impacting CREM's year-end spend rate was the Parkdale Hub land acquisition originally scheduled for 2022, but deferred to next year to allow for additional time to complete site due diligence. The overall CREM spend rate would be over 70%, adjusted for the impacts from COVID and the Parkdale acquisition.

CREM's capital investments in 2022 resulted in the completion of the Union Station Revitalization, implementation of 223 active Accessibility for Ontarians with Disabilities Act (AODA) projects, continued progress of the St. Lawrence Market North Redevelopment expected to open in 2023, and the completion of 67 SOGR projects.

CREM will continue to manage its capital program and utilize the funding available to deliver on City priorities and meet client needs for 2022 onward.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Emergency Repairs	0.119	0.000	0.1%	Ⓡ	Ⓢ	#2	0.661	0.542
Environmental Remediation	1.810	0.000	0.0%	Ⓡ	Ⓢ	#2	2.189	0.177
Fire and Life Safety Audits	4.502	1.267	28.1%	Ⓡ	Ⓢ	#2	9.000	3.144
Global Corporate Security Program	0.973	0.392	40.3%	Ⓡ	Ⓢ	#2	6.670	6.084
Sub-Total	7.404	1.659	22.4%	-	-		18.520	9.947
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	61.658	46.693	75.7%	Ⓢ	Ⓢ		198.804	98.284
Barrier Free / Equity	0.033	0.000	0.0%	Ⓡ	Ⓢ	#1	0.847	0.819
Sub-Total	61.691	46.693	75.7%	-	-		199.651	99.103
State of Good Repair								
150 Borough	0.032	0.018	54.4%	Ⓢ	Ⓢ	#1	0.678	0.664
Albert Campbell Square Park Rehabilitation	0.002	0.000	0.0%	Ⓡ	Ⓢ	#1	3.194	3.165
Emergency Repairs	3.048	0.669	21.9%	Ⓡ	Ⓢ	#2, #3	4.728	2.089
Environmental Remediation	1.748	1.564	89.5%	Ⓢ	Ⓢ		6.925	6.824
Indian Residential School Survivors Legacy	5.423	3.817	70.4%	Ⓢ	Ⓢ	#1	25.130	6.003
Mechanical & Electrical	19.723	6.441	32.7%	Ⓡ	Ⓢ	#3	85.478	56.729
Others - SOGR	19.365	6.394	33.0%	Ⓡ	Ⓢ	#2, #3	50.327	35.526
Relocation of Fire Station 332	2.431	0.899	37.0%	Ⓡ	Ⓢ	#2	21.370	2.129
Renovations	2.728	1.582	58.0%	Ⓢ	Ⓢ	#2, #3	12.871	8.013
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	Ⓡ	Ⓢ	#1	4.681	4.655
Resiliency Program	0.099	0.025	25.6%	Ⓡ	Ⓢ	#1	3.858	3.798
Roofing	2.177	0.287	13.2%	Ⓡ	Ⓢ	#2, #3	9.390	1.011
Sitework	6.730	2.740	40.7%	Ⓡ	Ⓢ	#3	13.862	5.324
Structural / Building Envelope	36.583	24.933	68.2%	Ⓢ	Ⓢ	#2, #3	146.931	89.712
Sub-Total	100.093	49.369	49.3%	-	-		389.423	225.641
Service Improvements								
8 Cumberland St	1.752	-0.835	-47.7%	Ⓡ	Ⓢ	#2	3.500	0.913
9 Huntley St	0.135	0.000	0.0%	Ⓡ	Ⓢ	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	Ⓡ	Ⓢ	#1	10.507	10.484
Administrative Penalty System	0.048	-0.033	-68.4%	Ⓢ	Ⓢ	#1	2.649	2.580
CCTV Infrastructure Enhancements	1.491	1.220	81.8%	Ⓢ	Ⓢ		9.842	9.631
Corporate Facilities Refurbishment Program	1.545	0.120	7.8%	Ⓡ	Ⓢ	#3	3.933	2.549
Customer Experience Program	3.555	2.278	64.1%	Ⓢ	Ⓢ	#2	18.253	12.314
Energy Management	5.235	1.271	24.3%	Ⓡ	Ⓢ	#2	43.363	19.003
Etobicoke Civic Centre	21.095	15.146	71.8%	Ⓢ	Ⓢ		425.971	25.948
Global Corporate Security Program	1.749	0.779	44.5%	Ⓡ	Ⓢ	#2	4.442	3.556
Mechanical & Electrical	0.042	0.008	19.4%	Ⓡ	Ⓢ	#1	2.010	1.976
ModernTO	18.665	8.907	47.7%	Ⓡ	Ⓢ	#2	230.000	15.937
Office Modernization Program	0.001	-0.004	-615.0%	Ⓢ	Ⓢ	#1	20.287	20.094
Others - Service Improvements	6.796	1.420	20.9%	Ⓡ	Ⓢ	#2	36.360	17.072
Others - SOGR	0.008	0.000	0.0%	Ⓡ	Ⓢ	#1	2.500	0.398
Physical Security Capital Plan	2.169	1.493	68.8%	Ⓢ	Ⓢ	#2	7.091	6.234
Real Estate Property Management and Lease Admin	0.569	0.278	48.9%	Ⓡ	Ⓢ	#2	0.000	0.278
Security Bollards - Union Station	1.729	0.322	18.6%	Ⓡ	Ⓢ	#2	5.135	0.868
St. Lawrence Market North Redevelopment	30.222	25.870	85.6%	Ⓢ	Ⓢ	#5	117.729	89.533
St. Lawrence Market South Renovations	0.573	0.075	13.1%	Ⓡ	Ⓢ	#2	5.150	1.002
Strategic Property Acquisitions	0.021	0.000	0.0%	Ⓡ	Ⓢ	#1	103.757	103.736
Toronto Strong Neighbourhood Strategy	1.526	0.378	24.8%	Ⓡ	Ⓢ	#2	4.757	3.662
TransformTO	0.326	0.118	36.3%	Ⓡ	Ⓢ	#2	1.996	1.460
Union Station - Signage & Wayfinding	0.449	0.137	30.4%	Ⓡ	Ⓢ	#2	0.450	0.133
Union Station - Traffic Management	0.000	0.000		Ⓢ	Ⓢ	#1	0.000	0.000
Union Station East Wing	0.800	-0.105	-13.2%	Ⓢ	Ⓢ	#2	20.000	17.831
Union Station Enhancement Project	3.053	0.005	0.2%	Ⓡ	Ⓢ	#2	5.146	1.204
Union Station PTIF Projects	0.328	0.196	59.7%	Ⓢ	Ⓢ	#2	1.001	0.769
Union Station Revitalization	26.847	24.876	92.7%	Ⓢ	Ⓢ	#2	760.710	758.457
Various IT-Related Projects	2.304	1.088	47.2%	Ⓡ	Ⓢ	#2	6.016	4.804
Sub-Total	133.059	85.009	63.9%	-	-		1,857.456	1,137.192
Growth Related								
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%	Ⓡ	Ⓢ	#1	5.942	5.892

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Parkdale Hub	22.108	0.820	3.7%	Ⓡ	Ⓡ	#4	22.108	0.820
School Land Properties Acquisitions	0.250	0.032	12.7%	Ⓡ	Ⓡ	#1	15.000	0.032
Strategic Property Acquisitions	5.913	3.380	57.2%	Ⓢ	Ⓢ	#2	9.353	7.311
Westwood	0.090	0.017	19.2%	Ⓡ	Ⓢ	#1	4.000	1.155
Sub-Total	28.411	4.250	15.0%	-	-		56.402	15.210
Total	330.658	186.979	56.5%				2,521.453	1,487.093

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

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

Project delayed due to RFQ/RFP delays, staff resource and procurement issues, site conditions, and coordination with other projects.

Note # 3:

Project delayed and underspend due to project deferrals to address affordability measures related to the pandemic.

Note # 4:

Projected underspend due to acquisition deferred from 2022 to 2023 to complete due diligence process.

Note # 5:

Refer to Major Capital Projects Appendix for further details.

Chart 1
2022 Approved Budget by Category (\$46.59)

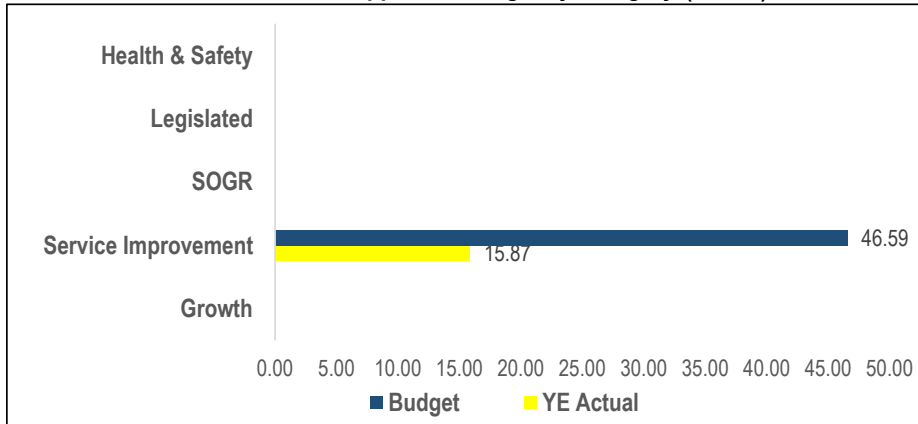


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 17

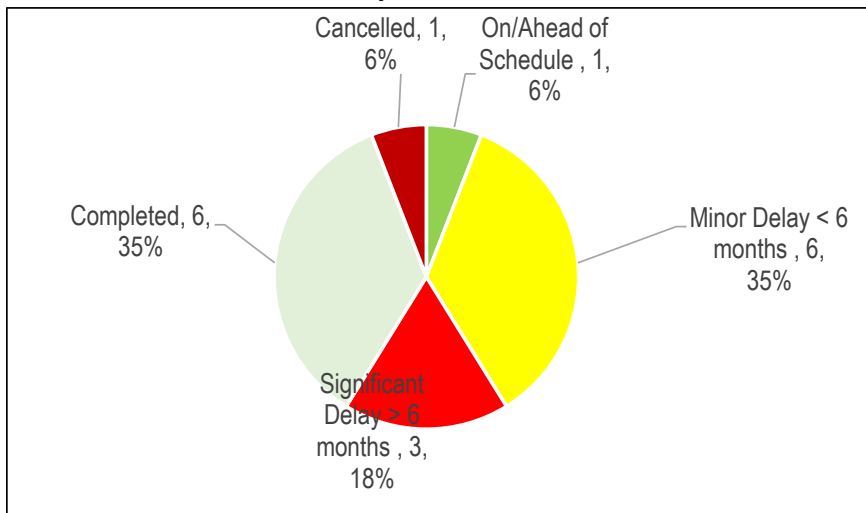


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.75	27.26	13.28	5.20	0.09

Reasons for "Other*" Projects Delay:

- Delayed due to COVID-19

Key Discussion Points: (Please provide reason for delay)

- The overall EED program's year-end spending is \$15.9 million, or 34.1% of its 2022 capital plan. The spend rate was impacted by COVID pandemic related supply chain effects on projects as well as uncertainty raised by increasing interest rates which caused delays in initial project schedules and the attractiveness of the loan programs. E&C projects directly support the City in achieving the TransformTO GHG emissions reduction targets. Significant investments are being made in the Existing and New Developments Buildings Retrofit programs, Renewable Thermal Energy and HELP program through low interest financing for building retrofits and to install renewable energy on City buildings.

Environment & Climate Division (ECD)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		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										
Combined Heat & Power (CHP)	0.002	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	4.001	2.677
Community Energy Planning	20.576	9.209	44.8%	9.209	44.8%	Ⓡ	Ⓨ	#3	74.245	33.173
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	0.093	0.000
Renewable Energy	0.347	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.500	0.152
Residential Energy Retrofit Program (HELP)	5.664	2.422	42.8%	2.422	42.8%	Ⓡ	Ⓨ	#3	19.388	8.652
Transform TO	19.909	4.240	21.3%	4.240	21.3%	Ⓡ	Ⓡ	#4	37.714	12.055
Sub-Total	46.590	15.871	34.1%	15.871	34.1%	-	-		135.941	56.710
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	46.590	15.871	34.1%	15.871	34.1%				135.941	56.710

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

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

Project has been cancelled.

Note # 3:

Delay due to COVID-19 and higher interest rates.

Note # 4:

Delay due to coordination with other projects and delays associated with procurement (RFQ/RFP).

Chart 1
2022 Approved Budget by Category (\$105.34)

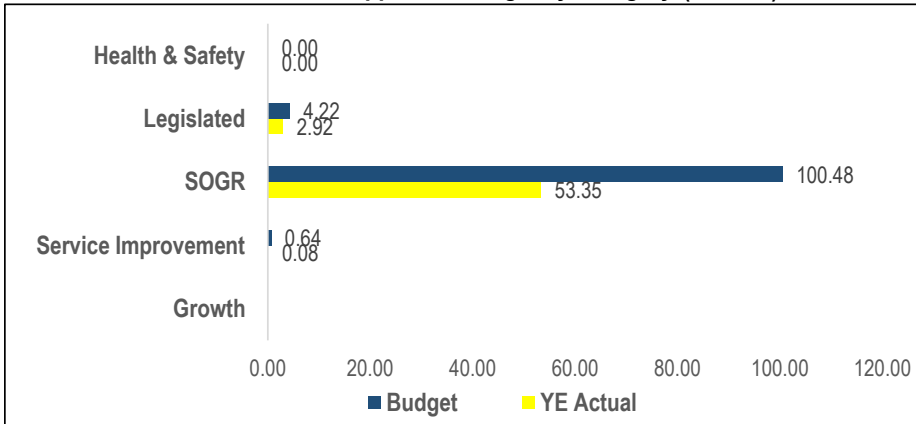


Table 1
2022 Active Projects by Category

Health & Safety	3
Legislated	8
SOGR	56
Service Improvement	2
Growth	
Total # of Projects	69

Chart 2
Project Status - 69

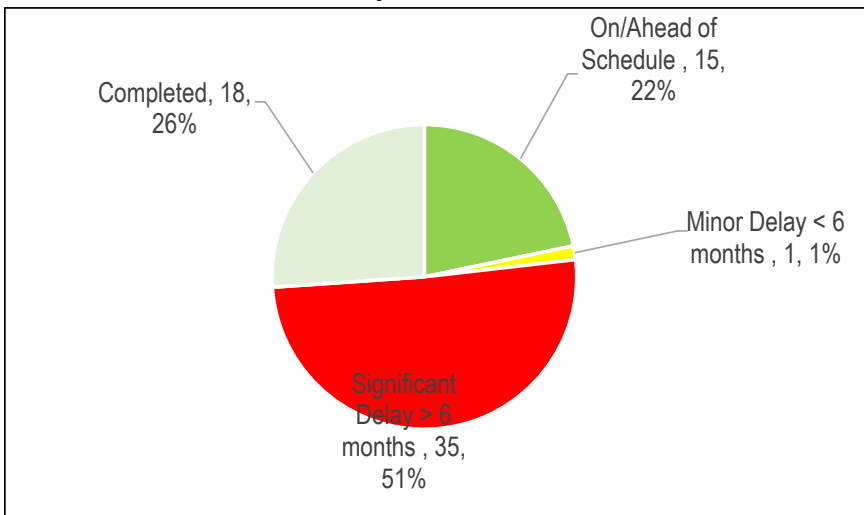


Table 2

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	35	1
Total # of Projects	35	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
35.14	0.04	67.96	2.20	

Reasons for "Other*" Projects Delay:

- Majority of delays are attributed to global supply chain issues caused by the COVID-19 pandemic

Fleet Services (FLT)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fleet Services - Garage Security	0.004	0.004	100.0%	0.004	100.0%	G	G		0.100	0.100
Sub-Total	0.004	0.004	100.0%	0.004	100.0%	-	-		0.100	0.100
Legislated										
EV Program	4.178	2.888	69.1%	2.888	69.1%	Y	R	#2	4.945	2.883
Fleet Share Program	0.038	0.031	81.1%	0.031	81.1%	G	Y	#2	0.038	0.030
Sub-Total	4.216	2.919	69.2%	2.919	69.2%	-	-		4.983	2.914
State of Good Repair										
Arena Boards - Fleet Replacement	0.243	0.112	46.2%	0.112	46.2%	R	R	#2	0.243	0.221
Economic Development & Culture - Fleet Replacement	0.135	0.055	40.5%	0.055	40.5%	R	R	#2	0.135	0.055
Engineering & Construction Services - Fleet Replacement	0.580	0.391	67.5%	0.391	67.5%	Y	R	#2	1.538	0.547
Exhibition - Fleet Replacement	0.621	0.451	72.7%	0.451	72.7%	G	R	#2	1.400	1.123
Facility & Real Estate - Fleet Replacement	1.073	0.885	82.5%	0.885	82.5%	G	R	#2	1.799	0.768
Fire Services - Fleet Replacement	5.716	4.957	86.7%	4.957	86.7%	G	G		56.505	13.406
Fleet Office Modernization	0.339	0.221	65.3%	0.221	65.3%	Y	R	#1	0.594	0.401
Fleet Replacement - Insurance Company	0.263	0.077	29.1%	0.077	29.1%	R	G	#4	0.285	0.099
Fleet Services - Fleet Replacement	0.085	0.060	70.4%	0.060	70.4%	Y	R	#2	0.085	0.060
Fleet Tools & Equipment	0.466	0.464	99.6%	0.464	99.6%	G	R	#2	0.610	0.587
Fuel Site Closures	1.997	1.989	99.6%	1.989	99.6%	G	R	#2	4.794	3.672
Library - Fleet Replacement	1.082	0.845	78.0%	0.845	78.0%	G	R	#2	2.033	0.136
Municipal Licensing - Fleet Replacement	0.821	0.143	17.4%	0.143	17.4%	R	R	#2	1.653	0.928
Parks, Forestry & Recreation - Fleet Replacement	7.191	6.999	97.3%	6.999	97.3%	G	R	#2	18.815	11.597
Policy Planning Finance & Administration - Fleet Replacement	0.031	0.031	97.4%	0.031	97.4%	G	R	#2	0.031	0.031
Public Health - Fleet Replacement	0.048	0.048	100.0%	0.048	100.0%	G			0.113	0.048
Purchasing & Materials - Fleet Replacement	0.278	0.211	75.8%	0.211	75.8%	G	R	#2	0.310	0.243
Solid Waste - Fleet Replacement	24.739	8.833	35.7%	8.833	35.7%	R	R	#2	67.056	16.071
Toronto Community Housing Corporation - Fleet Replacement	0.955	0.534	55.8%	0.534	55.8%	Y	R	#2	1.657	0.535
Toronto Paramedic - Fleet Replacement	14.133	7.097	50.2%	7.097	50.2%	Y	R	#2	21.357	14.371
Toronto Water - Fleet Replacement	24.436	10.643	43.6%	10.643	43.6%	R	R	#2	36.555	13.522
Transportation Services - Fleet Replacement	14.901	8.161	54.8%	8.161	54.8%	Y	R	#2	50.270	39.428
Zoo - Fleet Replacement	0.350	0.146	41.7%	0.146	41.7%	R	G	#3	0.350	0.000
Sub-Total	100.483	53.350	53.1%	53.350	53.1%	-	-		268.188	117.845
Service Improvements										

Fleet Services (FLT)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Fleet Management and Fuel Integration Sustainment	0.469	0.060	12.8%	0.060	12.8%	Ⓜ	Ⓜ	#1	1.416	0.567
Vendor Management Portal	0.170	0.018	10.6%	0.018	10.6%	Ⓜ	Ⓜ	#1	0.478	0.162
Sub-Total	0.639	0.078	12.2%	0.078	12.2%	-	-		1.894	0.729
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	105.343	56.352	53.5%	56.352	53.5%				275.166	121.589

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

Note # 1:

COVID-19 Related

Note # 2:

Delay due to global supply chain issues for manufacturers and suppliers.

Note # 3:

Project is expected to be completed on/under budget.

Note # 4:

Project spend is based on estimated claims during the year.

Chart 1
2022 Approved Budget by Category (\$7.97)

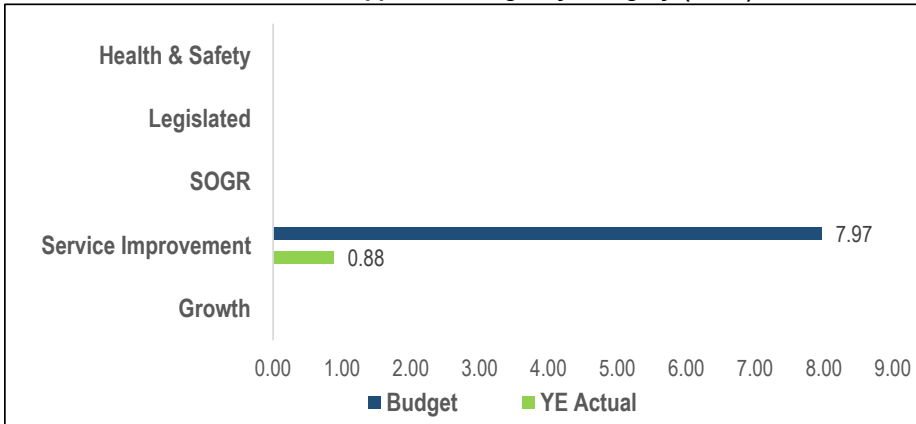


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 2

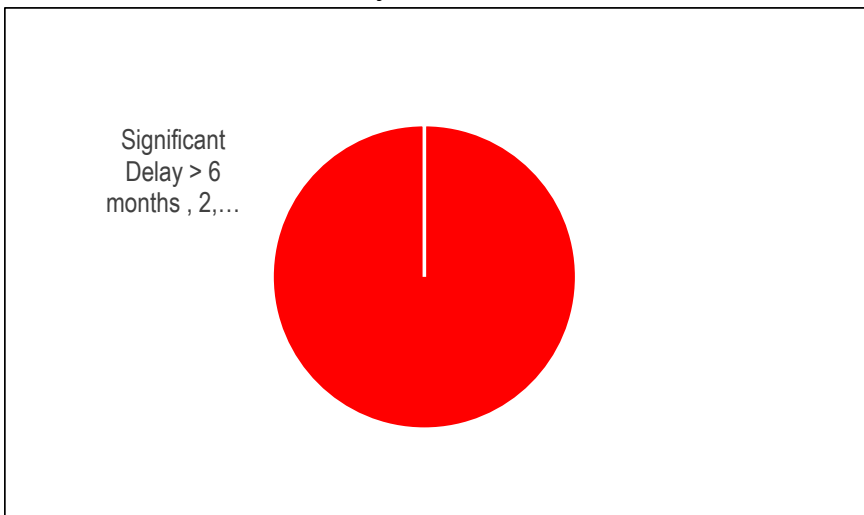


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
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
		7.97		

Reasons for "Other*" Projects Delay:

Two initiatives under the Digitized Support Services capital project have been paused for most of the year until confirmation of COVID-19 intergovernmental support funding. One project has now resumed and executed an agreement in Q1 2023. The second project has been moved to the Technology Services Division, and therefore no longer required in the Office of the CISO.

Chief Information Security Office (CYB)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
H&S Project Name					Ⓢ	#1		
H&S Project Name					Ⓢ	#1		
Sub-Total	0.000		0.000		-	-	0.000	0.000
Legislated								
Legislated Project Name					Ⓢ	#2		
Legislated Project Name					Ⓢ	#2		
Sub-Total	0.000		0.000		-	-	0.000	0.000
State of Good Repair								
SOGR Project Name					Ⓢ	#3		
SOGR Project Name					Ⓢ	#3		
Sub-Total	0.000		0.000		-	-	0.000	0.000
Service Improvements								
Cyber Foundation	5.990	0.884	14.8%	Ⓢ	Ⓢ	#1	7.995	0.884
Digitization Support Services	1.980		0.0%	Ⓢ	Ⓢ	#2	6.721	
Sub-Total	7.970	0.884	11.1%				14.716	0.884
Growth Related								
Growth Project Name					Ⓢ	#5		
Growth Project Name					Ⓢ	#5		
Sub-Total	0.000		0.000		-	-	0.000	0.000
Total	7.970	0.884	11.1%				14.716	0.884

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

Note # 1:
Underspend and project delays due to insufficient staffing resources.

Note # 2:
Underspend is due to projects being paused for most of the year until confirmation of COVID-19 intergovernmental support funding. One project has now resumed and executed an agreement in Q1 2023. The second project has been moved to the Technology Services Division, and therefore no longer required in the Office of the CISO.

Chart 1
2022 Approved Budget by Category (\$70.33)

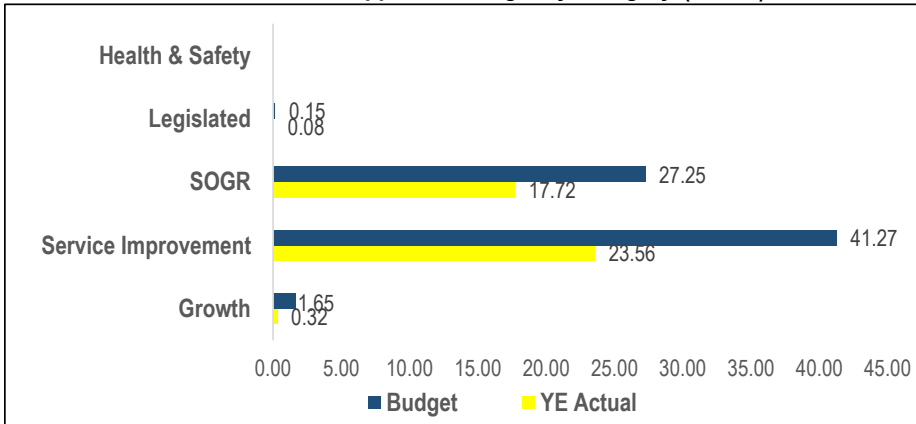


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	22
Service Improvement	38
Growth	3
Total # of Projects	65

Chart 2
Project Status - 65

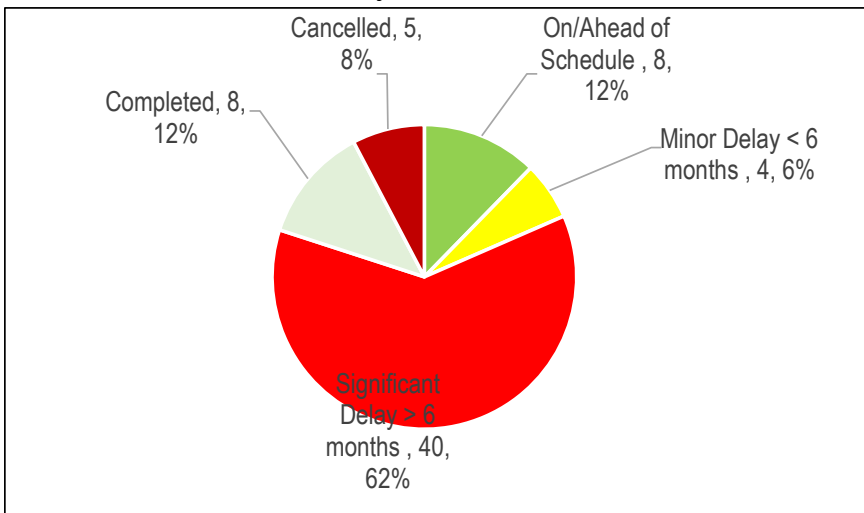


Table 2

Reason for Delay	44	
	Significant Delay	Minor Delay
Insufficient Staff Resources	19	3
Procurement Issues	2	
RFQ/RFP Delayed	5	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	4	
Community Consultation		
Other*	10	1
Total # of Projects	40	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
17.86	2.23	47.19	0.88	2.17

Reasons for "Other*" Projects Delay:

- > The majority of delays are due to insufficient resourcing as hiring has been taking longer than planned as well as supply chain issues for equipment.
- > The Office 365 project is experiencing City-wide technical challenges including large mailbox migration, on-premise to cloud technology interdependencies and governing policies. As a result, the project is delayed.

Technology Services (ITP)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		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	0.049	0.049	99.9%	0.049	99.9%	Ⓞ	Ⓞ		4.800	4.755
EDHR - Complaints Management System	0.104	0.028	26.6%	0.028	26.6%	Ⓡ	Ⓡ	#2	0.308	0.232
Sub-Total	0.153	0.077	50.2%	0.077	50.2%	-	-		5.108	4.987
State of Good Repair										
API Cloud Migration	0.400	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.400	0.033
Asset Lifecycle Management	21.422	16.425	76.7%	16.425	76.7%	Ⓞ	Ⓨ	#4	180.852	151.620
Business Sustainment Systems	0.903	0.078	8.6%	0.078	8.6%	Ⓡ	Ⓡ	#2	4.519	3.336
Corporate Planning & Management	0.499	0.132	26.4%	0.132	26.4%	Ⓡ	Ⓞ	#1	2.454	0.702
Disaster Recovery Program	0.543	0.160	29.5%	0.160	29.5%	Ⓡ	Ⓞ	#2	4.532	2.856
Document Direct View Direct (DDVD)	1.095	0.306	28.0%	0.306	28.0%	Ⓡ	Ⓡ	#2	1.890	0.353
IT Service Mgmt	0.063	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	7.959	3.767
Kronos Upgrade	0.005	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	0.500	0.495
Museums & Heritage Services IT Infrastructure SOGR	0.553	0.347	62.7%	0.347	62.7%	Ⓨ	Ⓡ	#3	1.434	1.263
Salesforce Realignment of Foundational Technologies	0.545	0.101	18.6%	0.101	18.6%	Ⓡ	Ⓡ	#10	1.320	0.122
Technology Infrastructure	0.981	0.120	12.2%	0.120	12.2%	Ⓡ	Ⓡ	#2	5.802	2.990
TEMS Replacement	0.094	0.049	52.2%	0.049	52.2%	Ⓨ	Ⓞ	#1	0.900	0.357
Toronto Property System (TPS) refresh	0.149	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#6	0.756	0.304
Sub-Total	27.252	17.719	65.0%	17.719	65.0%	-	-		213.318	168.198
Service Improvements										
311 - Technology Upgrades	2.527	1.658	65.6%	1.658	65.6%	Ⓨ	Ⓞ		11.480	3.676
Access Control Self Serve	0.460	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.460	0.000
Application Systems	3.077	0.623	20.2%	0.623	20.2%	Ⓡ	Ⓡ	#2	18.205	9.691
Applications Portfolio Tools & Rationalization	0.152	0.020	13.0%	0.020	13.0%	Ⓡ	Ⓡ	#2	0.777	0.213
Artificial Intelligence for SSHA and TPH	0.696	0.001	0.1%	0.001	0.1%	Ⓡ	Ⓡ	#2	1.056	0.361
Business Sustainment Systems	2.854	0.146	5.1%	0.146	5.1%	Ⓡ	Ⓡ	#2	38.662	12.961
CLASS Replacement Planning	0.073	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#9	0.148	0.075
ConnectTO - Network Utility	0.784	0.290	37.0%	0.290	37.0%	Ⓡ	Ⓡ	#4	1.776	0.442
Corporate Initiatives	0.800	0.074	9.3%	0.074	9.3%	Ⓡ	Ⓡ	#2	3.616	2.801
Corporate Planning & Management	0.314	0.025	8.0%	0.025	8.0%	Ⓡ	Ⓡ	#2	0.529	0.448
ECS Business Systems Improvements	0.063	0.059	94.8%	0.059	94.8%	Ⓞ	Ⓨ	#2	0.664	0.445
ECS Cloud Deployment- Construction Project and DMS	1.706	1.705	100.0%	1.705	100.0%	Ⓞ	Ⓡ	#8	4.216	3.515
Ent Doc & Record Mgmt Solutions (EDRMS)	0.307	0.123	40.2%	0.123	40.2%	Ⓡ	Ⓞ	#1	6.616	6.432
Enterprise Information Management Partnership Program (EIMPP)	1.008	0.325	32.2%	0.325	32.2%	Ⓡ	Ⓡ	#2, #10	1.800	0.500
Enterprise Work Management Solution	10.637	9.909	93.2%	9.909	93.2%	Ⓞ	Ⓞ	#5	23.622	16.567
eScheduling Solution & Implementation	0.980	0.575	58.7%	0.575	58.7%	Ⓨ	Ⓡ	#2	0.980	0.688
Fleet Services Driver, Accident and Fine Management	0.622	0.361	58.0%	0.361	58.0%	Ⓨ	Ⓡ	#2	3.347	0.362
HR Labour Relations Information System (LRIS)	0.664	0.175	26.4%	0.175	26.4%	Ⓡ	Ⓡ	#2	0.736	0.467

Technology Services (ITP)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#9	0.520	0.000
MLS onboarding to Administrative Penalty System	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.500	0.000
Office 365	5.006	2.712	54.2%	2.712	54.2%	Ⓢ	Ⓡ	#7	8.784	5.346
Project Tracking Portal (PTP)	0.249	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.792	0.000
Capital Coordination Future State Seed Project	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	0.975	0.870
Publicly Accessible Wi-Fi For City Facilities	0.150	0.003	1.8%	0.003	1.8%	Ⓡ	Ⓡ	#10	0.630	0.003
ServiceNow	2.612	0.480	18.4%	0.480	18.4%	Ⓡ	Ⓡ	#10	6.831	1.135
Technology Infrastructure	4.291	4.291	100.0%	4.291	100.0%	Ⓢ	Ⓡ	#4	15.408	9.260
Telestaff Upgrade	0.221	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.150	0.000
Sub-Total	41.273	23.558	57.1%	23.558	57.1%	-	-		153.280	76.258
Growth Related										
Consolidated Data Centre	0.062	0.059	94.5%	0.059	94.5%	Ⓢ	Ⓡ	#3	2.838	2.504
Corporate Initiatives	1.297	0.158	12.1%	0.158	12.1%	Ⓡ	Ⓡ	#10	1.418	0.876
eSignature Project	0.291	0.100	34.5%	0.100	34.5%	Ⓡ	Ⓡ	#2	0.221	0.108
Sub-Total	1.650	0.317	19.2%	0.317	19.2%	-	-		4.477	3.489
Total	70.328	41.670	59.3%	41.670	59.3%				376.183	252.931

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

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

The project delayed due to lack of resources.

Note # 3:

Project is delayed due competing priorities and co-ordination with other projects.

Note # 4:

Project is delayed due to supply and equipment delays.

Note # 5:

Licensing and configuration costs for the Enterprise Work Management Solution are materializing sooner than planned.

Note # 6:

Project is on hold.

Note # 7:

The Office 365 project is experiencing City-wide technical challenges including large mailbox migration, on-premise to cloud technology interdependencies and governing policies. As a result, the project is delayed.

Note # 8:

Development work on the ECS Cloud Deployment - Construction Project and Management System has started. Project is delayed in the design phase.

Note # 9:

The project has been cancelled. The Projects will be subsequently closed and remaining funds released.

Note # 10:

The project is delayed due to procurement or RFQ/RFP delays.

**2022 Capital Spending by Program
Finance and Treasury Services**

Program	Period	2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
Office of the CFO and Treasurer	4M-2022	1.78	1.18	66.4%		Ⓢ
	Q2-2022	1.78	1.18	66.4%	□	Ⓢ
	Q3-2022	1.78	0.20	11.4%	↓	Ⓡ
	YE-2022	1.78	0.16	8.8%	↓	Ⓡ
Office of the Controller	4M-2022	97.47	83.23	85.4%		Ⓢ
	Q2-2022	101.71	72.91	71.7%	↓	Ⓢ
	Q3-2022	101.71	26.19	25.8%	↓	Ⓡ
	YE-2022	101.71	22.82	22.4%	↓	Ⓡ
TOTAL	4M-2022	99.25	84.41	85.0%		Ⓢ
	Q2-2022	103.49	74.09	71.6%	↓	Ⓢ
	Q3-2022	103.49	26.40	25.5%	↓	Ⓡ
	YE-2022	103.49	22.98	22.2%	↓	Ⓡ

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

For the twelve months ended December 31, 2022, the capital expenditures for Finance and Treasury Services totalled \$23.0 million of their collective 2022 Approved Capital Budget of \$103.5 million. 0 program in this service area have the year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

No Programs with year-end spend rate above 70%.

Chart 1
2022 Approved Budget by Category (\$1.78)

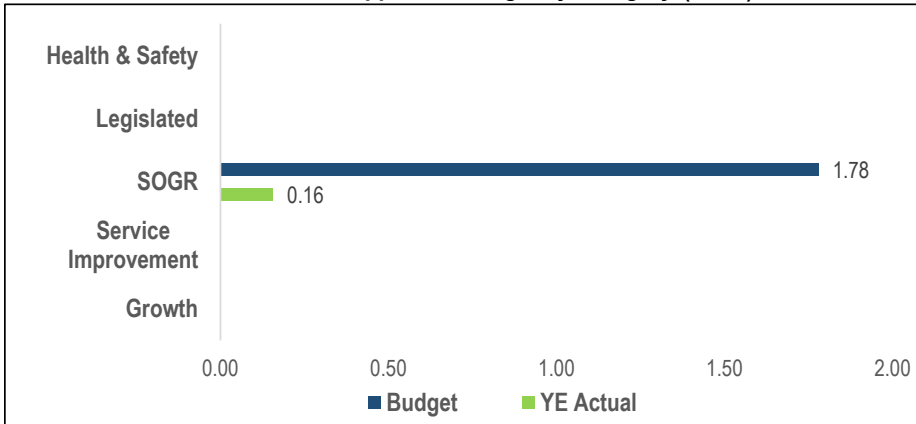


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 2

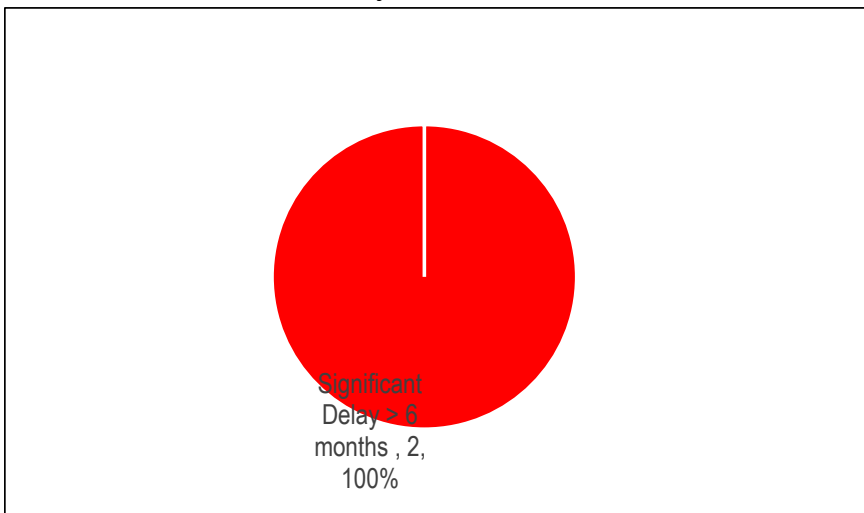


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		1.78		

Reasons for "Other*" Projects Delay:

- Integrated Asset Planning Management (IAPM): The core asset management report was successfully completed and approved by the Council in the fall of 2021. The capital was preserved to support the delivery of non-core asset management plan with provincially legislated timeframe of summer 2024. By July 1, 2025, an approved asset management plan will be required for all municipal infrastructure assets that builds upon the requirements set out in 2024.
- Risk Management Info System Upgrade: Project is delayed and experienced underspending as a result of various required assessments by the Office of the Chief Information Security Officer (CISO) which delayed the migration and post-migration development assessment. The system went live in February 2023, and the remaining items requiring migration are expected to be completed in Q2 2023. Any remaining development and the funding required will be identified during Q3 2023, including those requested by Technology Services that are currently being scoped with the vendor.

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
				\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000			0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000			0.000		-	-		0.000	0.000
State of Good Repair										
Integrated Asset Planning Management (IAPM)	1.224			0.000	0.0%	Ⓡ	Ⓡ	#1	3.096	0.947
Risk Management Info System Upgrade	0.557			0.158	28.3%	Ⓡ	Ⓡ	#2	1.893	1.263
Sub-Total	1.781			0.158	8.8%	-	-		4.989	2.211
Service Improvements										
Sub-Total	0.000			0.000		-	-		0.000	0.000
Growth Related										
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	1.781			0.158	8.8%				4.989	2.211

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 core asset management report was successfully completed and approved by the Council in the fall of 2021 through the use of existing operating resources (through Finance, Transportation & Toronto Water). The capital was preserved to support the delivery of non-core asset management plan with provincially legislated timeframe of summer 2024. By July 1, 2025, an approved asset management plan will be required for all municipal infrastructure assets that builds upon the requirements set out in 2024.

Note # 2:

The project experienced underspending as a result of various assessments by the Office of the Chief Information Security Officer (CISO) delaying the migration, and post-migration development assessment. The system went live in February 2023, and the remaining items requiring migration are expected to be completed in Q2 2023. Any remaining development and the funding required will be identified during Q3 2023, including those requested by Technology Services that are currently being scoped with the vendor.

Chart 1
2022 Approved Budget by Category (\$101.71)

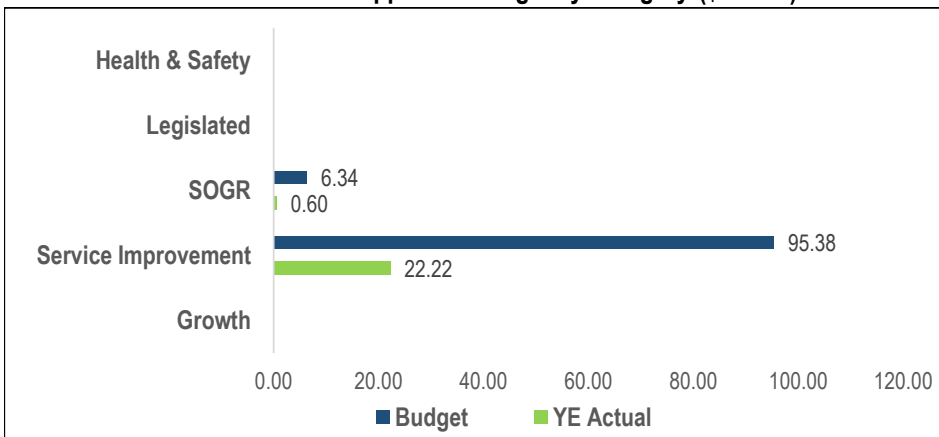


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	8
Growth	
Total # of Projects	10

Chart 2
Project Status - 10

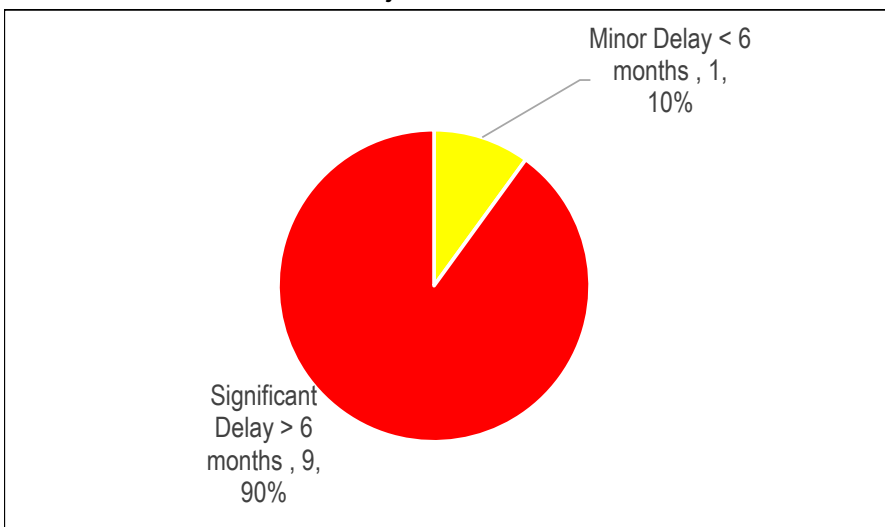


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	4	1
Total # of Projects	9	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	83.73	17.98		

Reasons for "Other*" Projects Delay:

- Supply Chain Management Transformation (SCMT): Significant delay in overall timeline mainly due to staff attrition, staff departure to various other projects and lengthened onboarding process for new resources.
- Payroll Platform Assessment: Significant delay in overall timeline due to delays in procurement process to have contract in place.
- PPEB Transformation Program: Significant delays are the result of procurement and recruitment issues, project working group staff capacity and delayed completion of 2022 training plan by the vendor. In addition, the project is unable to proceed with a contract planned in Q4/2022 due to pending approval of a City-wide blanket contract renewal.
- Electronic Self Service Tax and Utility: Significant delay in overall timeline mainly due to a service expense which was planned in Q4/2022 but is now expected to be completed in Q2/2023.
- Financial Systems Transformation Project (FSTP): The project has started Build Phase in early Fall 2022. Minor delay is due to refinement of the planning process and replanning of the implementation for the project pursuant to updated requirements. Projected underspending is primarily attributed to longer than anticipated preparation to start the Build phase and the required pause in capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding.

Key Discussion Points:

- Completion dates of several projects are extended due to delay of contract resources to join the projects or technical delays in procurement process.

Office of the Controller (FNS)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date	
		\$	%	On Budget	On Time				
Health & Safety									
H&S Project Name									
H&S Project Name									
Sub-Total	0.000		0.000		-	-	0.000	0.000	
Legislated									
Sub-Total	0.000		0.000		-	-	0.000	0.000	
State of Good Repair									
Tax Billing System	3.195		0.334	10.5%	Ⓜ	Ⓜ	#1	7.873	3.271
Utility Billing System	3.141		0.262	8.4%	Ⓜ	Ⓜ	#1	5.971	1.697
Sub-Total	6.336		0.597	9.4%	-	-		13.844	4.969
Service Improvements									
Parking Tag Management	2.046		0.074	3.6%	Ⓜ	Ⓜ	#2	3.458	0.735
Software Upgrade									
Electronic Self Service Tax and Utility	0.210		0.060	28.4%	Ⓜ	Ⓜ	#3	0.551	0.401
E-Billing Initiative	0.076		0.000	0.0%	Ⓜ	Ⓜ	#1	0.469	0.393
Revenue System - Phase 11 - 2000	0.162		0.000	0.0%	Ⓜ	Ⓜ	#1	3.500	3.338
Supply Chain Management Transformation (SCMT)	4.515		1.486	32.9%	Ⓜ	Ⓜ	#4	26.039	20.883
PPEB Transformation Program	3.886		1.612	41.5%	Ⓜ	Ⓜ	#5	7.658	3.461
Payroll Platform Assessment	0.750		0.000	0.0%	Ⓜ	Ⓜ	#6	0.750	0.000
Financial Systems Transformation Project	83.732		18.990	22.7%	Ⓜ	Ⓜ	#7	137.686	20.170
Sub-Total	95.377		22.221	23.3%	-	-		180.111	49.381
Growth Related									
Sub-Total	0.000		0.000		-	-		0.000	0.000
Total	101.713		22.818	22.4%				193.955	54.349

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:

Contract resources were unable to join the City in 2022 and this delay has extended the project completion date by 12 months and delayed the planned spending for 2022, resulting in a carry-forward of the unspent capital budget.

Note # 2:

Due to technical delays in procurement process, the RFP was released in Q4/2022 and is expected to be awarded in Q2/2023, resulting in an extension of the project completion date to 2024 and a carry-forward of the unspent capital budget.

Note # 3:

A service expense which was planned in Q4/2022 is now expected to be completed in Q2/2023, resulting in an extension of the project completion date to September 2023 and a carry-forward of the unspent capital budget.

Note # 4:

Delay in overall timelines mainly impacted by staff departure to various other projects and lengthened onboarding process for new resources continues, resulting in a carry-forward of the unspent capital budget.

Note # 5:

Delayed completion of 2022 training plan by the vendor and inability to proceed with a contract planned in Q4/2022 due to pending approval of a City-wide blanket contract renewal by year-end resulted in a carry-forward of the unspent capital budget.

Note # 6:

Project has been initiated. Contract with Deloitte is being processed with Purchasing & Materials Management Division (PMMD), expected start is Q2/2023.

Note # 7:

The project is preparing for Build Phase for early Fall 2022. Minor delay is due to the refinement of the planning process and replanning of the implementation for the project pursuant to updated requirements. Projected underspending is primarily attributed to longer than anticipated preparation to start the Build phase and the required pause in capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding.

**2022 Capital Spending by Program
Other City Programs**

Program		2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
City Clerk's	4M-2022	15.15	14.54	96.0%		Ⓢ
	Q2-2022	15.15	14.36	94.8%	↓	Ⓢ
	Q3-2022	15.15	14.04	92.6%	↓	Ⓢ
	YE-2022	15.15	13.35	88.1%	↓	Ⓢ
Corporate Initiatives	4M-2022	5.01	3.67	73.3%		Ⓢ
	Q2-2022	1.69	0.80	47.4%	↓	Ⓡ
	Q3-2022	1.69	0.80	47.4%	□	Ⓡ
	YE-2022	1.69	0.43	25.3%	↓	Ⓡ
TOTAL	4M-2022	20.16	18.21	90.4%		Ⓢ
	Q2-2022	16.84	15.16	90.0%	↓	Ⓢ
	Q3-2022	16.84	14.84	88.1%	↓	Ⓢ
	YE-2022	16.84	13.78	81.8%	↓	Ⓢ

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

For the twelve months ended December 31, 2022, the capital expenditures for Other City Programs totalled \$13.8 million of their collective 2022 Approved Capital Budget of \$16.8 million. 1 program in this service area have the year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

Programs with year-end spend rate above 70% is City Clerk's Office.

Chart 1
2022 Approved Budget by Category (\$15.15)

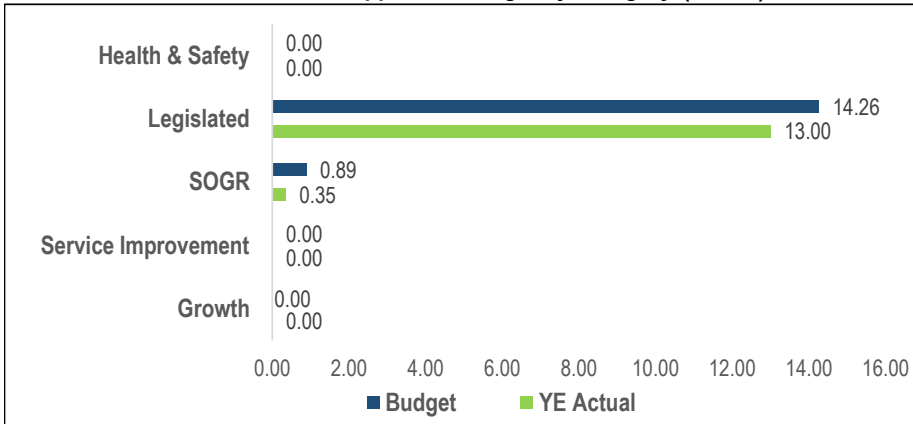


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	8
SOGR	6
Service Improvement	
Growth	
Total # of Projects	14

Chart 2
Project Status - 14

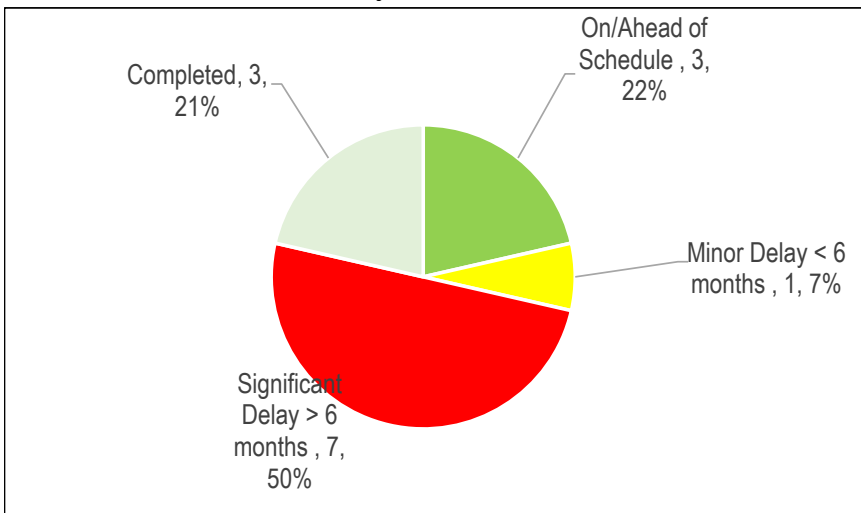


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	3	1
Total # of Projects	7	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.25	9.15	2.39	2.36	

Reasons for "Other*" Projects Delay:

- Replacement of Voting Equipment Project has minor computer equipment delivery in 2023
- Records Centre Service SOGR - Project phase dependent on the AODA construction work that is expected to be completed in May 2023
- TMMIS SOGR 2019-2022 and INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022 projects reflect paused capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding.

City Clerk's Office (CLK)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
				\$	%	On Budget	On Time			
Health & Safety										
H&S Project Name						Ⓡ	Ⓨ			
H&S Project Name						Ⓡ	Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	
Legislated										
Election Technology Program For 2022 Election	0.960			0.960	100.0%	Ⓞ	Ⓞ		6.530 5.780	
TMMIS SOGR 2019-2022	0.300			0.145	48.4%	Ⓡ	Ⓡ	#1	0.907 0.492	
Replacement of Voting Equipment	9.152			9.008	98.4%	Ⓞ	Ⓨ		10.800 10.657	
City Clerk's Business System - Legislative Compliance	0.562			0.308	54.8%	Ⓨ	Ⓡ	#2	1.419 0.595	
City Clerk's Business System - 2020-2021	0.177			0.176	99.0%	Ⓞ	Ⓡ	#3	0.565 0.563	
Council Business system - 2020- 2021	0.659			0.225	34.2%	Ⓡ	Ⓡ	#4	1.080 0.646	
Council Transition Requirements 2022	0.300			0.059	19.6%	Ⓡ	Ⓡ	#5	0.300 0.059	
Election Supply Logistics Transformation	2.150			2.120	98.6%	Ⓞ	Ⓞ		2.150 2.120	
Sub-Total	14.261			13.001	91.2%	-	-		23.751 20.911	
State of Good Repair										
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.150			0.000	0.0%	Ⓡ	Ⓡ	#6	0.150 0.000	
ARCHIVES EQUIPMENT UPGRADE 2017-2023	0.011			0.011	100.0%	Ⓞ	Ⓞ		0.265 0.265	
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.075			0.075	100.0%	Ⓞ	Ⓞ		0.275 0.075	
RECORDS CENTRE SERVICES SOGR	0.245			0.046	19.0%	Ⓡ	Ⓡ	#7	0.250 0.051	
MAIL SECURITY & MAIL ROOM UPDATES	0.200			0.153	76.7%	Ⓞ	Ⓞ		0.200 0.153	
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.210			0.063	30.2%	Ⓡ	Ⓞ		0.625 0.063	
Sub-Total	0.891			0.349	39.2%	-	-		1.765 0.608	
Service Improvements										
SI Project Name							Ⓞ			
SI Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000 0.000	
Growth Related										
Growth Project Name							Ⓞ			
Growth Project Name							Ⓞ	#3		
Sub-Total	0.000			0.000		-	-		0.000 0.000	
Total	15.152			13.350	88.1%				25.516 21.519	

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, 6:

The projected underspending is attributed to the required pause in capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding.

Note # 2,3,4:

City Clerk's Office (CLK)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
			\$	%	On Budget			

Insufficient Staff Resources.

Note # 5:

Needs assessment in progress to reconfigure offices for new Members. Project delivery is dependent on CREM resources.

Note # 7:

Implementing two phases for the project: Phase 2: The specifications and requirements for moving the digitization lab to Spadina have taken longer than initially planned. The phase is dependent on the AODA construction work that is expected to be completed in May 2023. The target completion for phase 2 (digitization lab) will be in 2023.

**2022 Capital Spending by Program
City Agencies**

Program		2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Actual	% at Year End		
Exhibition Place	4M-2022	21.90	19.71	90.0%		Ⓢ
	Q2-2022	21.90	19.71	90.0%	□	Ⓢ
	Q3-2022	21.90	12.31	56.2%	↓	Ⓜ
	YE-2022	21.90	9.83	44.9%	↓	Ⓡ
To Live	4M-2022	30.72	23.03	75.0%		Ⓢ
	Q2-2022	30.72	23.03	75.0%	□	Ⓢ
	Q3-2022	30.72	18.06	58.8%	↓	Ⓜ
	YE-2022	30.72	13.37	43.5%	↓	Ⓡ
TRCA	4M-2022	25.86	25.86	100.0%		Ⓢ
	Q2-2022	25.86	25.86	100.0%	□	Ⓢ
	Q3-2022	25.86	25.86	100.0%	□	Ⓢ
	YE-2022	25.86	25.27	97.7%	↓	Ⓢ
Toronto Police	4M-2022	82.93	58.56	70.6%		Ⓢ
	Q2-2022	82.93	52.50	63.3%	↓	Ⓜ
	Q3-2022	82.93	43.63	52.6%	↓	Ⓜ
	YE-2022	82.93	34.83	42.0%	↓	Ⓡ
Toronto Public Health	4M-2022	7.39	6.07	82.1%		Ⓢ
	Q2-2022	7.50	5.85	78.0%	↓	Ⓢ
	Q3-2022	7.50	3.45	46.0%	↓	Ⓡ
	YE-2022	7.50	3.43	45.7%	↓	Ⓡ
Toronto Public Library	4M-2022	43.23	39.72	91.9%		Ⓢ
	Q2-2022	43.23	38.30	88.6%	↓	Ⓢ
	Q3-2022	43.23	31.48	72.8%	↓	Ⓢ
	YE-2022	44.51	32.67	73.4%	↑	Ⓢ
Toronto Zoo	4M-2022	22.78	20.09	88.2%		Ⓢ
	Q2-2022	22.78	20.09	88.2%	□	Ⓢ
	Q3-2022	22.78	15.76	69.2%	↓	Ⓜ
	YE-2022	22.78	11.30	49.6%	↓	Ⓡ
Toronto Transit Commission	4M-2022	1,615.95	1,368.78	84.7%		Ⓢ
	Q2-2022	1,619.22	1,278.52	79.0%	↓	Ⓢ
	Q3-2022	1,433.99	1,275.78	89.0%	↑	Ⓢ
	YE-2022	1,433.99	1,174.52	81.9%	↓	Ⓢ
TOTAL	4M-2022	1,850.76	1,561.81	84.4%		Ⓢ
	Q2-2022	1,854.13	1,463.85	79.0%	↓	Ⓢ
	Q3-2022	1,668.90	1,426.33	85.5%	↑	Ⓢ
	YE-2022	1,670.19	1,305.21	78.1%	↓	Ⓢ

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

For the twelve months ended December 31, 2022, the capital expenditures for City Agencies totalled \$1305.2 million of their collective 2022 Approved Capital Budget of \$1670.2 million. Spending is expected to increase to \$1305.2 million (78.1%) by year-end. 3 programs in this service area have the projected year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Toronto Transit Commission, Toronto Public Library, and Toronto & Region Conservation Authority.

Chart 1
2022 Approved Budget by Category (\$21.90)

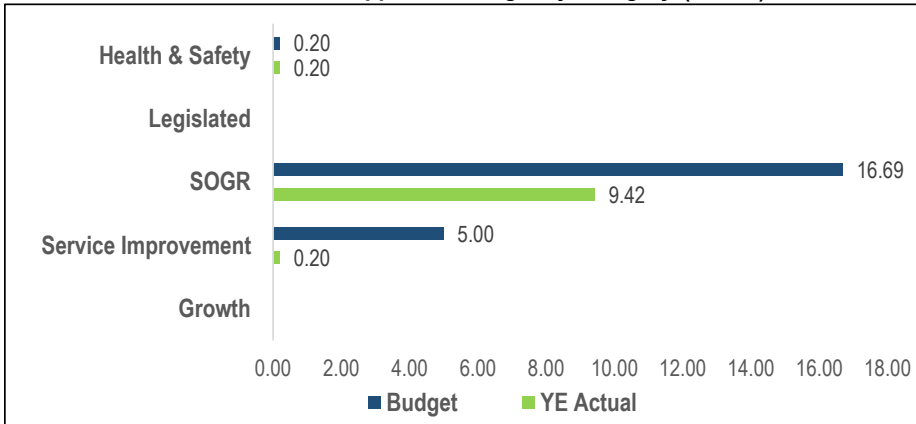


Table 1
2022 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	59
Service Improvement	1
Growth	
Total # of Projects	62

Chart 2
Project Status - 62

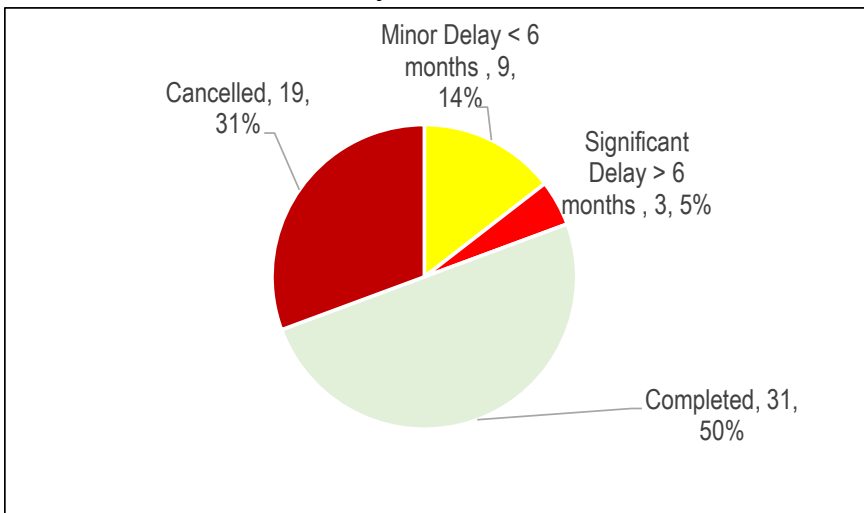


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		5
Community Consultation		
Other*	2	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
	1.77	14.45	2.99	2.69

Key Discussion Points:

- Exhibition Place achieved a 2022 Year-end spending of \$9.826 million, or 45% of its 2022 Council Approved Capital Budget of \$21.895 million.
- There was an underspending of \$2.690 million which attributed to the required pause in capital spending to addressing the 2022 COVID-19 intergovernmental funding shortfall.
- There were 9 projects with 2022 gross under expenditures of \$0.307 million that experienced minor delays due to coordination with other projects, RFP/RFQ issues, scope refinement and invoicing issues.
- There were three primary projects including Soil Remediation (\$4.8 million) to support Phase 2 Hotel development, Duct Bank Relocation (\$3.937 million) and Beanfield Centre's Elevators Retrofit (\$0.336 million) with 2022 gross under expenditures of \$9.072 million that experienced major delays due to RFP/RFQ issues, supply chain issues and delays by the developer.

Exhibition Place (EXH)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Other Building	0.203	0.201	98.7%	Ⓞ	Ⓜ		0.275	0.272
Sub-Total	0.203	0.201	98.7%	-	-		0.275	0.272
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Pre-Engineering Program	0.238	0.226	95.2%	Ⓞ	Ⓜ		0.348	0.337
Other Building	0.380	0.230	60.6%	Ⓜ	Ⓞ	#1	0.424	0.274
Equipment	0.574	0.317	55.1%	Ⓜ	Ⓜ	#1	1.146	0.880
Enercare Centre	1.787	0.553	31.0%	Ⓡ	Ⓜ	#2	3.047	1.814
Coliseum Complex	0.583	0.169	29.0%	Ⓡ	Ⓜ	#3	0.650	0.236
Parks, Parking Lots and Roads	1.127	0.927	82.3%	Ⓞ	Ⓞ	#1	1.598	1.398
Food Building	0.100	0.048	48.0%	Ⓡ	Ⓜ	#4	0.100	0.048
Better Living Centre	0.040	0.040	100.0%	Ⓞ	Ⓞ		0.173	0.173
Beanfield Centre	1.022	0.351	34.3%	Ⓡ	Ⓡ	#5	1.332	0.661
General Services Building	0.275	0.000	0.0%	Ⓡ	Ⓞ	#1	0.275	0.000
Special Projects	0.500	0.495	99.1%	Ⓞ	Ⓜ		0.500	0.495
Electrical Underground High Voltage Utilities	10.066	6.068	60.3%	Ⓜ	Ⓡ	#6	10.550	6.551
Sub-Total	16.692	9.425	56.5%	-	-		20.143	12.868
Service Improvements								
Parks, Parking Lots and Roads	5.000	0.200	4.0%	Ⓡ	Ⓡ	#7	5.000	0.200
Sub-Total	5.000	0.200	4.0%	-	-		5.000	0.200
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	21.895	9.826	44.9%				25.418	13.340

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

Note # 1:

The Other Building (\$0.150 million), Equipment (\$0.250 million), Parks, Parking Lots and Roads (\$0.200 million), and General Services Building (\$0.275 million) State of Good Repair projects were cancelled as part of 2022 COVID-19 Capital Reduction requirement.

Note # 2:

The Enercare Centre (\$0.03 million unspent), State of Good Repair projects were delayed and underspend due to scope refinement. Some projects (1.2 million unspent) were cancelled as part of 2022 COVID-19 Capital Reduction requirement.

Note #3:

The Coliseum Complex (0.134 million unspent), State of Good Repair project was delayed and underspend due to RFQ/RFP issues and co-ordination with other projects. One project (\$0.280 million unspent) was cancelled as part of 2022 COVID-19 Capital Reduction requirement.

Note #4:

The Food Building (0.05 million unspent), State of Good Repair project was delayed and underspend due to RFQ/RFP issues. Expected completion is in Q2 of 2023.

Note #5:

Exhibition Place (EXH)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

The Beanfield Centre (\$0.335 million unspent), State of Good Repair projects were delayed and underspend due co-ordination with other projects and procurement issues with expected completion of Q4 of 2023. As well as, some projects (\$0.335 million unspent), were cancelled as part of 2022 COVID-19 Capital Reduction requirement.

Note #6:

The Electric Underground High Voltage Utilities (\$3.998 million unspent), State of Good Repair projects were delayed due to supply chain issues and co-ordination with other projects.

Note #7:

The Parks, Parking Lots and Roads (\$4.8 million unspent), Service Improvements project was delayed due to excavation/construction work delays by the developer.

Chart 1
2022 Approved Budget by Category (\$30.72)

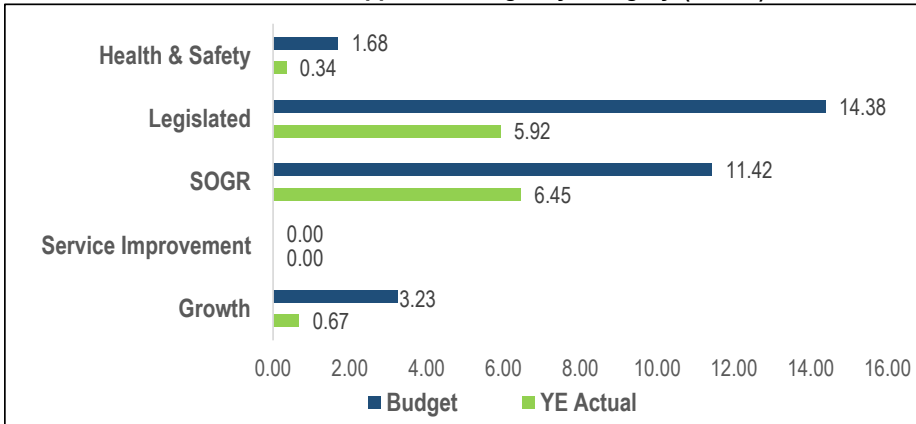


Table 1
2022 Active Projects by Category

Health & Safety	5
Legislated	2
SOGR	18
Service Improvement	
Growth	1
Total # of Projects	26

Chart 2
Project Status - 26

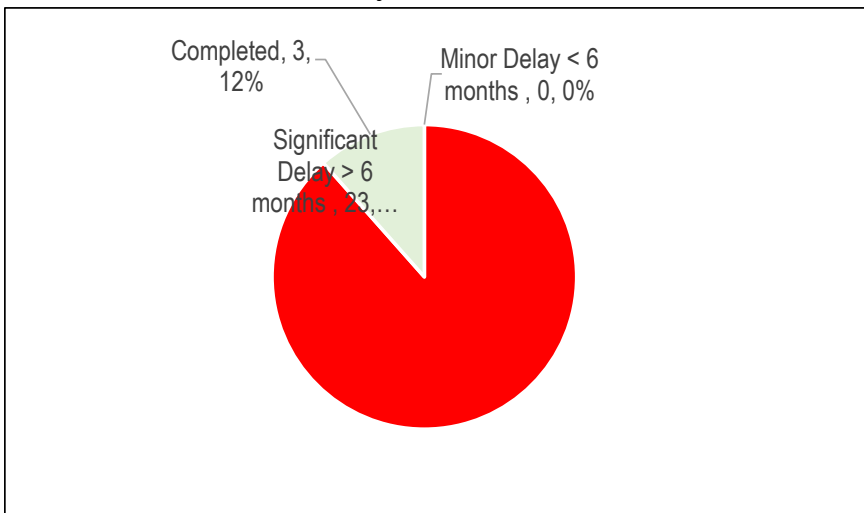


Table 2

Reason for Delay	23	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	1	
Other*	22	
Total # of Projects	23	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		30.63	0.09	

- TO Live experienced delays in the delivery of a number of capital projects due to supply chain issues as a result of COVID-19 related impacts:
 - Meridian Hall – AODA Compliance
 - Meridian Hall - Door Replacement
 - Meridian Hall - Theatre Systems
 - Meridian Hall - Exterior Lighting Systems
 - Meridian Hall - Site Work
 - Meridian Hall - Fall Arrest System
 - Meridian Arts Centre - AODA Compliance
 - Meridian Arts Centre - Chillers and Cooling Tower Replacement
 - Meridian Arts Centre - SOGR Projects
 - Meridian Arts Centre - Health & Safety Upgrades - COVID-19
 - Meridian Arts Centre - Roof Replacement (PVC)
 - Meridian Arts Centre - Technical Theatre Improvements
 - St. Lawrence Centre for the Arts - SOGR Projects

TO Live (HUM)

Key Discussion Points (cont'd):

- TO Live spent \$13.372 million or 43.5% YTD of its 2022 Council Approved Capital Budget by the end of 2022. Underspending of \$17.345 million was attributed to supply chain issues from COVID-19 for various state of good repair projects across the City's three major civic theatres as well as a required pause in capital spending of \$4.2 million, as part of the COVID-19 Backstop.
- The *St. Lawrence Centre for the Arts* - Redevelopment Planning project was also experienced delays as 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.
- The total unspent cash flow funding of \$17.341 million has been carried forward to 2023 and/or future years for TO Live to complete capital work.

TO Live (HUM)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Meridian Hall - Door Replacement Phase 2	1.311	0.148	11.3%	Ⓡ	Ⓡ	#1	1.738	0.575
Meridian Hall - Exterior Lighting Systems	0.005	0.000	0.0%	Ⓡ	Ⓡ	#1	0.005	0.000
Meridian Hall - Site Work	0.162	0.131	80.9%	Ⓢ	Ⓡ	#1	0.162	0.131
Meridian Hall - Fall Arrest System	0.162	0.014	8.8%	Ⓡ	Ⓡ	#1	0.162	0.014
Meridian Hall - Health & Safety Improvements - COVID-19	0.045	0.045	99.8%	Ⓢ	Ⓢ		0.566	0.566
Sub-Total	1.685	0.338	20.1%	-	-		2.633	1.286
Legislated								
Meridian Hall - AODA Projects	7.481	2.118	28.3%	Ⓡ	Ⓡ	#2	11.492	6.129
Meridian Arts Centre - AODA Projects	6.898	3.798	55.1%	Ⓢ	Ⓡ	#2	9.368	6.268
Sub-Total	14.379	5.916	41.1%	-	-		20.861	12.397
State of Good Repair								
Meridian Hall - Building Envelope	0.020	0.000	0.0%	Ⓡ	Ⓡ	#1	0.020	0.000
Meridian Hall - Theatre Systems	0.156	0.085	54.3%	Ⓢ	Ⓡ	#1	0.381	0.309
Meridian Hall - Lobby Presentation Systems	0.224	0.200	89.1%	Ⓢ	Ⓡ	#1	0.318	0.294
Meridian Hall - Video Systems Infrastructure	0.329	0.279	84.9%	Ⓢ	Ⓡ	#1	0.497	0.448
Meridian Hall - Video Presentation and Monitoring System	0.215	0.078	36.3%	Ⓡ	Ⓡ	#1	0.350	0.213
Meridian Hall - Microphones and Processing	0.011	0.011	99.1%	Ⓢ	Ⓢ		0.199	0.199
Meridian Hall - Theatre Lighting	0.088	0.087	98.9%	Ⓢ	Ⓡ	#1	0.088	0.087
Meridian Hall - PSVC System	0.274	0.074	26.8%	Ⓡ	Ⓡ	#1	0.274	0.074
Meridian Hall - Motor Control Centres Phase 2	0.029	0.010	34.3%	Ⓡ	Ⓡ	#1	0.577	0.558
St. Lawrence Centre for the Arts - SOGR Projects	0.465	0.065	14.0%	Ⓡ	Ⓡ	#1	1.078	0.679
Meridian Arts Centre - SOGR Projects	3.852	2.081	54.0%	Ⓢ	Ⓡ	#1	8.124	6.353
Meridian Arts Centre - Health & Safety Upgrades - COVID-19	0.050	0.001	2.3%	Ⓡ	Ⓡ	#1	0.184	0.135
Meridian Arts Centre - Roof Replacement (Flat)	0.240	0.170	70.6%	Ⓢ	Ⓡ	#1	2.392	2.321
Meridian Arts Centre - Chillers and Cooling Tower Replacement	2.290	1.393	60.8%	Ⓢ	Ⓡ	#1	2.290	1.393
Meridian Arts Centre - Roof Replacement (PVC)	2.369	1.754	74.0%	Ⓢ	Ⓡ	#1	2.369	1.754
Meridian Arts Centre - Technical Theatre Improvements	0.721	0.074	10.3%	Ⓡ	Ⓡ	#1	0.721	0.074
Meridian Arts Centre - Building Condition Assessment	0.059	0.056	94.5%	Ⓢ	Ⓡ	#1	0.059	0.056
Meridian Arts Centre - Replace Glycol Sprinklers	0.030	0.030	99.0%	Ⓢ	Ⓢ		0.030	0.030
Sub-Total	11.422	6.447	56.4%	-	-		19.952	14.977
Service Improvements								
Service Improvement Project Name					Ⓡ			0.000
Service Improvement Project Name					Ⓢ			
Sub-Total	0.000	0.000		-	-		0.000	0.000
Growth Related								
Growth Project Name					Ⓢ	#5		
St Lawrence Centre for the Arts - Redevelopment Planning	3.231	0.671	20.8%	Ⓡ	Ⓡ	#3	6.750	1.190
Sub-Total	3.231	0.671	20.8%	-	-		6.750	1.190
Total	30.716	13.372	43.5%				50.196	29.850

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

Note # 1:

These projects are suffering delays due to supply chain issues caused by COVID-19.

Note # 2:

The Meridian Arts Centre - AODA and the Meridian Arts Centre - AODA projects were included as part of the COVID-19 Backstop exercise.

Note # 3:

The St. Lawrence Centre for the Arts - Redevelopment Planning project is experiencing delays as the project is in the public consultation stage which will include an extensive series of town hall meetings and specific engagement sessions with local arts and community groups.

Chart 1
2022 Approved Budget by Category (\$25.86)

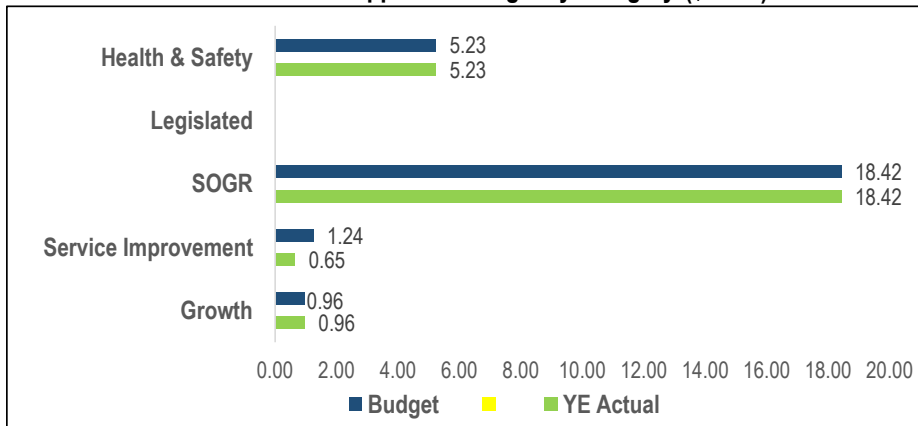


Table 1
2022 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	20
Service Improvement	2
Growth	1
Total # of Projects	25

Chart 2
Project Status - 25

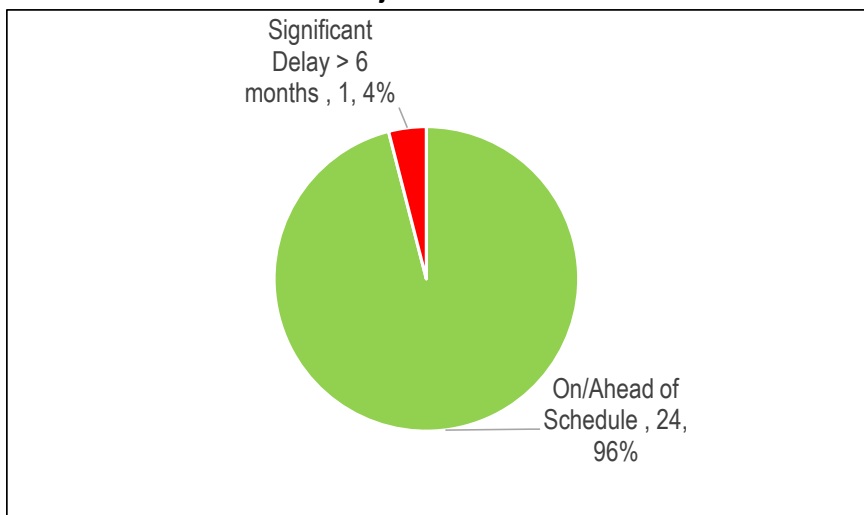


Table 2

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
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
25.13		0.73		

Key Discussion Points: (Please provide reason for delay)

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- Historically, TRCA spends and receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years.
- On February 15, 2017 (**EX22.2**), City Council endorse the Toronto and Region Conservation Authority plan to construct a new administrative office building on land it currently owns, with a total project cost of \$70 million, requiring \$60 million in debt financing to be arranged by the Toronto and Region Conservation Authority and funded by its member municipalities. City Council approve the new capital project titled "Toronto and Region Conservation Authority Long Term Accommodation Project" with a total project cost of \$38.617 million to fund the City of Toronto portion of the project over 33 years until 2049. [Agenda Item History - 2017.EX22.2 \(toronto.ca\)](#)
- *Scarborough Bluffs West Individual Environmental Assessment (EA)* is \$0.594 million underspend at the end of 2022, and the balance is included as a carry forward to 2023 budget. The underspending is attributed to a delay in the public launch of the project. TRCA is working with key City divisions to advance the launch the EA in early 2023.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
SCARBOROUGH WATERFRONT PROJECT - BRIMLEY	3.866		0.0%	3.866	100.0%	Ⓞ	Ⓞ		4.274	4.274
SWP WEST SEG DESIGN & BRIMLEY RD CONSTR.	1.365		0.0%	1.365	100.0%	Ⓞ	Ⓞ		10.461	10.461
Sub-Total	5.231	0.000	0.0%	5.231	100.0%	-	-		14.735	14.735
Legislated										
Legislated Project Name							Ⓞ			
Legislated Project Name							Ⓞ			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064		0.0%	0.064	100.0%	Ⓞ	Ⓞ		0.876	0.876
SHORELINE MONITORING & MAINTENANCE	0.400		0.0%	0.400	100.0%	Ⓞ	Ⓞ		4.350	4.350
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	1.200		0.0%	1.200	100.0%	Ⓞ	Ⓞ		12.230	12.230
RETROFIT ACTIVITIES FOR 2009+	0.371		0.0%	0.371	100.0%	Ⓞ	Ⓞ		3.576	3.576
SUSTAINABLE COMMUNITIES 2008+	0.962		0.0%	0.962	100.0%	Ⓞ	Ⓞ		9.086	9.086
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.542		0.0%	0.542	100.0%	Ⓞ	Ⓞ		5.434	5.434
REGIONAL WATERSHED MANAGEMENT 2008+	1.439		0.0%	1.439	100.0%	Ⓞ	Ⓞ		12.156	12.156
REGENERATION SITES 2008+	0.577		0.0%	0.577	100.0%	Ⓞ	Ⓞ		5.350	5.350
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245		0.0%	0.245	100.0%	Ⓞ	Ⓞ		2.690	2.690
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320		0.0%	0.320	100.0%	Ⓞ	Ⓞ		3.520	3.520
WTRFRNT DEV ASHBRIDGES BAY	0.250		0.0%	0.250	100.0%	Ⓞ	Ⓞ		2.950	2.950
TOMMY THOMPSON CELL 2 CAPPING	0.050		0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.929	0.929
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188		0.0%	0.188	100.0%	Ⓞ	Ⓞ		2.394	2.394
TORONTO PLANNING INITIATIVES	0.100		0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.580	0.580
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.257		0.0%	0.257	100.0%	Ⓞ	Ⓞ		2.862	2.862
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.642		0.0%	0.642	100.0%	Ⓞ	Ⓞ		3.172	3.172
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	5.000		0.0%	5.000	100.0%	Ⓞ	Ⓞ		11.950	11.950
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200		0.0%	0.200	100.0%	Ⓞ	Ⓞ		2.400	2.400
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	5.600		0.0%	5.600	100.0%	Ⓞ	Ⓞ		25.156	25.156
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017		0.0%	0.017	100.0%	Ⓞ	Ⓞ		2.533	2.533
Sub-Total	18.424	0.000	0.0%	18.424	100.0%	-	-		114.194	114.194
Service Improvements										
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.514		0.0%	0.514	100.0%	Ⓞ	Ⓞ		3.034	3.034
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	0.728		0.0%	0.134	18.4%	Ⓡ	Ⓡ	1	2.912	0.134
Sub-Total	1.242	0.000	0.0%	0.648	52.1%	-	-		5.946	3.168
Growth Related										
Growth Project Name							Ⓞ			
LONG TERM ACCOMMODATION - 5 SHOREHAM	0.963		0.0%	0.963	100.0%	Ⓞ	Ⓞ		38.617	7.074
Sub-Total	0.963	0.000	0.0%	0.963	100.0%	-	-		38.617	7.074
Total	25.860	0.000	0.0%	25.265	97.7%				173.493	139.171

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 :

Scarborough Bluffs West Individual Environmental Assessment (EA) is \$0.594 million underspend at the end of 2022, and the balance is included as a carry forward to 2023 budget. The underspending is attributed to a delay in the public launch of the project. TRCA is working with key City divisions to advance the launch the EA in early 2023.

Chart 1
2022 Approved Budget by Category (\$82.93)

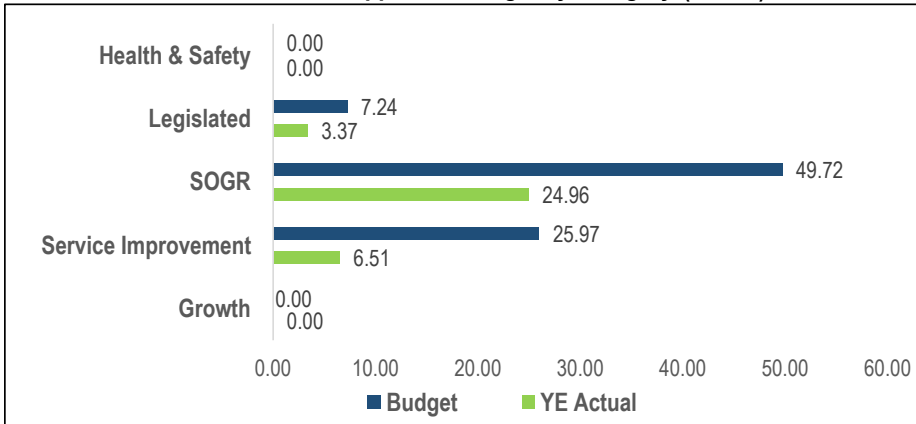


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	27
Service Improvement	7
Growth	
Total # of Projects	36

Chart 2
Project Status - 36

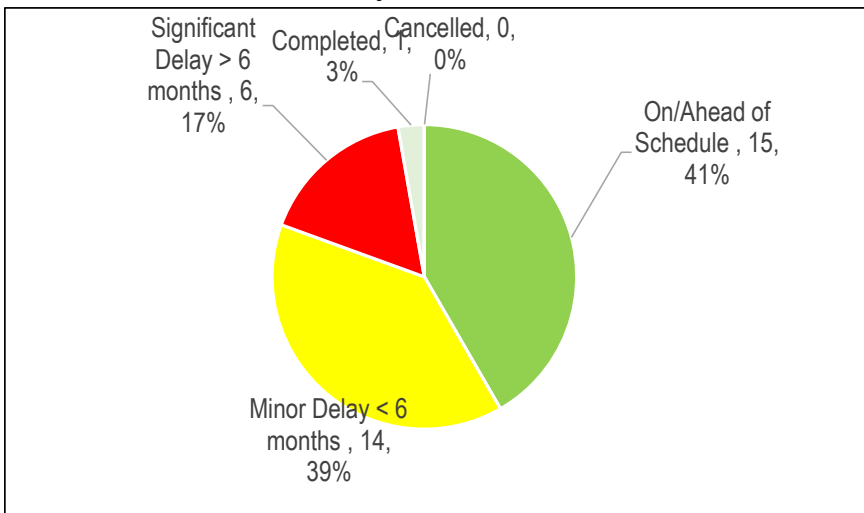


Table 2

Reason for Delay	20	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	3
Procurement Issues	2	5
RFQ/RFP Delayed		
Contractor Issues	1	1
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	1	5
Total # of Projects	6	14

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.44	31.65	25.78	0.06	

Reasons for "Other*" Projects Delay:

- Long Term Facility Plan - 41 Division: Abatement and demolition were to commence in April 2022. Significant amount will be carried forward to 2023 due to delays in receiving permit, sit plan approval process on the design to achieve Net Zero Emissions.
- Automatic Vehicle Locator - The interface between AVL modems and radios have not completed due to technical design issues.

Toronto Police Service (POL)

Key Discussion Points:

Toronto Police Service is reporting 2022 year-end spend of \$34.833 million, or 42% gross spending rate of its 2022 Approved Capital Budget of \$82.932 million. The impact of the COVID-19 pandemic, labour and supply chain issues as well as competing operational priorities, continue to have an impact on many of the projects in the Service's capital program. Projected underspending of \$48.099 million is mainly attributed to the following:

- Required pause in capital spending of approximately \$4.0 million for a number of capital projects in addressing the COVID-19 intergovernmental funding shortfall.
- Due to the pandemic, there were delays in planned construction schedules, including labour and critical supply-chain disruption and delays in obtaining required permits. These factors continue to play a significant role in the progress and cost of the Service's facility-related projects including *New Build 41 Division* as well as the consulting and planning work related to the *Long-Term Facility Plan*. *Next Generation 9-1-1* and *Radio Lifecycle Replacement* projects are also affected by supply chain issues arising from the pandemic. *54/55 Amalgamation* is on hold due to high cost of construction and also due to increased cost of labor. Staff are evaluating other options to move forward.
- A number of technology modernization projects were experiencing COVID-19 supply chain issues such as *IT Business Resumption* and various network and service replacement projects. The underspending in *Time Resource Management System (T.R.M.S)* is due to most of the work completed with minimal consulting services.
- Of the total under expenditure of \$48.1 million, \$40 million and \$5.6 million has been carried forward to 2023 and 2024 respectively for Toronto Police Service to complete the necessary capital works, and \$2.6 million will be returned to the Vehicle and Equipment Reserve and the Development Charges Reserve due to unspent funds.

Toronto Police Service (POL)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Next Generation (N.G.) 9-1-1	7.000	3.228	46.1%	Ⓡ	Ⓢ	#1	10.256	4.497
Communication Center Consulting	0.240	0.138	57.8%	Ⓢ	Ⓡ	#2	0.500	0.399
Sub-Total	7.240	3.366	46.5%	-	-		10.756	4.896
State of Good Repair								
State-of-Good-Repair - Police	6.018	2.645	43.9%	Ⓡ	Ⓢ	#3	on-going	on-going
Radio Replacement	2.729	0.780	28.6%	Ⓡ	Ⓢ	#4	38.051	36.102
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.107	0.000	0.0%	Ⓡ	Ⓡ	#5	3.162	0.474
Mobile Command Centre	1.735	0.126	7.3%	Ⓡ	Ⓡ	#6	2.325	0.126
Connected Officer LR - DC Funding	1.180	0.981	83.1%	Ⓢ	Ⓢ		7.706	0.981
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.400	0.383	95.7%	Ⓢ	Ⓢ		3.200	0.383
Vehicle Replacement	9.060	8.271	91.3%	Ⓢ	Ⓢ		175.477	94.080
Furniture Lifecycle Replacement	1.140	0.676	59.3%	Ⓢ	Ⓢ		14.940	13.001
Workstation, Laptop, Printer- Lifecycle plan	4.038	2.565	63.5%	Ⓢ	Ⓢ		83.687	46.509
Servers - Lifecycle Plan	3.422	1.854	54.2%	Ⓢ	Ⓢ		94.961	49.088
IT Business Resumption	7.287	1.364	18.7%	Ⓡ	Ⓢ	#7	49.566	23.438
Mobile Workstation	1.314	0.726	55.3%	Ⓢ	Ⓢ		49.516	25.108
Locker Replacement	0.673	0.319	47.4%	Ⓡ	Ⓢ	#8	9.001	3.787
Network Equipment	2.250	0.187	8.3%	Ⓡ	Ⓢ	#9	62.556	23.893
In-car Camera	0.500	0.048	9.6%	Ⓡ	Ⓢ	#10	15.491	4.264
DVAM I, II (LR)	1.304	0.802	61.6%	Ⓢ	Ⓢ		11.618	5.684
Automatic Vehicle Locator (A.V.L.)	0.431	0.117	27.1%	Ⓡ	Ⓢ	#11	5.172	2.857
Property & Evidence Scanners	0.041	0.036	88.9%	Ⓢ	Ⓢ		0.109	0.061
Small Equipment Replacement	1.334	0.392	29.4%	Ⓡ	Ⓢ	#12	13.060	4.879
Automated External Defibrillator (A.E.D.s.)	0.005	0.000	0.0%	Ⓡ	Ⓢ	#13	0.319	0.150
Digital Photography	0.002	0.002	99.8%	Ⓢ	Ⓢ		2.648	1.388
Radar Unit Replacement	0.014	0.014	99.6%	Ⓢ	Ⓢ		1.917	0.973
Conducted Energy Weapon	0.559	0.559	100.0%	Ⓢ	Ⓢ		8.834	2.629
Marine Vessel Electronics	0.589	0.588	99.9%	Ⓢ	Ⓢ		1.920	1.070
Body Worn Camera - Replacement Plan	1.526	1.526	100.0%	Ⓢ	Ⓢ		15.260	1.526
Hydrogen Fuel Cells	1.000	0.000	0.0%	Ⓡ	Ⓢ	#14	6.500	0.000
Wireless Parking System	0.061	0.000	0.0%	Ⓡ	Ⓢ	#15	13.784	3.375
Sub-Total	49.718	24.961	50.2%	-	-		690.780	345.826
Service Improvements								
Transforming Corporate Support (HRMS, TRMS)	1.722	0.228	13.2%	Ⓡ	Ⓡ	#16	8.435	6.941
Long Term Facility Plan - 54/55 Amalgamation; New Build	1.054	0.269	25.6%	Ⓡ	Ⓡ	#17	50.500	0.685
ANCOE (Enterprise Business Intelligence, Global Search)	0.391	0.201	51.3%	Ⓢ	Ⓢ		12.528	12.135
Body Worn Camera - Phase II	0.921	0.149	16.2%	Ⓡ	Ⓢ	#18	5.887	5.083
Long Term Facility Plan - 41 Division; New Build	19.925	5.322	26.7%	Ⓡ	Ⓡ	#19	52.864	7.736
Long Term Facility Plan - Facility and Process Improvement	1.083	0.233	21.5%	Ⓡ	Ⓢ	#20	3.458	2.608
Long Term Facility Plan - Consulting	0.878	0.104	11.8%	Ⓡ	Ⓢ	#21	0.878	0.104
Sub-Total	25.974	6.506	25.0%	-	-		134.550	35.291
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	82.932	34.833	42.0%				836.086	386.013

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

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

Due to construction delays on the new N.G. Training room, new Motorola radios were not yet acquired as there is nowhere to house the equipment. Also, delivery and installation of Solacom servers as well as Audio-Video equipment were delayed due to supply chain issues.

Note # 2: Communication Center Consulting

Project has been primarily delayed due to COVID 19 and staffing changes.

Note # 3: State-of-Good-Repair - Police

Underspending as a result of internal resource constraints.

Note # 4: Radio Replacement

Planned Radio purchases were not delivered in 2022 due to supply chain issues which look to be rectified in 2023.

Note # 5: Automated Fingerprint Identification System (A.F.I.S.)

Vendor continuing to experience limited staffing resources and could not complete deliverables.

Note # 6: Mobile Command Centre

Delay due to the ongoing world-wide vehicle chip shortage.

Note # 7: IT Business Resumption

Significant underspending because of Covid related product delays.

Note # 8: Locker Replacement

Underspending due to internal resource constraints in the Unit to coordinate locker requirements.

Toronto Police Service (POL)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 9: Network Equipment

Delivery times for CISCO items are anticipated to be 400 days.

Note # 10: In-car Camera

There have been delays in getting staff contractors.

Note # 11: Automatic Vehicle Locator (A.V.L.)

The interface between the AVL modems and the radios has not been completed due to technical design issues.

Note # 12: Small Equipment Replacement

Global chip shortage.

Note # 13: Automated External Defibrillator (A.E.D.s)

Funds not required

Note # 14: Hydrogen Fuel Cells

This project encountered significant delays in 2022 due to a product change attributable to a parts manufacturer's bankruptcy and global supply chain shortage of electronic components. The issue has been rectified and funds will be spent in 2023.

Note # 15: Wireless Parking System

Funds not required as scheduled next replacement is in 2024.

Note # 16: Transforming Corporate Support (HRMS, TRMS)

Underspending due to most of the 2022 work was completed utilizing internal resources, with minimal consultant services.

Note # 17: Long Term Facility Plan - 54/55 Amalgamation

This project is on hold as staff evaluate options for moving forward, due to cost of construction has increased considerably that is driven by increased costs of materials as a result of the ongoing pandemic and other construction inflation factors and the extensive shoring and excavation of the underground parking.

Note # 18: Body Worn Camera - Phase II

Project Implementation Delays

Note # 19: Long Term Facility Plan - 41 Division

Abatement and demolition were to commence in April of 2022. Significant dollars carried forward to 2023 due to delays in receiving permits, Site Plan Approval process on the design to achieve Net Zero Emissions.

Note # 20: Long Term Facility Plan - Facility and Process

Improvement

Supply chain challenges related to the required equipment.

Note # 21: Long Term Facility Plan - Consulting

Internal resource constraints and the time and effort required to set-up multiple off-site meetings with stake holders for the initial BCA's and on-going strategic interviews, given the limitations on officer availability.

Chart 1
2022 Approved Budget by Category (\$7.50)

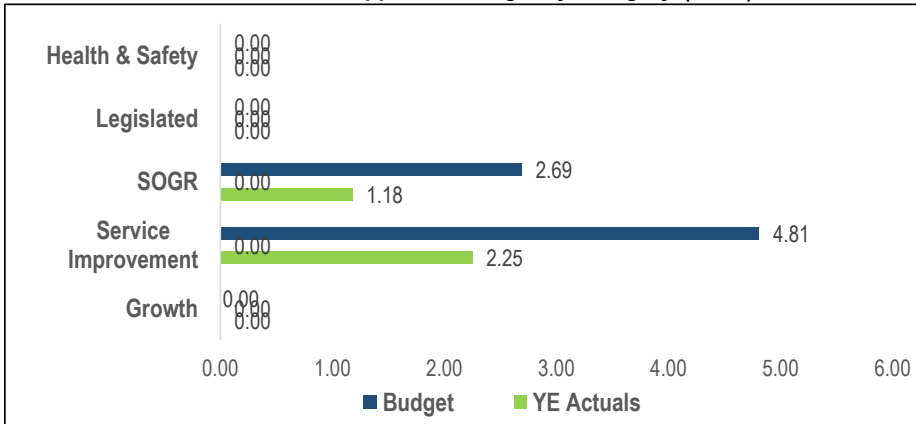


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	14
Growth	
Total # of Projects	16

Chart 2
Project Status - 16

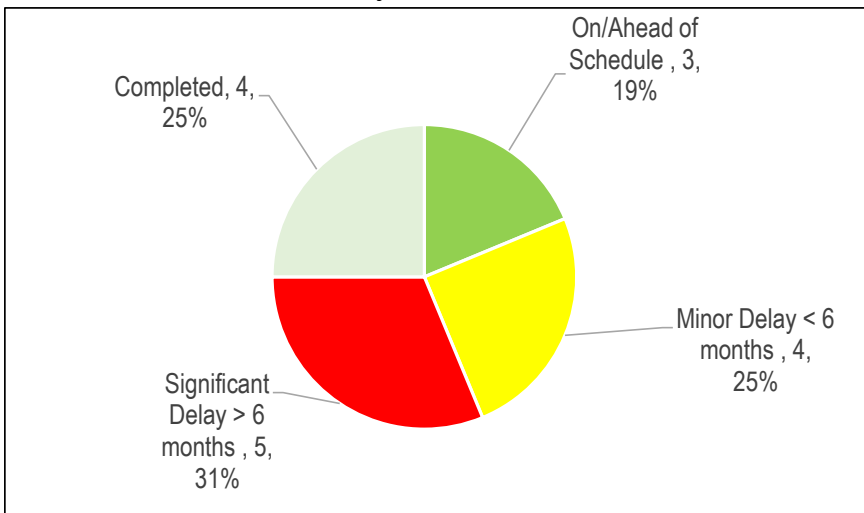


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.20	1.87	4.20	1.23	

Key Discussion Points:

- Out of the 11 sites of the Ontario Seniors Dental Care Program(OSDCP), four sites are completed in 2022, three sites are approved by the Ministry of Health to extend funding end date and on track with revised completion date, and three sites on on time.

Toronto Public Health (TPH)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
H&S Project Name										
H&S Project Name										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Legislated Project Name										
Legislated Project Name										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Inspection Management - Implementation	2.433		0.0%	0.953	39.2%	Ⓡ	Ⓡ	#1	5.158	1.348
Community Health Information System	0.258		0.0%	0.226	87.7%	Ⓢ	Ⓢ	#2	3.369	3.337
Sub-Total	2.691	0.000	0.0%	1.179	43.8%	-	-		8.527	4.685
Service Improvements										
Datamart Data Warehouse - Phase 3	0.812		0.0%	0.761	93.7%	Ⓢ	Ⓢ	#3	2.814	2.763
Electronic Medical Record - Phase 3	0.970		0.0%	0.057	5.9%	Ⓡ	Ⓡ	#4	2.655	1.742
Ontario Seniors Dental Care Program (OSDCP)										
Dental Vans	0.660		0.0%	0.291	44.1%	Ⓡ	Ⓢ	#5	0.780	0.411
Dental Clinic Renovations (11 sites)										
Rexdale CHC Taber Location	0.151		0.0%	0.134	89.3%	Ⓢ	Ⓢ		0.268	0.252
Rexdale CHC Dixon Location	0.424		0.0%	0.272	64.1%	Ⓢ	Ⓢ	#6	0.457	0.305
Blackcreek CHC Location	0.392		0.0%	0.302	77.0%	Ⓢ	Ⓢ		0.402	0.312
Taibu CHC Location	0.261		0.0%	0.259	99.0%	Ⓢ	Ⓢ		0.275	0.272
Midland Location	0.600		0.0%	0.002	0.3%	Ⓡ	Ⓡ	#7	0.622	0.024
160 Borough Location	0.129		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#7	0.129	0.000
Dental Clinic Renovation										
95 Lavinia Ave	0.069		0.0%	0.032	46.3%	Ⓡ	Ⓡ	#7	0.282	0.032
Dental Clinic Expansion										
Scarborough Centre - (West Hill)	0.142		0.0%	0.097	68.1%	Ⓢ	Ⓢ	#7	0.406	0.097
Dental Clinic Update										
791 Queen E - Sr. Dental	0.044		0.0%	0.044	101.0%	Ⓢ	Ⓢ		0.562	0.044
New Dental Clinic										
East Toronto Health Partners (Ethp)	0.080		0.0%	0.000	0.0%	Ⓡ	Ⓢ	#8	0.829	0.000
New Dental Clinic										
Scarb. Central South (Galloway)	0.075		0.0%	0.000	0.0%	Ⓡ	Ⓢ	#8	0.660	0.000
Sub-Total	4.809	0.000	0.0%	2.251	46.8%	-	-		11.141	6.255
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	7.500	0.000	0.0%	3.431	45.7%				19.668	10.940

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:

Year-end underspending reflects slower than anticipated pace of sprint development activities, competitive priorities in other TSD projects, as well as the required pause in capital spending to address COVID-19 intergovernmental support funding shortfall. Sprint 3 activities have been commenced with Quality Assurance test execution and logged bug tickets completed. Project is on track of revised completion date.

Note # 2:

Project had delays as redeployed technical staff returned from the COVID-19 response. Project was completed in Mar 2023.

Note # 3:

Project had delay in user acceptance testing. Project was completed in Mar 2023.

Note # 4:

Project's underspending reflects continuous hiring delays combined with the required pause in capital spending to address COVID-19 intergovernmental support funding shortfall. Project is on track of revised completion date.

Toronto Public Health (TPH)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 5:

Year-end underspending as a result of zero instalment payments based on progression of work. Dental Vans were delivered on Mar 31, 2023.

Note # 6:

Project completed with lower than anticipated cost and will be closed.

Note # 7:

Underspending in four sites of OSDCP due to delays in various areas including design, procurement, RFQ/RFP, and coordination with other organization. Requests to extend project completion dates were approved by the Ministry of Health. The division is now on track of the revised completion dates.

Note # 8:

Underspending in two new sites of OSDCP initiated in 2022 as a result of delays in procurement.

Chart 1
2022 Approved Budget by Category (\$44.51)

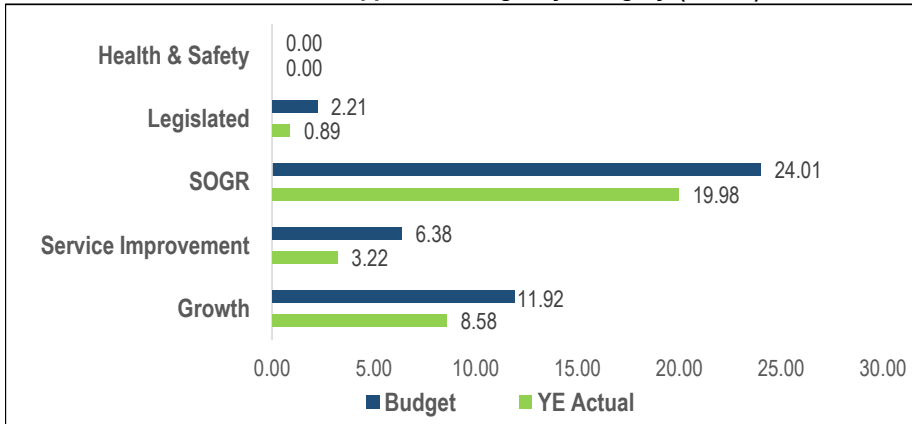


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	13
Service Improvement	2
Growth	10
Total # of Projects	26

Chart 2
Project Status - 26

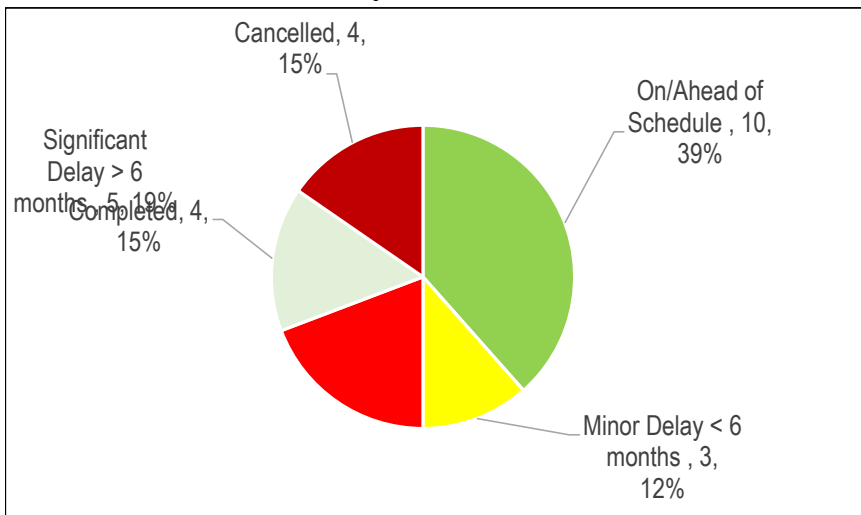


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.57	10.32	4.29	6.76	0.58

Toronto Public Library (LIB)

Key Discussion Points:

Toronto Public Library is reporting 2022 year-end spend of \$32.666 million, or 73.4% gross spending rate of its 2022 Approved Capital Budget of \$44.515 million. This is mainly attributed to the required pause in capital spending of \$7.690 million for a number of capital projects in response to the COVID-19 funding shortfall. This spending is lower than average due to delays in approval of site planning, supply chain disruptions, and late construction start for various construction and expansion projects. The unspent funds have been carried forward to future years to support completion. It is noted that two capital projects were ahead of schedule. A year-end budget adjustment of \$1.284 million has been requested for City Council's approval to bring forward 2023 cash flows to fund the over spending in 2022 for the *Dawes Road Reconstruction & Expansion* and *Technology Asset Management Program* projects. Overall, the project costs remain unchanged.

Toronto Public Library (LIB)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000		0.000		-	-	0.000	0.000
Legislated								
Multi-Branch Minor Reno Prog (Accessibility)	2.213		0.886	40.0%	R	G	7.996	1.959
Sub-Total	2.213		0.886	40.0%	-	-	7.996	1.959
State of Good Repair								
Albert Campbell Renovation - Construction	2.799		2.915	104.2%	R	G	21.353	21.469
Answerline and Community Space Rental Modernization	0.000		0.000			G	1.400	0.656
Digital Experiences (Formerly Virtual Branch Services)	1.390		1.039	74.7%	G	G	8.341	3.410
Multi-Branch Minor Reno Prog	6.032		5.084	84.3%	G	G	26.974	15.918
North York Central Library Phase 2	1.850		2.232	120.7%	R	G	13.462	13.844
Northern District Renovation - Design	0.175		0.000	0.0%	R	G	0.705	0.000
Northern District Streetscaping	0.495		0.012	2.4%	R	R	0.990	0.041
Richview Building Elements (SOGR)	0.719		0.038	5.3%	R	R	3.546	0.100
Technology Asset Management Prog:20-24	4.881		4.880	100.0%	G	G	25.452	12.435
Toronto Reference Library Renovation	2.006		1.216	60.6%	Y	Y	10.710	2.334
Weston Renovation	0.161		0.000	0.0%	R	G	0.822	0.017
Wychwood Library Renovation	2.069		1.015	49.1%	R	Y	15.796	14.742
York Woods Renovation	1.429		1.550	108.4%	R	G	13.824	13.945
Sub-Total	24.005		19.981	83.2%	-	-	143.374	98.911
Service Improvements								
Integrated Payment Solutions	0.135		0.015	11.5%	R	G	2.250	2.131
Service and Digital Modernization	6.243		3.206	51.4%	Y	Y	20.628	4.387
Sub-Total	6.378		3.222	50.5%	-	-	22.878	6.518
Growth Related								
Bridlewood Branch Relocation	2.552		0.505	19.8%	R	R	8.987	0.579
Centennial Renovation & Expansion	0.381		0.194	50.9%	Y	R	17.242	0.883
Dawes Road Reconstruction & Expansion	0.776		0.776	100.1%	G	G	31.636	6.521
Deer Park Relocation and Expansion - Design	0.144		0.000	0.0%	R	R	0.144	0.000
Ethennonhawahstihnen' Library - Bayview Library Relocation	3.884		3.884	100.0%	G	G	15.957	15.457
Etobicoke New Construction - Design	0.299		0.299	100.0%	G	G	1.463	0.299
High Park Renovation & Expansion	0.244		0.018	7.4%	R	G	0.834	0.018
Maryvale Relocation	1.974		1.353	68.5%	Y	G	3.333	2.712
Perth Dupont Relocation	1.398		1.280	91.6%	G	G	4.797	1.320
Pleasant View Library Renovation & Expansion - Design	0.268		0.268	100.0%	G	G	1.004	0.268
Sub-Total	11.918		8.577	72.0%	-	-	85.397	28.058
Total	44.515		32.666	73.4%			259.645	135.446

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: Northern District Streetscaping

Construction tender awarded in October. Construction to start in 2023.

Note # 2: Richview Building Elements (SOGR)

Delays in the Richview Building Elements (SOGR) project due to ongoing design work.

Note # 3: Bridlewood Branch Relocation

Construction tender awarded in October. Construction to start in 2023.

Note # 4: Centennial Renovation & Expansion

Delay due to site plan approval.

Note # 5: Deer Park Relocation and Expansion - Design

Project scope is under review.

Chart 1
2022 Approved Budget by Category (\$1,433.99)

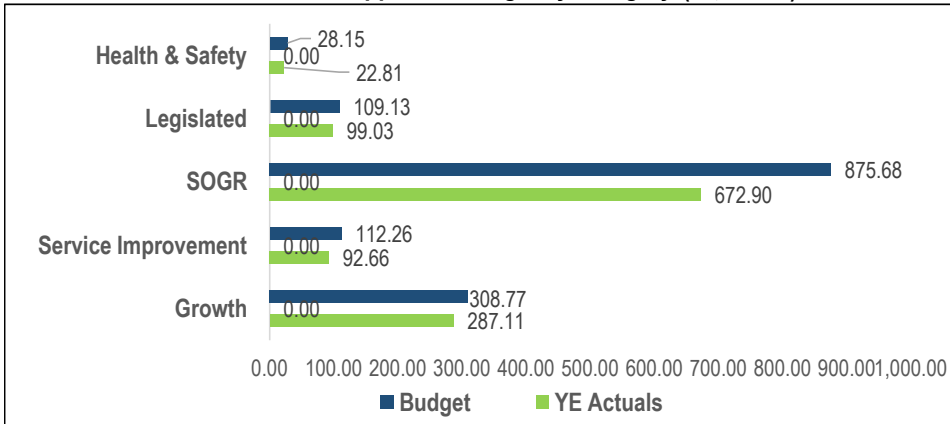


Table 1
2022 Active Projects by Category

Health & Safety	9
Legislated	8
SOGR	38
Service Improvement	19
Growth	11
Total # of Projects	85

Chart 2
Project Status - 85

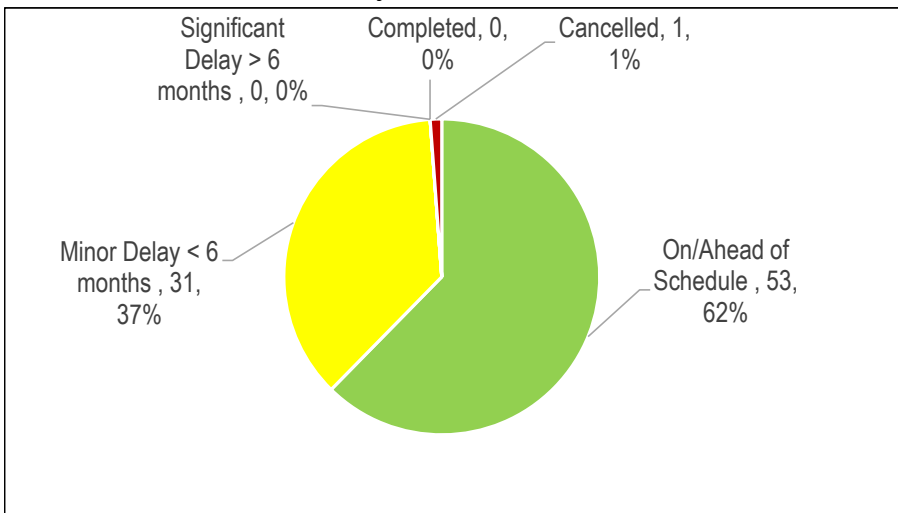


Table 2

Reason for Delay	31	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		4
Community Consultation		
Other*		25
Total # of Projects		31

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
979.86	454.13			

Key Discussion Points: (Please provide reason for delay)

- As at December 31, 2022, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$1.175 billion, representing 82% of its adjusted 2022 Capital Budget of \$1.434 billion. The 2022 Capital Budget was adjusted for additional carry forwards and other adjustments to better align cash flow to spending capacity. TTC has \$259.5 million unspent which includes \$87M of underspending attributed to the required pause in capital spending due to the pending confirmation of adequate 2022 COVID-19 intergovernmental support funding. If the 2022 Capital Budget is adjusted to remove the \$87 million in underspending associated with the paused capital works, the spending rate for the TTC increases to 87% .
- TTC Base Program incurred expenditures of approximately \$1.143 billion in 2022, or approximately 83% of the adjusted 2022 Capital Budget of \$1.375 billion. The Base Program has underspend of \$231.5 million at year-end.
- The Transit Expansion projects incurred expenditures of approximately \$31.3 million or 53% of the adjusted 2022 Capital Budget of \$59.2 million . The Transit Expansion projects have underspend of \$27.9 million at year-end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Power Dist. H&S	0.268			0.266	99.3%	⊙	⊙		0.753	0.670
Finishes-H&S	1.043			1.043	100.0%	⊙	⊙		3.735	2.835
Fire Ventilation Upgrades & Second Exits -	17.650			16.803	95.2%	⊙	⊙		174.541	17.806
Streetcar Overhaul - H&S	0.834			0.834	100.0%	⊙	⊙		8.417	0.973
Subway Car Overhaul - H&S	0.077			0.077	100.0%	⊙	⊙		0.174	0.174
Computer Equipment And Software - H&S	3.111			1.190	38.2%	⊗	⊙	#1	8.569	3.159
Other Buildings - H&S	1.770			1.770	100.0%	⊙	⊙		97.281	2.690
Bus Overhaul - H&S	1.921			0.006	0.3%	⊗	⊙	#2	2.805	0.890
Safety and Reliability	1.477			0.826	55.9%	⊙	⊙		11.801	1.671
Sub-Total	28.151			22.815	81.0%	-	-		308.077	30.867
Legislated										
Communications - Legislated	0.636			0.472	74.2%	⊙	⊙	#1	19.487	15.282
Equipment-Legislated	1.593			1.086	68.2%	⊙	⊙	#1	60.787	22.173
Streetcar Network-Legislated	0.464			0.033	7.1%	⊗	⊙	#1	54.934	52.027
Easier Access-Phase III	82.891			80.537	97.2%	⊙	⊙		1,090.757	540.824
Subway Car Overhaul - Legislated (AODA)	1.065			0.000	0.0%	⊗	⊙	#3	21.701	8.964
Subway Asbestos Removal	9.338			8.527	91.3%	⊙	⊙		123.257	85.441
Other Service Planning - Legislated	5.718			2.238	39.1%	⊗	⊙	#1	24.640	12.991
Other Buildings - Legislated	7.428			6.133	82.6%	⊙	⊙		81.659	50.430
Sub-Total	109.133			99.025	90.7%	-	-		1,477.222	788.131
State of Good Repair										
Subway Track - SOGR	36.869			36.834	99.9%	⊙	⊙		302.034	262.710
Surface Track - SOGR	36.166			33.381	92.3%	⊙	⊙		222.176	220.533
Traction Power-Variou - SOGR	27.634			27.572	99.8%	⊙	⊙		392.523	349.600
Power Dist. SOGR	11.454			7.246	63.3%	⊙	⊙		242.695	140.205
Communications-SOGR	18.270			14.737	80.7%	⊙	⊙		160.717	143.365
Signal Systems	16.193			15.799	97.6%	⊙	⊙		243.438	187.965
Finishes-SOGR	27.084			16.997	62.8%	⊙	⊙	#1	291.990	206.487
Equipment-SOGR	73.013			40.560	55.6%	⊙	⊙	#1	522.839	327.203
On-Grade Paving Rehabilitation	10.431			9.316	89.3%	⊙	⊙		160.245	122.488
Bridges And Tunnels-Variou	38.344			32.194	84.0%	⊙	⊙		520.859	464.638
Fire Ventilation Upgrades & Second Exits - SOGR	26.508			23.742	89.6%	⊙	⊙		380.142	356.752
Purchase of Wheel Trans	20.656			15.910	77.0%	⊙	⊙		73.264	35.283
Purchase Of Subway Cars - SOGR	2.274			2.274	100.0%	⊙	⊙		1,613.052	1,155.425
Streetcar Overhaul - SOGR	6.045			5.954	98.5%	⊙	⊙		29.655	18.766
Subway Car Overhaul - SOGR	30.517			29.436	96.5%	⊙	⊙		365.946	277.505
Automotive Non-Revenue Vehicle Replace - SOGR	7.229			5.188	71.8%	⊙	⊙		34.660	11.540
Rail Non Revenue Vehicle Overhaul	3.471			1.746	50.3%	⊙	⊙	#1	34.489	16.408
Rail Non-Revenue Vehicle Purchase - SOGR	1.487			0.468	31.5%	⊗	⊙	#1	56.574	18.907
Tools And Shop Equipment	10.489			9.364	89.3%	⊙	⊙		31.274	24.879
Revenue & Fare Handling Equipment -SOGR	5.984			0.661	11.0%	⊗	⊙	#1	78.046	56.333
Computer Equipment And Software - SOGR	63.385			38.519	60.8%	⊙	⊙	#1	616.076	347.785
Other Furniture And Office Equipment	0.366			0.067	18.2%	⊗	⊙	#1	4.519	3.787
Other Service Planning - SOGR	5.718			1.402	24.5%	⊗	⊙	#1	24.611	13.654
Transit Shelters & Loops	0.500			0.000	0.0%	⊗	⊙	#1	4.129	2.448
Other Buildings - SOGR	40.932			37.949	92.7%	⊙	⊙		925.217	443.246
Purchase of Buses -SOGR	179.923			125.091	69.5%	⊙	⊙	#4	783.008	182.163
Bus Overhaul - SOGR	55.059			51.353	93.3%	⊙	⊙		615.216	471.923
Other Maintenance Equipment	3.426			0.847	24.7%	⊗	⊙	#1	10.891	5.917
Queensway Bus Garage Renovations	0.000			0.000	100.0%	⊙	⊙		0.000	0.000
Purchase of Streetcars - SOGR	15.241			15.226	99.9%	⊙	⊙		1,143.809	1,098.451
POP Legacy Fare Collection	0.910			0.232	25.5%	⊗	⊙	#3	4.028	3.300
ATC Resignalling - YUS Line	36.505			30.293	83.0%	⊙	⊙		737.000	633.391
ATC Resignalling - Bloor/Danforth Line	5.255			3.077	58.5%	⊙	⊙	#1	725.598	3.433
Leslie Barns	3.001			3.001	100.0%	⊙	⊙		523.489	512.686
TR Yard And Tail Track Accommodation	30.947			29.643	95.8%	⊙	⊙		509.136	379.572

Toronto Transit Commission (TTC)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Warehouse Consolidation	0.596			0.199	33.4%	Ⓡ	Ⓞ		5.329	7.404
Corporate Initiatives - CLA	7.442			0.393	5.3%	Ⓡ	Ⓨ	#1	87.737	0.962
Scarborough Subway Extension	16.358			6.231	38.1%	Ⓡ	Ⓨ	#3	132.002	89.962
Sub-Total	875.683			672.903	76.8%	-	-		12,608.414	8,597.074
Service Improvements										
Subway Track - Service Improvement	0.924			0.924	100.0%	Ⓞ	Ⓞ		7.112	20.663
Surface Track - Service Improvement	11.492			11.349	98.8%	Ⓞ	Ⓞ		129.719	18.443
Traction Power-Variou - SI	1.438			1.069	74.3%	Ⓞ	Ⓞ		8.134	1.079
Power Dist. Service Improvement	0.245			0.245	100.0%	Ⓞ	Ⓞ		1.612	1.369
Communications-Service Improvement	0.334			0.253	75.8%	Ⓞ	Ⓞ		1.699	0.867
Finishes-Service Improvement	1.069			0.365	34.2%	Ⓡ	Ⓨ	#1	4.079	0.548
Equipment-SI	0.400			0.000	0.0%	Ⓡ	Ⓨ	#5	2.500	2.500
Streetcar Overhaul - Service Improvement	0.000			0.000				#6	2.257	0.000
Automotive Non-Revenue Vehicle Replace - Service Imp.	1.278			1.278	100.0%	Ⓞ	Ⓞ		11.711	11.712
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.633			0.031	4.9%	Ⓡ	Ⓨ	#1	13.499	0.231
Computer Equipment And Software - Service Improvement	9.128			4.364	47.8%	Ⓡ	Ⓨ	#1	20.362	8.194
Other Service Planning - Service Improvement	13.318			4.329	32.5%	Ⓡ	Ⓨ	#1	105.727	33.011
Other Buildings - Service Improvement	-23.325			-26.161	112.2%	Ⓡ	Ⓨ	#1	78.881	91.032
Purchase of Buses - Service Improvement	0.724			0.531	73.3%	Ⓞ	Ⓞ		109.079	107.572
Kipling Station Improvements	0.772			0.689	89.3%	Ⓞ	Ⓞ		14.423	14.340
Bicycle Parking At Stations	0.146			0.146	100.0%	Ⓞ	Ⓞ		0.890	0.889
Yonge-Bloor Capacity Enhancement	33.327			33.327	100.0%	Ⓞ	Ⓞ		1,515.304	60.075
Line 1 Capacity Enhancement	40.747			40.313	98.9%	Ⓞ	Ⓞ		1,371.745	40.313
Line 2 Capacity Enhancement	19.605			19.605	100.0%	Ⓞ	Ⓞ		627.584	19.605
Sub-Total	112.256			92.658	82.5%	-	-		4,026.316	432.443
Growth Related										
Bus Rapid Transit- Growth	0.095			0.086	90.1%	Ⓞ	Ⓞ		37.168	37.116
Sheppard Subway	0.000			0.000					968.856	965.151
Purchase Of Subway Cars - Growth	0.706			0.706	100.0%	Ⓞ	Ⓞ		165.712	3.541
Other Service Planning - Growth	0.569			0.000	0.0%	Ⓡ	Ⓨ	#1	1.931	0.586
Other Buildings - Growth	234.782			234.682	100.0%	Ⓞ	Ⓞ		403.308	302.056
Purchase of Buses - Growth	0.000			0.000	100.0%	Ⓞ	Ⓞ		0.000	0.000
Purchase of Streetcars - Growth	22.570			22.570	100.0%	Ⓞ	Ⓞ		470.024	137.055
PRESTO Farecard Implementation	5.510			3.023	54.9%	Ⓨ	Ⓨ	#1	79.207	65.963
McNicoll New Bus Garage Facility	1.676			1.005	59.9%	Ⓨ	Ⓞ		169.000	164.001
Spadina Subway Extension	38.001			20.246	53.3%	Ⓨ	Ⓨ	#3	3,184.171	3,095.355
Waterfront Transit	4.856			4.797	98.8%	Ⓞ	Ⓞ		55.590	21.132
Sub-Total	308.766			287.115	93.0%	-	-		5,534.967	4,791.957
Total	1,433.990			1,174.516	81.9%				23,954.996	14,640.472

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

Note # 1:

Underspending is attributed to the required pause in capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding

Note # 2:

Procurement issues.

Note # 3:

Co-ordination with other projects.

Note # 4:

Dependent on finalization of project funding

Note # 5:

RFP/RFQ is delayed.

Note # 6:

Project is cancelled.

Chart 1
2022 Approved Budget by Category (\$22.78)

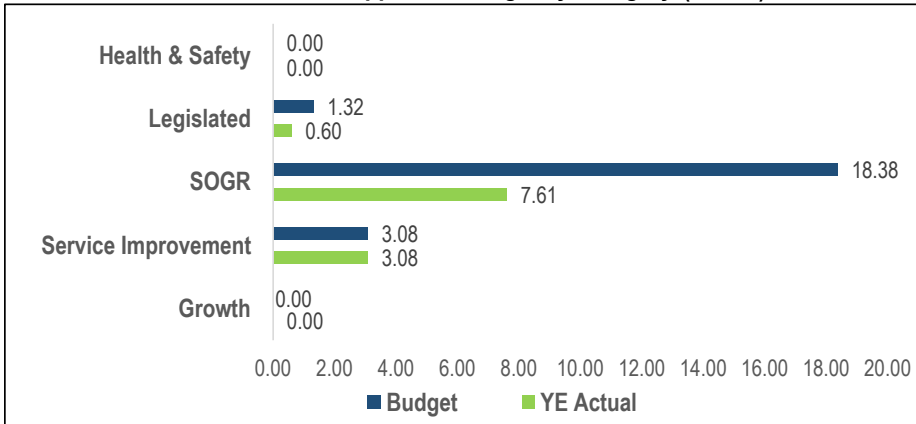


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 8

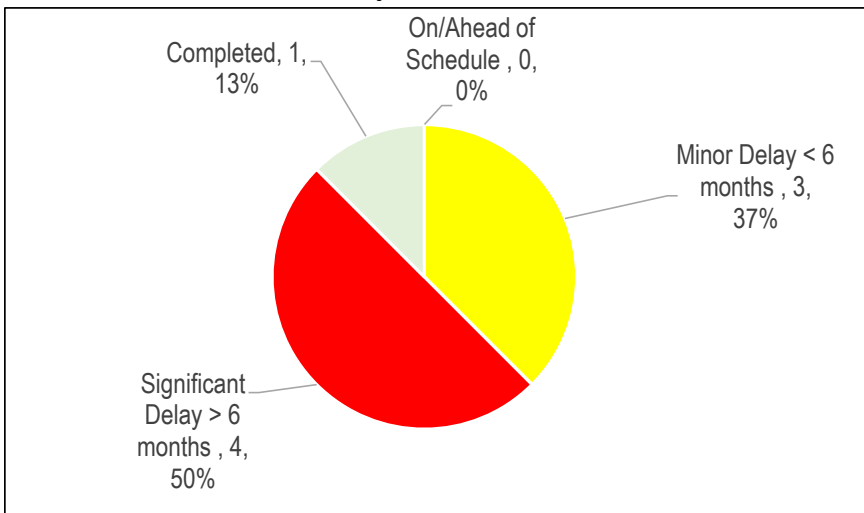


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	1	3
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	0	0
Other*	3	0
Total # of Projects	4	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.00	5.71	8.80	3.08	0.00

Reasons for "Other*" Projects Delay:

- The Winter Accessibility project is delayed due to design complexity and permitting. Scheduled to be completed by Spring 2024
- The Welcome Area project is experiencing delays in the design phase to accommodate potential partners and budget changes. Construction to begin in October 2023.

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$11.298 million or 49.6% of its 2022 Council Approved Capital Budget of \$22.780 million
- Underspending of \$2.690 million is attributed to required pause of the Welcome Area - Phase A Construction project in order to address the COVID-19 intergovernmental funding shortfall.
- Procurement issues have delayed many Zoo's projects as vendors do not have sufficient supplies to fill increased demand due to the pandemic.
- Total 2022 under expenditure of \$11.483 million has been carried forward to 2023 for Toronto Zoo to complete the necessary capital works

Toronto Zoo (ZOO)

Projects by Category (Million)	2022 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										
Winter Accessibility	1.319		0.0%	0.604	45.8%	Ⓜ	Ⓜ	#1	1.327	0.604
Sub-Total	1.319		0.0%	0.604	45.8%	-	-		1.327	0.604
State of Good Repair										
Building and Services	4.609		0.0%	3.233	70.1%	Ⓨ	Ⓨ	#2	7.485	7.025
Exhibit Refurbishment	3.719		0.0%	0.923	24.8%	Ⓜ	Ⓨ	#3	4.350	1.232
Grounds & Visitor Improvements	2.568		0.0%	1.549	60.3%	Ⓨ	Ⓨ	#4	4.000	2.723
Information Systems	1.659		0.0%	1.267	76.4%	Ⓞ	Ⓜ	#5	3.450	2.821
Welcome Area - Design	1.270		0.0%	0.637	50.2%	Ⓨ	Ⓜ	#6	1.888	1.313
Welcome Area - Phase A Construction	4.553		0.0%	0.000	0.0%	Ⓜ	Ⓜ	#6	10.729	0.010
Sub-Total	18.378		0.0%	7.610	41.4%	-	-		31.902	15.123
Service Improvements										
Orangutan II Outdoor Exhibit	3.084		0.0%	3.084	100.0%	Ⓞ	Ⓞ	#7	6.000	6.000
Sub-Total	3.084		0.0%	3.084	100.0%	-	-		6.000	6.000
Growth Related										
Growth Project Name										
Growth Project Name										
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	22.781		0.0%	11.298	49.6%				39.229	21.727

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

Note # 1:

The Winter Accessibility Project is in design, and has been delayed by design complexity and permit considerations. Construction is anticipated to begin Fall 2023, and the project is to be completed by Spring 2024

Note # 2:

The Building and Services 2022 projects are now completed.

Note # 3:

The 2022 Exhibit Refurbishment project is delayed due to site conditions. All 2022 project funding is committed and most of the remaining components are in construction.

Note # 4:

The Grounds & Visitor Improvements project is under construction and should be completed within a month.

Note # 5:

The Information Systems project is delayed due to procurement issues.

Note # 6:

The Welcome Area project experienced delays in the design phase to accommodate potential partners and budget changes. Design is now nearly complete, and a contractor has been hired to build the project using a construction management delivery model. Construction is scheduled to begin in October 2023.

Note # 7:

The Orangutan Outdoor Exhibit was delayed previously due to contractor issues. The project was further delayed due to site conditions. The 2022 project is completed with minor work to be completed in 2023.

Chart 1
2022 Approved Budget by Category (\$0.10)

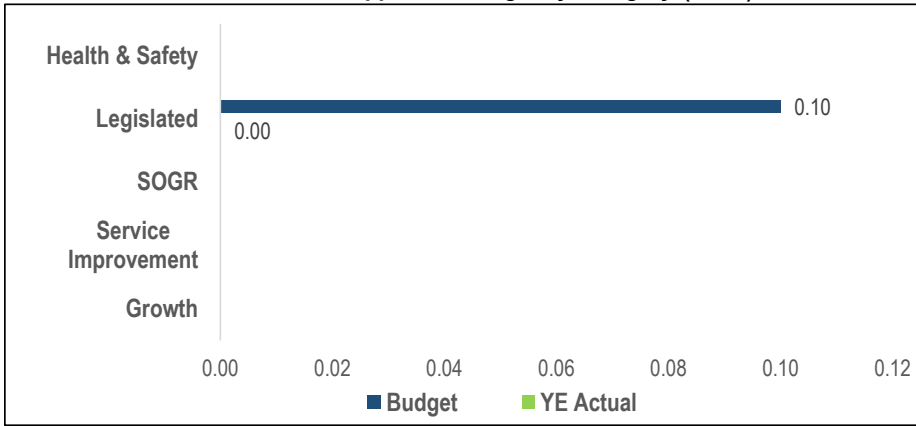


Table 1
2022 Active Projects by Category

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

Chart 2
Project Status - 1

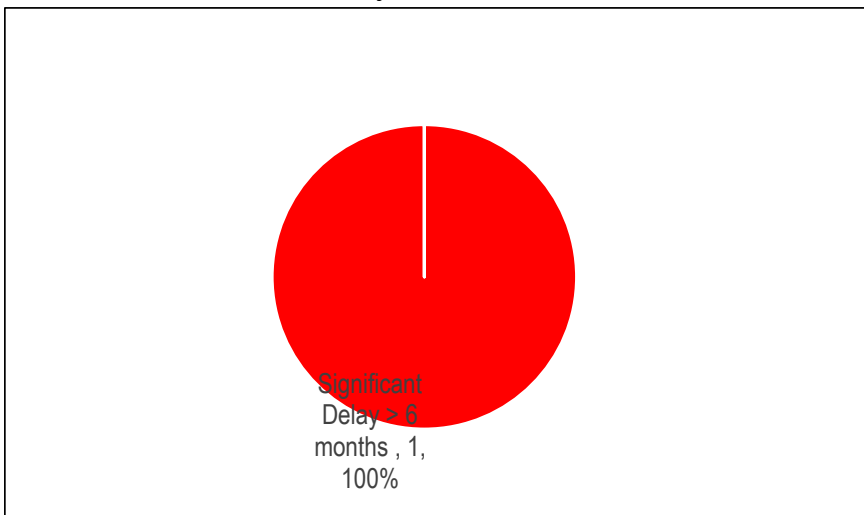


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- City Council approved a capital project of \$100,000 for the cost of new signage as a result of Dundas Street renaming process . The new signage was initially expected to be procured and installed by December 2022.
- The progress of Dundas Street renaming is not expected to happen in 2022. The Dundas Street renaming and other related Civic assets will be presented to City Council for consideration in 2023. Therefore, the unspent cash flow funding will be carried over to 2023.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals						Notes	Total Approved Budget	Life-to-Date
				\$	%	On Budget	On Time			
Health & Safety										
H&S Project Name							Ⓜ			
H&S Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	8.339
Legislated										
Legislated Project Name										
YONGE DUNDAS SQUARE SIGNAGE	0.100			0.000	0.0%	Ⓡ	Ⓡ	#1	0.100	0.000
Sub-Total	0.100			0.000	0.0%	-	-		0.100	0.000
State of Good Repair										
SOGR Project Name							Ⓞ			
SOGR Project Name							Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	0.000
Service Improvements										
SI Project Name						Ⓡ	Ⓞ			
SI Project Name						Ⓡ	Ⓞ			
Sub-Total	0.000			0.000		-	-		0.000	0.000
Growth Related										
Growth Project Name						Ⓡ	Ⓞ			
Growth Project Name						Ⓡ	Ⓞ	#3		
Sub-Total	0.000			0.000		-	-		0.000	0.000
Total	0.100			0.000	0.0%				0.100	8.339

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:

YONGE DUNDAS SQUARE SIGNAGE: The progress of Dundas Street renaming is not expected to happen in 2022. The Dundas Street renaming will be presented to the new term of City Council after the election.

**2022 Capital Spending by Program
Rate Supported Programs**

Program		2022 Approved Cash Flow	2022 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Projection	% at Year End		
SWMS	4M-2022	81.74	60.87	74.5%		⊙
	Q2-2022	73.78	69.32	94.0%	↑	⊙
	Q3-2022	73.78	63.09	85.5%	↓	⊙
	YE-2022	73.78	54.21	73.5%	↓	⊙
TPA	4M-2022	54.74	35.29	64.5%		⊙
	Q2-2022	54.74	35.29	64.5%	↑	⊙
	Q3-2022	54.74	20.00	36.5%	↓	Ⓡ
	YE-2022	54.74	16.41	30.0%	↓	Ⓡ
Toronto Water	4M-2022	1,418.85	1,186.12	83.6%		⊙
	Q2-2022	1,418.85	1,187.41	83.7%	↑	⊙
	Q3-2022	1,417.83	1,090.31	76.9%	↓	⊙
	YE-2022	1,417.83	1,007.38	71.1%	↓	⊙
TOTAL	4M-2022	1,555.34	1,282.28	82.4%		⊙
	Q2-2022	1,547.37	1,292.02	83.5%	↑	⊙
	Q3-2022	1,546.35	1,173.40	75.9%	↓	⊙
	YE-2022	1,546.35	1,078.00	69.7%	↓	⊙
⊙ >70% ⊙ between 50% and 70% Ⓡ < 50% or > 100%						

For the twelve months ended December 31, 2022, the capital expenditures for Rate Supported Programs totalled \$1078.0 million of their collective 2022 Approved Capital Budget of \$1546.4 million. Spending is expected to increase to \$1078.0 million (69.7%) by year-end. 2 programs in this service area have the projected year-end spend rate of over 70% of their respective 2022 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Toronto Water and Solid Waste Management Services.

Chart 1
2022 Approved Budget by Category (\$73.78)

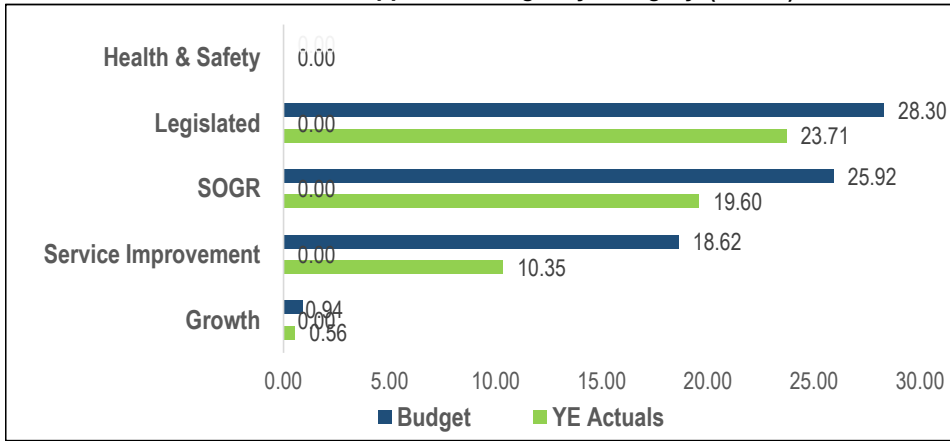


Table 1
2022 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	6
Service Improvement	10
Growth	2
Total # of Projects	21

Chart 2
Project Status - 21

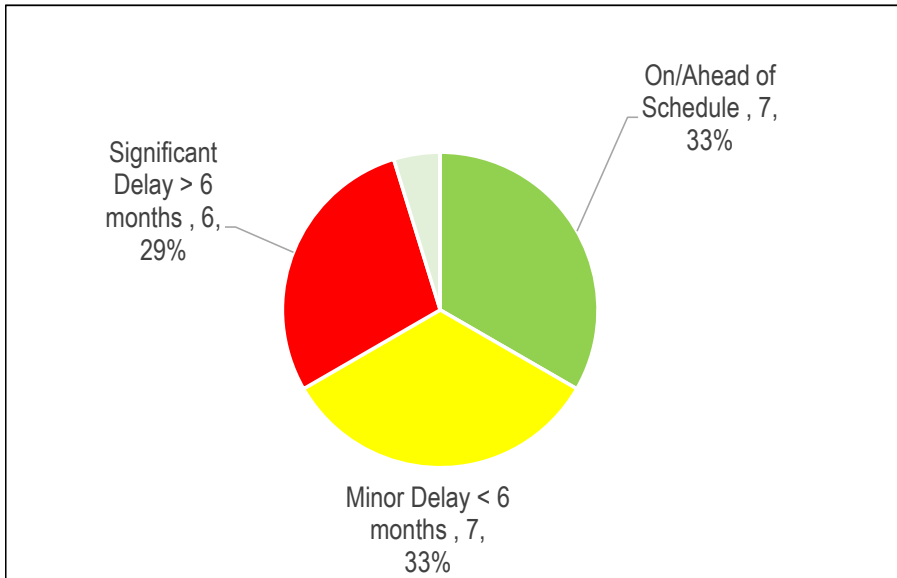


Table 2

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related		
Other*	5	5
Total # of Projects	6	7

Table 3
Projects Status (\$Million)




On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
54.16	12.57	6.95	0.10	

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

- **Major delay for CNG Refuel Station Installation** - Delay due to unsuccessful bidders in the first posting for the Bermondsey Yard Garage Retrofit for CNG Vehicles, tender reissued and approved March 28, 2018. Base scope commissioning completed December 2018 with additional construction efforts required due to regulatory changes released in November 2018 which resulted in the requirement for additional facility upgrades. Construction activities for additional upgrades expected to be completed June 2022 with warranty period ending July 2024. Delays were due to contractor's construction schedule. Some delays were due to unforeseen events with contract extension. Other delays were due to contractor subject to LDs if applicable
- **Major delay for Dufferin Waste Facility Site Improvement** - Delayed due to a change in the original project scope, Net Zero requirements, approvals of site plan and building permits. AECOM's 75% submission was incomplete and additional geotechnical investigation has been requested by the consultant. Closed landfill methane gas assessment was requested by the site plan application reviewer.
- **Major delay for Engineering Planning Studies** -The Asset Management Tagging Study, All TS, CLO & DUY Asset Management Plan and GLL Condition Assessment projects are delayed due to project scope needing to be increased. The All TS Scale House CA & Long Term Plan and Sanitary & Storm Sewer CCTV projects are both on track.
- **Major delay for Renewable Natural Gas & Fleet Technology Enhancements** (see Notes 2 & 4 on "Projects by Category").

Solid Waste Management (SOL)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Green Lane Landfill	18.113	15.310	84.5%	G	G		221.974	133.857
Perpetual Care of Landfills	9.683	8.337	86.1%	G	G		95.681	53.583
Landfill Capacity Development	0.500	0.059	11.9%	R	Y		2.500	0.363
Sub-Total	28.296	23.707	83.8%	-	-		320.155	187.802
State of Good Repair								
Collection Yard Asset Management	1.962	1.555	79.3%	G	Y		19.764	4.505
Transfer Station Asset Management	20.124	15.634	77.7%	G	G		243.519	72.287
Diversion Facilities Asset Management	1.685	1.467	87.1%	G	Y		8.906	2.725
Organics Processing Facility Asset Management	1.626	0.794	48.8%	R	G		32.187	2.718
Dufferin Waste Facility Site Improvement	0.228	0.146	64.1%	Y	R	#1	49.632	1.037
Renewable Natural Gas	0.300	0.000	0.0%	R	R	#2	0.891	0.000
New Fleet	0.000	0.000			G		0.000	0.000
Sub-Total	25.924	19.595	75.6%	-	-		354.898	83.273
Service Improvements								
CNG Refuel Station Installation	0.027	0.009	34.4%	R	R		1.100	1.035
Diversion Systems	3.787	2.675	70.6%	Y	G		136.270	52.754
Landfill Gas Utilization	0.118	0.033	28.2%	R	Y		68.512	0.464
Construction of Biogas Utilization at Disco & Dufferin	0.194	0.194	100.0%	G	Y		11.834	3.108
Long Term Waste Management Strategy	7.229	4.623	63.9%	Y	Y		55.135	22.470
SWM IT Application Initiatives	4.516	1.150	25.5%	R	R	#3	43.881	7.362
IT Corporate Initiatives	0.774	0.264	34.1%	R	G		10.155	7.984
Two-Way Radio Replacement	0.095	0.029	30.8%	R	G		3.175	0.631
Fleet Technology Enhancements	0.117	0.028	23.9%	R	R	#4	3.850	0.189
Engineering Planning Studies	1.762	1.349	76.6%	G	R		9.950	3.822
Sub-Total	18.621	10.355	55.6%	-	-		343.863	99.819
Growth Related								
Dufferin OP Facility	0.051	0.051	100.0%	G	G		80.608	80.173
Disco OP Facility					G			
Organics Processing Facility	0.886	0.507	57.2%	Y	Y		135.982	0.538
Sub-Total	0.937	0.558	59.5%	-	-		216.590	80.711
Total	73.778	54.215	73.5%				1,235.506	451.605

On Time On/Ahead of Schedule		On Budget >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:

Solid Waste Management (SOL)

Dufferin Waste Facility Site Improvement: Delayed due to a change in the original project scope, Net Zero requirements, approvals of site plan and building permits. AECOM's 75% submission was incomplete and additional geotechnical investigation has been requested by the consultant. Closed landfill methane gas assessment was requested by the site plan application reviewer. One project is in design phase. Various amendments to design required have caused delay. Expected completion in 2027.

Note # 2:

Renewable Natural Gas - Project has not started. Initial RFI work is being conducted to review setting up a Landfill Gas Utilization Study.

Note # 3:

SWM IT Application Initiatives - This project includes various SWMS divisional IT initiatives. Overall delays on projects are related to past resourcing capacity, data quality and COVID-related impacts/limitations.

Specifically, previously incurred delays related to CSW018-04 (Transfer Station Efficiencies) have impacted timing of project spend; a portion of the originally anticipated 2022 spend will shift to 2023 as per revised project schedule. SOW and Master Services Agreement has now been signed and executed with Vendor in mid-July 2022.

EWMS Phase 2 expenditures are currently being managed within TSD's consolidated budget; TSD has indicated no spend against SWMS sub-projects (CSW018-26/35/38) anticipated until 2023.

Note # 4:

Fleet Technology Enhancements - delay on this project is greater than 6 months and due largely to waiting for arbitration results regarding use of the driver facing in-dash camera. Arbitration still ongoing until June 2023

Chart 1
2022 Approved Budget by Category (\$54.74)

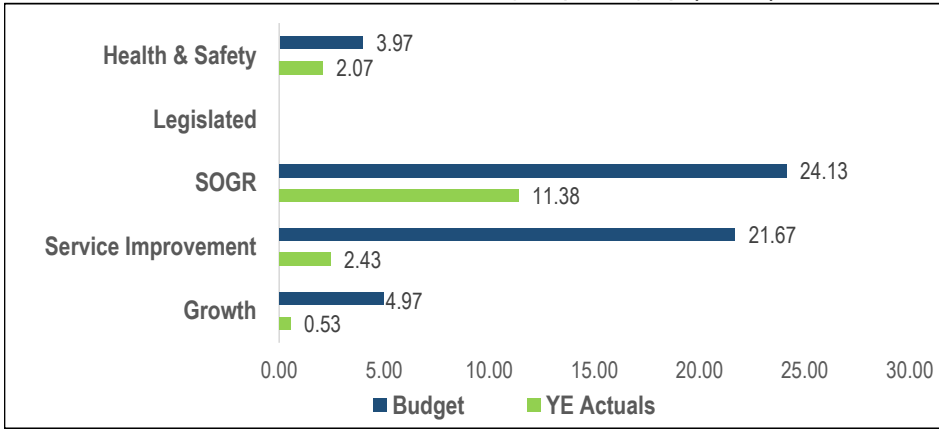


Table 1
2022 Active Projects by Category

Health & Safety	2
Legislated	0
SOGR	19
Service Improvement	36
Growth	12
Total # of Projects	69

Chart 2
Project Status - 69

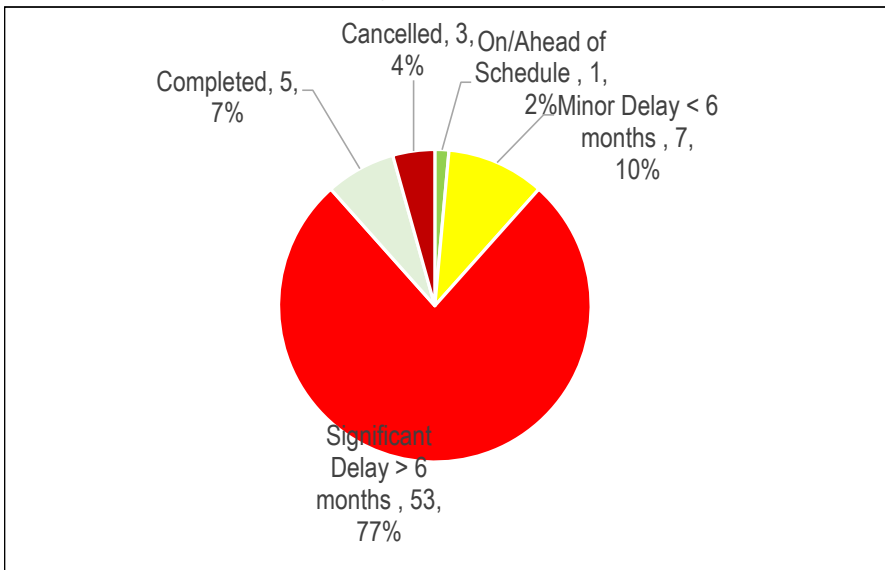


Table 2

Reason for Delay	60	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	0
Contractor Issues	22	1
Site Conditions	0	0
Co-ordination with Other Projects	1	0
Community Consultation	0	0
Other*	29	6
Total # of Projects	53	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.50	0.65	41.63	2.20	5.76

Reasons for "Other*" Projects Delay:

- Acquisition of Bessarion Project (CPK371-01) - Completed Garage expected to be transferred to TPA in 2023.
- St. Lawrence Market North (CPK422-01) - Completed Garage expected to be transferred to TPA in 2023
- The project for Pay & Display (CPK460) has been delayed greater than 6 months due to requirements for 4G communication. Carriers are moving to 4G in 2025.
- The 2022 Plan for these 3 projects have had issues with major delays as City of Toronto is lead procurement which is non-controllable. Included are CCTV Cameras (CPK401-01;-02) and Pay and Display (CPK460-01).

Toronto Parking Authority (TPA)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Health and Safety -Safety Compliance Improvements (CPK449-01)	1.000	0.446	45%	Ⓡ	Ⓡ		1.000	0.446
Security Projects (CCTV, Access Control) (CPK450-01)	2.970	1.626	55%	Ⓢ	Ⓡ	2	2.970	1.626
Sub-Total	3.970	2.072	52.2%	-	-		3.970	2.072
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
CP 36 Exhaust Fan, Drain, Concrete (CPK337-01)	0.400	0.080	20.0%	Ⓡ	Ⓡ	4	3.100	0.080
CP68 New Elevators and Stairwell Rehabilitation (CPK348-01)	1.100	1.100	100.0%	Ⓢ	Ⓡ	4	2.100	1.100
CP 43 Stairwell Rehabilitation (CPK353-01)	0.622	0.000	0.0%	Ⓡ	Ⓡ	4	1.350	0.165
Acquisition - Bessarion Community Centre (CPK371-01)	4.502	0.024	0.5%	Ⓡ	Ⓢ	1	4.702	4.013
Structural Maint. & Tech. Green Plus 2020-2029 (CPK373-01)	8.355	4.043	48.4%	Ⓡ	Ⓡ		37.100	4.188
CP 11 Structural Concrete Repairs (CPK381-02)	0.450	0.205	45.5%	Ⓡ	Ⓡ	4	0.345	0.205
CP 36 Local WP and Concrete Repairs (CPK383-01)	0.600	0.247	41.1%	Ⓡ	Ⓡ	4	17.250	0.247
CP 68 Stairwell Rehabilitation (CPK384-01)	0.277	0.065	23.5%	Ⓡ	Ⓡ	4	0.300	0.088
Surface Lot Condition Assessment (CPK435-01)	0.400	0.271	67.8%	Ⓢ	Ⓡ		0.400	0.271
LTE Upgrade (CPK436-01)	0.525	0.495	94.4%	Ⓢ	Ⓡ		0.525	0.495
4 Year Bike Share Expansion (CPK439-01)	2.125	2.125	100.0%	Ⓢ	Ⓡ		5.117	2.125
Ramp heating replacement cables (CP29, 36, 52, 96) (CPK442-01)	0.100	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Garage Condition Assessments (CPK443-01)	0.360	0.316	87.7%	Ⓢ	Ⓡ		0.360	0.316
CP52 Garage Major Repairs (CPK448-01)	0.300	0.000	0.0%	Ⓡ	Ⓡ	4	0.300	0.000
General Provision (CPK451-01)	2.000	1.905	95.3%	Ⓢ		3	1.920	1.905
Mobile Communications and Network Equip Upgrade (CPK452-01)	0.250	0.000	0.0%	Ⓡ	Ⓢ		0.250	0.000
CP 58 Parking Garage Restoration (CPK457-01)	1.160	0.000	0.0%	Ⓡ	Ⓡ	4	3.480	0.000
State of Good Repair Bike Share (CPK458-01)	0.500	0.500	99.9%	Ⓢ	Ⓢ		0.500	0.500
CP286 Garage Major Repairs (CPK459-01)	0.100	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Sub-Total	24.126	11.376	47.2%	-	-		79.099	15.697
Service Improvements								
CP 111 Painting and Signage Upgrade (CPK283-01)	0.078	0.001	0.8%	Ⓡ	Ⓢ		0.002	0.002
Phone Support System/Dispatch (customer service only) (CPK364-01)	0.080	0.000	0.0%	Ⓡ	Ⓢ		0.080	0.000
SAP BI tool (CPK367-02)	0.417	0.104	24.9%	Ⓡ	Ⓡ		1.500	0.529
CP 39 Castelfield Redevelopment (CPK368-01)	0.010	0.000	0.0%	Ⓡ	Ⓡ	4	1.650	0.018
CP39 - 20 Castelfield Rd (JV Development) (CPK368-02)	0.046	0.008	17.7%	Ⓡ	Ⓡ	4	0.800	0.116
CP 505 Carpark Expansion (CPK370-01)	0.099	0.000	0.0%	Ⓡ	Ⓡ	4	0.401	0.001
All keys Replaced to FOB Access - Various CPs (CPK372-01)	0.150	0.000	0.0%	Ⓡ	Ⓡ	4	0.300	0.000
Fleet Vehicles for Operations (CPK372-02)	0.077	0.077	100.0%	Ⓢ	Ⓡ		0.333	0.269
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.075	0.000	0.0%	Ⓡ	Ⓢ	4	0.550	0.316
All keys Replaced to FOB Access - Various CPs (CPK372-19)	0.050	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Fleet Vehicles / Maint Equipment for Operations (CPK372-20)	0.017	0.017	100.0%	Ⓢ	Ⓡ		0.432	0.017
LPR / Pay-By-Plate Project (CPK376-01)	0.468	0.197	42.2%	Ⓡ	Ⓡ	5	1.000	0.230
Network Security Monitoring Appliance/Service (CPK392-02)	0.055	0.039	70.3%	Ⓢ	Ⓢ		0.100	0.065
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.016	0.016	100.0%	Ⓢ	Ⓡ		0.250	0.016
Servers Computers Monitors Peripherals (CPK395-02)	0.011	0.008	74.5%	Ⓢ	Ⓢ		0.100	0.089
Network switches (CPK395-03)	0.100	0.000	0.0%	Ⓡ	Ⓢ		0.100	0.000
CCTV Cameras (CPK401-01)	0.060	0.018	29.4%	Ⓡ	Ⓡ	6	0.075	0.033
CCTV Cameras (CPK401-02)	0.204	0.064	31.3%	Ⓡ	Ⓡ	6	1.250	0.110
Prepaid parking solution (i.e. permits) (CPK419-01)	0.250	0.000	0.0%	Ⓡ	Ⓡ		3.500	0.000
St. Lawrence Market North (CPK422-01)	14.500	0.000	0.0%	Ⓡ	Ⓡ	1	14.500	0.000
CP150 Revitalization projects - Facilities Maint (CPK433-01)	0.050	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
2022 TPA & Natural Resources Canada EV Project (CPK434-01)	0.749	0.683	91.2%	Ⓢ	Ⓡ		0.749	0.683
CP34 Revitalization projects - Facilities Maint (CPK437-01)	0.030	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
CP68 Revitalization projects - Facilities Maint (CPK438-01)	0.050	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
305 Rockcliffe - Shops - Facilities Maintenance (CPK440-01)	0.250	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Place NFC Tags on all Bike Share Assets (CPK441-01)	0.125	0.125	100.0%	Ⓢ	Ⓢ		0.125	0.125
Wayfinding - Standardization (CPK444-01)	1.349	0.573	42.4%	Ⓡ	Ⓢ		1.349	0.573
CP52 Revitalization projects - Facilities Maint (CPK445-01)	0.050	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
CP36 - M1 Shop - Facilities Maintenance (CPK446-01)	0.200	0.025	12.3%	Ⓡ	Ⓡ	4	0.200	0.025
End user equipment refresh (CPK447-01)	0.100	0.029	29.0%	Ⓡ	Ⓡ		0.100	0.029
PPM tool (CPK453-01)	0.080	0.000	0.0%	Ⓡ	Ⓢ		0.080	0.000
CP29 Revitalization projects - Facilities Maint (CPK454-01)	0.050	0.000	0.0%	Ⓡ	Ⓡ		0.000	0.000
Learning Mgmt System (CPK455-01)	0.025	0.000	0.0%	Ⓡ		3	0.025	0.000
Fleet Vehicles for Operations-Fleet Vehicles (CPK456-01)	0.250	0.183	73.4%	Ⓢ	Ⓡ		0.250	0.183
Pay and Display (CPK460-01)	1.000	0.000	0.0%	Ⓡ	Ⓡ	6	0.000	0.000
Mobile Equipment -Mobile equip,small equip,lifts (CPK461-01)	0.550	0.265	48.2%	Ⓡ	Ⓡ		0.550	0.265
Sub-Total	21.673	2.432	11.2%				30.351	3.693
Growth Related								
CP 277 Permanent Construction Surface Lot (CPK254-01)	0.146	0.031	21.0%	Ⓡ	Ⓢ		2.855	2.855
CP 277 Permanent Construction Surface Lot (CPK254-02)	0.020	0.000	0.0%	Ⓡ	Ⓡ	4	0.109	0.002
CP 673 Construction of new surface lot (CPK261-01)	0.600	0.037	6.1%	Ⓡ	Ⓡ	4	3.145	2.274
CP 15 (JV) 50 Cumberland St Redevelopment (CPK293-01)	0.025	0.007	28.4%	Ⓡ	Ⓡ	4	6.073	0.016
CP 505 Carpark Expansion (CPK317-01)	0.075	0.000	0.0%	Ⓡ	Ⓡ	4	0.550	0.000
CP 221 (JV) 121 St. Patrick St. (CPK358-02)	0.025	0.011	42.0%	Ⓡ	Ⓡ	4	0.276	0.011
CP212 CP227 (JV) 363 Adelaide and 105 Spadina (CPK359-01)	0.100	0.029	28.9%	Ⓡ	Ⓡ	4	8.971	0.068
General Provision 2021 (CPK374-02)	3.732	0.394	10.6%	Ⓡ		3	5.000	1.662
Acquisition 229 Richmond St West (CPK404-01)	0.150	0.000	0.0%	Ⓡ	Ⓡ		0.490	0.056

Toronto Parking Authority (TPA)

Projects by Category (Million)	2022 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
CP 12/CP 223 (JV) 30 Alvin Ave (CPK406-01)	0.025	0.000	1.4%	Ⓡ	Ⓡ	4	9.439	0.000
CP 219 (JV) 87 Richmond Street East (CPK407-01)	0.050	0.000	0.0%	Ⓡ	Ⓡ	4	5.080	0.000
CP 282 (JV) 838 Broadview Avenue (CPK408-01)	0.025	0.021	84.2%	Ⓢ	Ⓡ	4	2.030	0.071
Sub-Total	4.973	0.529	10.6%	-	-		44.018	7.015
Total	54.742	16.409	30.0%				157.438	28.478

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:

Acquisition - Bessarion Community Centre (CPK371) and St. Lawrence Market North (CPK422) - Completed Garages expected to be transferred to TPA in 2023. Actuals will not be recognized by TPA until an engineering confirmation of substantial completion. Expected completion is June 2023 for Bessarion and September 2023 for St. Lawrence.

Note # 2:

The project for Pay & Display (CPK460) has been delayed greater than 6 months due to requirements for 4G communication. Carriers are moving to 4G in 2025

Note # 3:

The 2022 Plan for these projects has been Cancelled. Usage of Provisional accounts (CPK374 & CPK451) has been terminated. The project for the Learning Management System (CPK 455) has been cancelled due to proceeding with an alternate system product.

Note # 4:

The 2022 Plan for these multiple projects has had contractor issues and will be prioritized per annual building assessment or emergency repairs.

Note # 5:

The 2022 Plan for this project, LPR / Pay-By-Plate Project (CPK376-01), has had insufficient staff resources and is scheduled for Nov 2023 under new funding.

Note # 6:

The 2022 Plan for these 3 projects have had issues with major delays as City of Toronto is lead procurement which is non-controllable.

Toronto Water (TW)

Chart 1
2022 Approved Budget by Category (\$1,417.83)

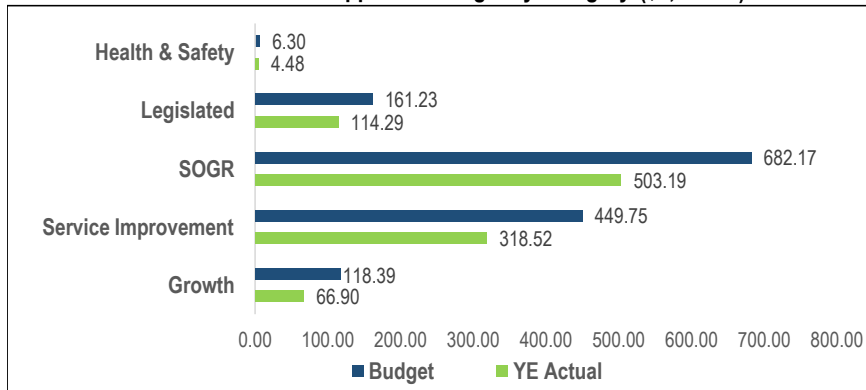


Table 1
2022 Active Projects by Category

Health & Safety	3
Legislated	8
SOGR	21
Service Improvement	18
Growth	12
Total # of Projects	62

Chart 2
Project Status - 62

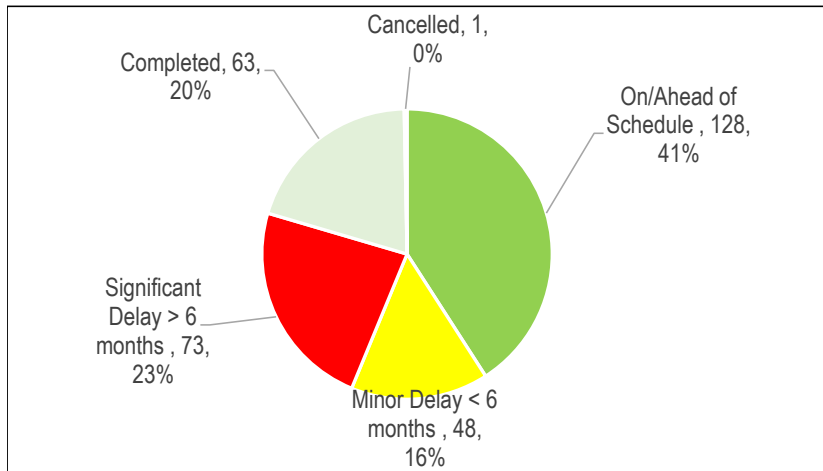


Table 2

Reason for Delay	121	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	3
Procurement Issues	13	9
RFQ/RFP Delayed	3	3
Contractor Issues	7	7
Site Conditions	10	5
Co-ordination with Other Projects	4	5
Community Consultation		
Other*	30	16
Total # of Projects	73	48

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
915.48	251.84	233.29	17.23	

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 46 projects due to extended scoping phase to address various operational and other requirements, extended procurement and design phase, need to reconsider technical approach to some of EA studies, limited delivery resources, supply chain issues and vendor delays, pending legal reviews, additional time to acquire required permits, extended tender advertisement phase, high bid prices and need to address funding pressures elsewhere in Toronto Water's Capital Plan, and/or combination of several factors listed above.

Key Discussion Points:

- As of December 31, Toronto Water spent \$1.007 billion or 71.1% of the 2022 Approved Capital Budget of \$1.418 billion. The projected year-end spending rate is lower than the 10-Year Rate Model completion target for 2022 of 85.0% .
- 59.9% or \$849.697 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2022.
- \$932.702 million or 61.0% 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.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 95.3% of the year-end spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$407.906 million or 77.9% of the 2022 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$148.422 million or 69.3% of the 2022 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$48.043 million or 72.6% of the 2022 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$28.515 million or 55.3% of the 2022 Approved Capital Budget); Wet Weather Flow (\$82.110 million or 60.9% of the 2022 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$23.273 million or 56.7% of the 2022 Approved Capital Budget); Trunk Sewer projects (\$37.212 million or 53.3% of the 2022 Approved Budget); and Basement Flooding Program (\$184.168 million or 77.2% of the 2022 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)	2022 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	4.322	4.318	99.9%	Ⓞ	Ⓞ		38.117	32.619
FJ Horgan Treatment Plant	0.125	-	0.0%	Ⓡ	Ⓡ	#3	0.579	-
Humber Wastewater Treatment	1.853	0.166	9.0%	Ⓡ	Ⓡ	#3	4.363	0.809
Sub-Total	6.300	4.484	71.2%	-	-		43.059	33.428
Legislated								
Ashbridges Bay Treatment Plant	86.186	63.596	73.8%	Ⓞ	Ⓨ	#2	561.201	425.718
RL Clark Treatment Plant	0.023	-	0.0%	Ⓡ	Ⓞ	#1	5.896	5.853
Highland Creek Treatment Plant	15.616	10.891	69.7%	Ⓨ	Ⓨ	#2	121.539	98.393
Humber Wastewater Treatment	4.173	0.523	12.5%	Ⓡ	Ⓡ	#3	64.975	54.114
Island Treatment Plant	3.453	0.785	22.7%	Ⓡ	Ⓡ	#3	85.525	23.475
Pumping Stations & Forcemains	10.937	4.091	37.4%	Ⓡ	Ⓨ	#2	76.757	26.376
Water Service Replacement	40.746	34.378	84.4%	Ⓞ	Ⓞ		423.032	312.992
WT - Storage & Treatment	0.100	0.023	22.7%	Ⓡ	Ⓞ	#1	1.702	1.525
Sub-Total	161.232	114.288	70.9%	-	-		1,340.627	948.446
State of Good Repair								
Ashbridges Bay Treatment Plant	104.466	66.232	63.4%	Ⓨ	Ⓨ	#2	2,140.913	723.618
RL Clark Treatment Plant	0.529	0.529	100.0%	Ⓞ	Ⓞ		15.366	14.078
RC Harris Treatment Plant	5.359	4.364	81.4%	Ⓞ	Ⓞ		66.976	60.677
Highland Creek Treatment Plant	35.365	25.475	72.0%	Ⓞ	Ⓞ		314.771	130.890
FJ Horgan Treatment Plant	3.654	2.355	64.4%	Ⓨ	Ⓨ	#2	22.530	6.817
Humber Wastewater Treatment	34.159	19.231	56.3%	Ⓨ	Ⓡ	#3	392.433	233.654
Island Treatment Plant	3.150	2.104	66.8%	Ⓨ	Ⓞ	#1	59.828	35.040
Linear Engineering	104.530	82.500	78.9%	Ⓞ	Ⓞ		866.205	638.838
	5.618	4.041	71.9%	Ⓞ	Ⓞ		69.784	28.529
Pumping Stations & Forcemains								
Sewer Rehabilitation	85.470	72.546	84.9%	Ⓞ	Ⓞ		755.204	534.885
Sewer Replacement	11.011	8.036	73.0%	Ⓞ	Ⓨ	#2	90.612	48.036
Trunk Sewers	39.035	21.081	54.0%	Ⓨ	Ⓡ	#3	395.349	221.507
Trunk Watermains	2.153	1.189	55.2%	Ⓨ	Ⓡ	#3	61.402	31.400
Watermain Rehabilitation	70.526	66.547	94.4%	Ⓞ	Ⓞ		769.353	659.135
Watermain Replacement	111.017	85.144	76.7%	Ⓞ	Ⓞ		806.566	506.840
Water Service Replacement	7.791	3.575	45.9%	Ⓡ	Ⓞ	#1	41.130	33.343
WT - Storage & Treatment	24.412	17.681	72.4%	Ⓞ	Ⓞ		215.022	126.207
WTP - Plantwide	13.674	13.520	98.9%	Ⓞ	Ⓞ		33.591	19.502
WWF - Implementation Projects	2.113	0.365	17.3%	Ⓡ	Ⓡ	#3	69.889	35.104
WWF - Stream Restoration	17.308	6.105	35.3%	Ⓡ	Ⓨ	#2	130.372	67.333
Yards & Facilities	0.826	0.572	69.2%	Ⓨ	Ⓞ	#1	4.145	3.891
Sub-Total	682.165	503.189	73.8%	-	-		7,321.441	4,159.324
Service Improvements								
Ashbridges Bay Treatment Plant	16.017	12.155	75.9%	Ⓞ	Ⓞ		71.643	51.382
Water Meter Program (AMR)	4.200	3.005	71.5%	Ⓞ	Ⓞ		243.321	224.392
Business & Technology Support	17.528	6.205	35.4%	Ⓡ	Ⓡ	#3	104.045	62.096
Basement Flooding Program	238.653	184.168	77.2%	Ⓞ	Ⓡ	#3	2,074.305	723.546

Toronto Water (TW)

Projects by Category (Million)	2022 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
RC Harris Treatment Plant	1.102	0.043	3.9%	Ⓡ	Ⓡ	#3	10.822	2.178
Highland Creek Treatment Plant	14.691	11.677	79.5%	Ⓞ	Ⓞ		292.560	59.866
FJ Horgan Treatment Plant	1.015	0.144	14.2%	Ⓡ	Ⓡ	#3	9.083	2.369
Humber Wastewater Treatment	11.386	8.594	75.5%	Ⓞ	Ⓞ		139.398	68.382
Island Treatment Plant	2.439	1.620	66.4%	Ⓨ	Ⓞ	#1	9.044	4.770
Linear Engineering	2.210	1.108	50.1%	Ⓨ	Ⓨ	#2	19.857	7.374
Pumping Stations & Forcemains	-	-	0.0%	Ⓡ	Ⓞ	#1	3.382	3.382
Trunk Sewers	1.850	-	0.0%	Ⓡ	Ⓡ	#3	22.380	-
Trunk Watermains	1.852	1.802	97.3%	Ⓞ	Ⓞ		8.983	7.424
WT - Storage & Treatment	1.147	0.348	30.3%	Ⓡ	Ⓞ	#1	44.051	40.120
WTP - Plantwide	14.160	8.988	63.5%	Ⓨ	Ⓨ	#2	164.454	14.601
WWF - Implementation Projects	99.601	59.870	60.1%	Ⓨ	Ⓞ	#1	803.198	540.711
WWF -TRCA	15.797	15.771	99.8%	Ⓞ	Ⓞ		139.389	138.295
Yards & Facilities	6.097	3.020	49.5%	Ⓡ	Ⓡ	#3	105.808	39.112
Sub-Total	449.745	318.517	70.8%	-	-		4,265.723	1,990.000
Growth Related								
Ashbridges Bay Treatment Plant	3.135	2.122	67.7%	Ⓨ	Ⓨ	#2	228.284	3.551
Highland Creek Treatment Plant	0.510	-	0.0%	Ⓡ	Ⓡ	#3	9.721	7.161
Island Treatment Plant	0.300	0.269	89.7%	Ⓞ	Ⓞ		16.018	0.307
Linear Engineering	0.714	0.285	39.9%	Ⓡ	Ⓨ	#2	2.426	0.897
New Service Connections	52.136	34.154	65.5%	Ⓨ	Ⓞ		509.927	412.485
New Sewers	17.579	8.350	47.5%	Ⓡ	Ⓨ	#2	70.922	23.608
Pumping Stations & Forcemains	5.716	5.536	96.9%	Ⓞ	Ⓞ		28.077	20.988
Trunk Sewers	6.616	2.463	37.2%	Ⓡ	Ⓡ	#3	595.734	6.248
Trunk WM	11.328	2.202	19.4%	Ⓡ	Ⓡ	#3	116.086	43.215
Water Efficiency Plan	0.680	0.204	30.0%	Ⓡ	Ⓞ	#1	14.173	12.111
Watermain Replacement	19.588	11.284	57.6%	Ⓨ	Ⓨ	#2	176.674	108.428
WT - Storage & Treatment	0.087	0.029	33.3%	Ⓡ	Ⓡ	#3	13.154	0.046
Sub-Total	118.389	66.899	56.5%	-	-		1,781.196	639.045
Total	1,417.832	1,007.376	71.1%				14,752.046	7,770.243

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

Note # 1:

Major projects within Program areas are proceeding on time or completed with lower than planned costs in 2022. In some instances lower spending was a result of lower than forecasted demand such as controlled substances identification and abatement at Water Treatment and Storage facilities, cut repairs for Water Service Replacement projects, demand for capacity buyback program within the Water Efficiency projects, and engineering support for the Island Treatment Plant service improvement projects.

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to extend design phase to address site conditions (Waste Activated Sludge Upgrade Construction Project at Ashbridges Bay Wastewater Treatment Plant, New Sewers Waterfront Sanitary Master Servicing Plan) and revised project scope (Canadian Environmental Protection Act compliance requirements for Highland Creek Wastewater Treatment Plant project design), need to coordinate with other works (Sewer Replacement projects), equipment delivery delays (Pumping Stations Upgrades - Group 6, Standby Power Phase 2 construction project within the Plantwide Water Treatment Program Area), vendor delays (Disinfection System Construction project at Ashbridges Bay Wastewater Treatment Plant), delays to design competition (Ozonation System Rehabilitations at FJ Horgan Water Treatment Plant), challenges associated with the pre-purchase of equipment (Aeration Tank 12 and 13 at Ashbridges Bay Wastewater Treatment Plant), coordination, permitting issues and delayed locates (2022-2024 Watermain Upgrade projects), and insufficient staff resources (Joint Optimization Study Update Phase 3, Asset Management System Implementation project, Watercourse Stream Restoration Construction project within Wet Weather Flow Program Area).

Toronto Water (TW)

Projects by Category (Million)	2022 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 3:

Major project delays are due to one or combination of 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 Modifications), site conditions (Humber Wastewater Treatment Plant Odour Control Implementation - Phase 1 Project, Cast Iron Trunk Replacement within the Trunk Watermains Program), pending completion of other assessments (Western Beaches Retrofit - Phase 2 within the Wet Weather Flow Program Area), scope development and coordination with other divisions (Business & Technology Support Improvements), extended design and procurement phase (Digester Cleaning Rehabilitation at Humber Wastewater Treatment Plant, Trunk Sewer Rehabilitation - 2019 projects, Basement Flooding Relief - Group 4 projects, Electrical Grounding System at FJ Horgan Water Treatment Plant, Downsview Keele Watermain and Pumping Station construction projects, Black Creek STS Design and Construction project), vendor performance related delays (Chemical and Residual Management project at Island Water Treatment Plant), limited resources and need to respond to funding pressures elsewhere in Toronto Water's Capital Plan (Odour and Corrosion Control Project within the Trunk Sewers Program Area), availability of specialized vendor and acquisition of required permits (Emergency Standby Power at RC Harris Water Treatment Plant), longer than anticipated land acquisition process (Lab Facility project within Yards and Facilities Program Area), and delays related to an external utility company (Highland Creek Wastewater Treatment Plant Transformers and Switchgear project).