

**APPENDIX 5**  
**Capital Dashboard by Program/Agency**  
**For the Period ended April 30, 2023**  
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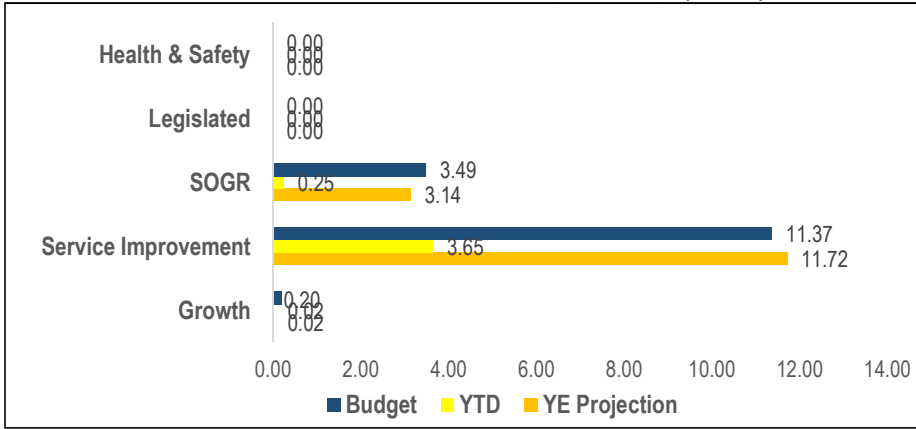
**2023 Capital Spending by Program  
Community and Social Services**

Program	Period	2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
Children's Services	4M-2023	15.06	3.92	14.88	98.8%		Ⓢ
Court Services	4M-2023	0.31	0.03	0.31	100.0%		Ⓢ
EDC	4M-2023	43.14	1.56	30.46	70.6%		Ⓢ
Long Term Care	4M-2023	31.02	1.14	22.00	70.9%		Ⓢ
PFR	4M-2023	251.50	27.25	188.92	75.1%		Ⓢ
SSHA	4M-2023	47.51	6.05	39.49	83.1%		Ⓢ
HS	4M-2023	500.08	37.50	407.48	81.5%		Ⓢ
TESS	4M-2023	1.19	0.13	0.70	58.5%		Ⓢ
Paramedics Services	4M-2023	36.10	0.78	27.50	76.2%		Ⓢ
<b>TOTAL</b>	4M-2023	925.91	78.36	731.73	79.0%		Ⓢ

For the four months ended April 30, 2023, the capital expenditures for Community and Social Services totalled \$78.4 million of their collective 2023 Approved Capital Budget of \$925.9 million. Spending is expected to increase to \$731.7 million (79.0%) by year-end. 8 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Seniors Services and Long-Term Care, Court Services, Economic Development and Culture, Court Services, Housing Secretariat, Toronto Paramedic Services ,Children's Services, and Shelter, Support & Housing Administration.

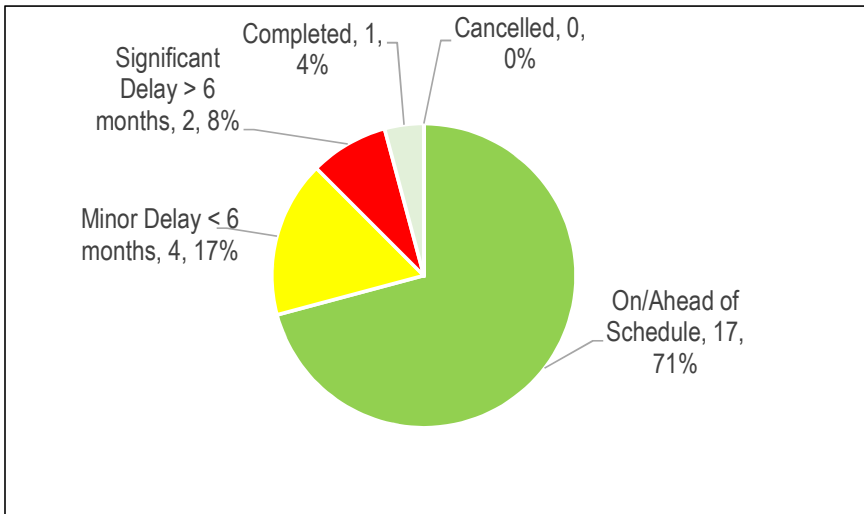
**Chart 1**  
2023 Approved Budget by Category (\$15.06)



**Table 1**  
2023 Active Projects by Category

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

**Chart 2**  
Project Status - 24



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.038	1.494	0.524		

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

- Specific project activities scheduled for completion in 2024, but contingent upon completion of other final finishes.
- Projects being jointly delivered with other divisions/agencies, and agreements being negotiated with 3rd parties, may be delayed in the preliminary planning phase.

Children's Services (CHS)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
TELCCS SOGR 2021	0.130	0.018	13.8%	0.130	100.0%	Ⓞ	Ⓞ		1.367	1.254
TELCCS SOGR 2022	0.422	0.239	-56.6%	0.422	100.0%	Ⓞ	Ⓜ	1	1.540	0.379
TELCCS Playground Retrofit 2022	1.893	0.470	24.8%	1.992	105.2%	Ⓜ	Ⓞ	2	6.100	1.277
TELCCS SOGR 2023	1.044	-	0.0%	0.600	57.5%	Ⓢ	Ⓢ	3	1.044	-
<b>Sub-Total</b>	<b>3.489</b>	<b>0.249</b>	<b>7.1%</b>		<b>90.1%</b>	-	-		<b>10.051</b>	<b>2.910</b>
<b>Service Improvements</b>										
St. John The Evangelist Catholic School	0.134	-	0.0%	0.134	100.0%	Ⓞ	Ⓞ		2.100	1.966
Canoe Landing Block 31 Child Care Centre	0.102	-	0.0%	0.003	2.9%	Ⓜ	Ⓜ	4	4.733	4.027
Stanley Public School	0.393	-	0.0%	0.393	100.0%	Ⓞ	Ⓞ		3.900	3.507
St. Roch Catholic School	0.318	-	0.0%	0.318	100.0%	Ⓞ	Ⓞ		4.000	3.347
St Bartholomew Catholic School	0.372	-	0.0%	0.372	100.0%	Ⓞ	Ⓞ		3.800	2.011
North East Scarborough Centre	1.200	0.569	47.4%	1.200	100.0%	Ⓞ	Ⓞ	5	8.800	2.440
Mount Dennis Child Care Centre	3.700	1.189	32.1%	3.700	100.0%	Ⓞ	Ⓞ		19.830	16.324
David and Mary Thompson (Centre 7)	0.050	-	0.0%	0.050	100.0%	Ⓞ	Ⓞ		5.000	-
TCH Needle Firway	0.100	-	0.0%	0.100	100.0%	Ⓞ	Ⓞ		5.000	0.075
Gilder Child Care Centre (Centre 11)	0.110	-	0.0%	0.110	100.0%	Ⓞ	Ⓞ		3.300	0.740
Anishawabe Miziwe Biik Child Care Centre	1.750	0.733	41.9%	1.750	100.0%	Ⓞ	Ⓞ	6	8.709	2.474
Wallace Emerson Child Care Centre	1.300	0.140	10.8%	2.000	153.8%	Ⓜ	Ⓞ	5	8.200	1.116
Western North York Child Care	0.142	-	0.0%	0.142	100.0%	Ⓞ	Ⓞ		5.000	0.342
Woodbine Child Care Centre	0.350	-	0.0%	0.175	50.0%	Ⓢ	Ⓢ	7	5.000	-
Willowridge Child Care Centre	0.250	-	0.0%	0.250	100.0%	Ⓞ	Ⓞ		1.495	-
Bendale Child Care Centre	-	-	-	-	-	Ⓞ	Ⓞ		3.038	3.038
Alexandra Park	1.000	1.022	102.2%	1.021	102.1%	Ⓜ	Ⓞ	6	2.271	1.022
3933 Keele Street CCC	0.050	-	0.0%	-	0.0%	Ⓜ	Ⓢ	8	0.200	-
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	-	0.0%	Ⓜ	Ⓢ	9	2.229	-
<b>Sub-Total</b>	<b>11.371</b>	<b>3.653</b>	<b>32.1%</b>		<b>103.1%</b>	-	-		<b>96.605</b>	<b>42.429</b>
TCS Growing Child Care	0.196	0.017	8.7%	0.017	8.7%	Ⓜ	Ⓞ	10	4.764	3.796
<b>Sub-Total</b>	<b>0.196</b>	<b>0.017</b>	<b>8.7%</b>	<b>0.017</b>	<b>8.7%</b>	-	-		<b>4.764</b>	<b>3.796</b>
<b>Total</b>	<b>15.056</b>	<b>3.919</b>	<b>26.0%</b>	<b>14.879</b>	<b>98.8%</b>				<b>111.420</b>	<b>49.135</b>

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

Children's Services (CHS)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 1:**

The credit appearing in the YTD April, 2023 actuals for the TELCCS SOGR 2022 project is due to the reclassification of expenses from this project to the TELCCS Playground Retrofit 2022 project.

**Note # 2:**

This project is expected to be overspent due to significant cost escalations being experienced, as evidenced in recent bid-awards. The work-plan associated with these contracts is expected to be completed by December, 2023. An in-year adjustment of \$2.000 million has been included in the 2023 4M variance report in Appendix 4 to increase the overall project cost from \$4.100 million to \$6.100 million, with cash flows of \$0.600 million in 2023 and \$1.400 million in the 2024-32 period. Funding is being allocated from Reserve XR1103 (Childcare Capital Reserve Fund) with no net debt impacts.

**Note # 3:**

Expenditures for SOGR upgrades are lower than budget reflecting the delay in the issuance of RFPs.

**Note # 4:**

This project is scheduled for completion in 2024, with the construction of the playground remaining with final finishes.

**Note # 5:**

This project is a joint initiative with PF&R. The work plan provided by PF&R suggests the possibility of additional funding requirements. An in-year adjustment of \$1.000 million, for the North East Scarborough Centre, has been included in the 2023 4M variance report in Appendix 4, with no change to the overall project cost. Cash flows of \$1.000 million are being accelerated into 2023 from the 2024-32 plan period. Funding is being allocated from Reserve XR1103 (Childcare Capital Reserve Fund) with no net debt impacts.

**Note # 6:**

Expenditures for these projects are exceeding budgeted cash flows, reflecting unbudgeted increases in the cost of construction and finishing materials. An in-year adjustment of \$1.000 million, for the Anishawabe Miziwe Biik Child Care Centre, has been included in the report in Appendix 4, with no change to the overall project cost. Cash flows of \$1.000 million are being accelerated into 2023 from the 2024-32 plan period. Funding is being allocated from the operating budget (CI 9750: Contributions - Other) with no net debt impacts.

**Note # 7:**

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

**Note # 8:**

The 3933 Keele Street CCC project is delayed, due to unforeseen issues with the site chosen for the centre.

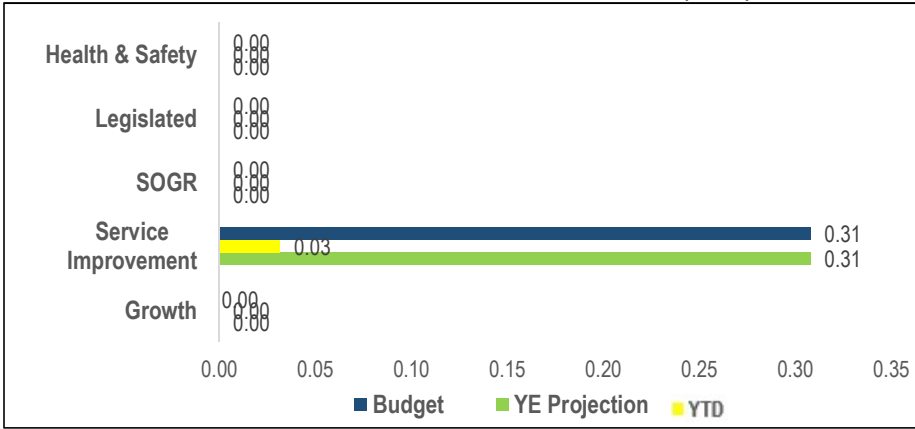
**Note #9:**

This new project is in the early planning stage.

**Note # 10:**

Carry forward funding is budgeted to complete the TCS Growing Child Care for Toronto project. Unspent funds will be returned to source to support other capital needs.

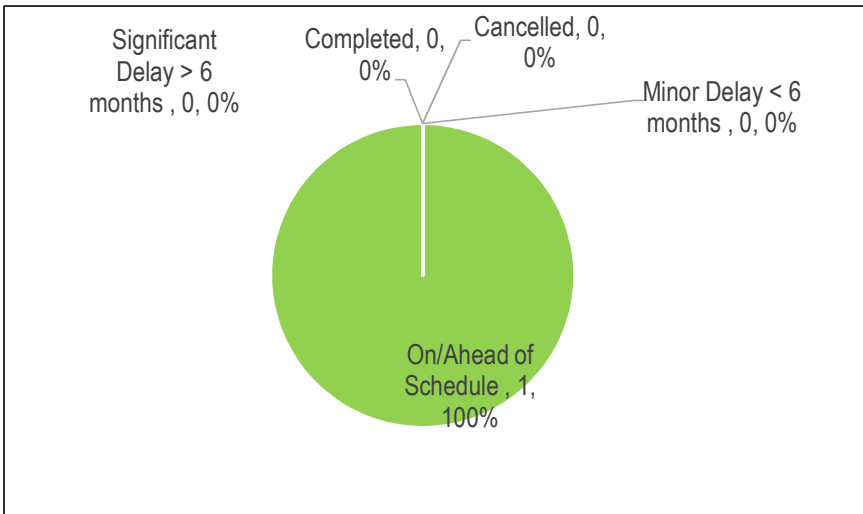
**Chart 1**  
2023 Approved Budget by Category (\$0.31)



**Table 1**  
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status - 1



**Table 2**

Reason for Delay

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

**Table 3**  
Projects Status (\$Million)

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

Toronto Court Services

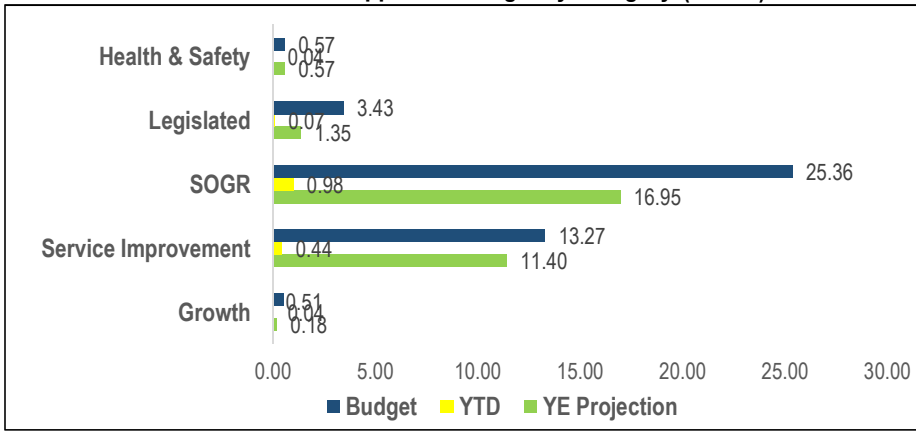
Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
				\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>			<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>			<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>			<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Adjudicative Information Management System	0.308	0.032	10.3%	0.308	100.0%	⊕	⊕	#1	0.308	0.032
<b>Sub-Total</b>	<b>0.308</b>			<b>0.308</b>	<b>100.0%</b>	-	-		<b>0.308</b>	<b>0.032</b>
<b>Sub-Total</b>	<b>0.000</b>			<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>0.308</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.308</b>	<b>100.0%</b>				<b>0.308</b>	<b>0.032</b>

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

**Note # 1:**

.A resource has been recruited to undertake project management of the modernization initiatives currently underway to streamline courts administration. Spending will ramp up in 2023 as project work accelerates throughout the rest of 2023.

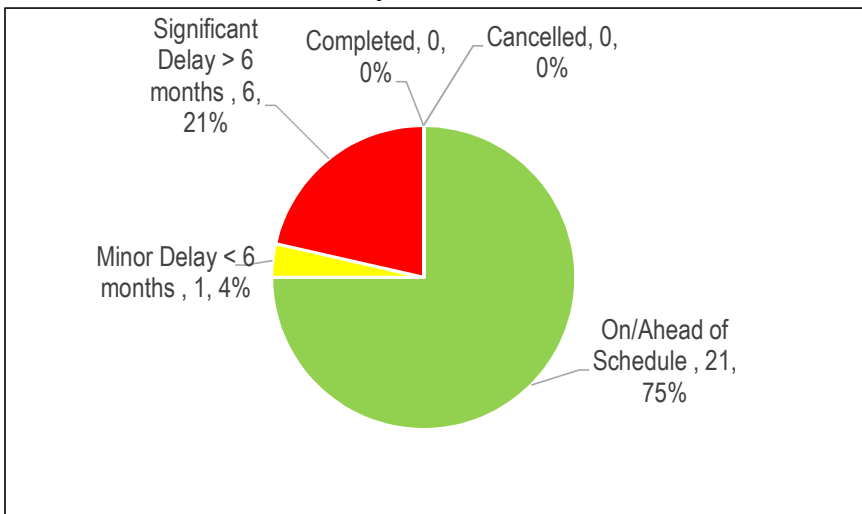
**Chart 1**  
2023 Approved Budget by Category (\$43.14)



**Table 1**  
2023 Active Projects by Category

Health & Safety	3
Legislated	3
SOGR	9
Service Improvement	11
Growth	2
<b>Total # of Projects</b>	<b>28</b>

**Chart 2**  
Project Status - 28



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.41	3.20	14.53		

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

- The *Howard Monument Restoration* project had its scope of work reduced following review of the condition report. The re-scoped design and tender will occur in 2023, with conservation work anticipated in 2024.
- The *BIA Planning Act Revenue York-Eglinton* project is experiencing delays due to design issues caused by location restrictions.



## Economic Development and Culture (ECT)

### Key Discussion Points (cont'd):

Economic Development and Culture spent \$1.559 million or 3.6% YTD and is projecting to spend \$30.457 million or 70.6% of its 2023 Council Approved Capital Budget by the end of 2023. Projected underspending of \$12.686 million is mainly attributed to the following:

- The *BIA Equal Share Funding* projects that have been tendered will begin construction in early Spring 2023 or have already begun construction with completion targeted for December 31, 2023. Equal Share Projects that have completed the design stage are slated to be tendered in early Spring 2023 with a target completion date of December 31, 2023. As of period 4, 5.1% or \$0.459 million of \$9.080 million has been spent. By year-end of 2023, the projected actuals are 74.4% or \$6.752 million of \$9.080 million.
- The *Theatre Passé Muraille* project has been tendered several times. For the 2022, tender staffing issues in PMMD, Legal and Fair Wage led to an extended review period. The PO was not issued with enough time to complete the project and meet the tenant's deadline, so this tender was cancelled, and the project was re-tendered for work in 2023. As of Period 4, \$0.019 million or 1.60% of \$1.176 has been spent. By year-end of 2023, the projected actuals are 67.5% or \$0.794 million of \$1.176 million.
- The *Restoration and Preservation of Heritage Elements - Spadina Restoration* project to renovate the garage at Spadina House is on track for completion in 2024. Community consultation was conducted in 2022 and the architectural design options completed in Q1 2023 for costing. As of Period 4, \$0.070 million or 3.4% of \$2.052 has been spent. By year-end of 2023, the projected actuals are 48.7% or \$1.000 million of \$2.052 million.
- The *BIA Fixed Finance - Toronto Entertainment District BIA Streetscape Improvement* project is to transform the street into a "cultural corridor" by redesigning the streetscape between Front Street and Stephanie Street, and create a pedestrian friendly corridor from the AGO to the Waterfront. Delays attributed to design changes and coordination with other projects have pushed the project timeline behind resulting in minimal spending in 2023. Procurement is well underway with the project expected to be tendered in Spring 2024 and construction to begin in Summer 2024. By year-end of 2023, the projected actuals are 4.3% or \$0.100 million of \$2.350 million.

Economic Development and Culture (ECT)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Assembly Hall AODA	0.269	0.035	13.0%	0.269	100.0%	G	G		0.275	0.041
Casa Loma Exterior Restoration	0.104	0.000	0.0%	0.104	100.0%	G	G		6.054	5.950
Restoration and Preservation of Heritage Elements	0.200	0.000	0.0%	0.200	100.0%	G	G		0.500	0.000
<b>Sub-Total</b>	<b>0.573</b>	<b>0.035</b>	<b>6.1%</b>	<b>0.573</b>	<b>100.0%</b>	-	-		<b>6.829</b>	<b>5.991</b>
Cultural Infrastructure Development	0.471	0.020	4.3%	0.108	23.1%	R	G		1.538	1.088
Major Maintenance	1.812	0.049	2.7%	0.715	39.5%	R	R	#1	2.681	0.921
Restoration and Preservation of Heritage Elements	1.150	0.000	0.0%	0.530	46.1%	R	G		3.500	
<b>Sub-Total</b>	<b>3.433</b>	<b>0.069</b>	<b>2.0%</b>	<b>1.353</b>	<b>39.4%</b>	-	-		<b>7.719</b>	<b>2.009</b>
BIA Equal Share Funding	9.080	0.459	5.1%	6.752	74.4%	G	G		12.571	3.982
BIA Financed Funding FF	2.350	0.000	0.0%	0.100	4.3%	R	G		2.350	0.000
BIA Planning Act Revenue	2.299	0.241	10.5%	1.859	80.9%	G	R	#2	5.299	3.196
Collections Care	0.332	0.030	9.0%	0.150	45.1%	R	G		0.366	0.063
Cultural Infrastructure Development	0.474	0.000	0.0%	0.472	99.5%	G	G		1.462	0.988
Eglinton Crosstown BIA Streetscape Improvements	0.180	0.000	0.0%	0.000	0.0%	R	G		1.560	0.000
Major Maintenance	3.199	0.000	0.0%	3.138	98.1%	G	Y	#3	5.330	1.980
Restoration and Preservation of Heritage Elements	7.430	0.249	3.4%	4.480	60.3%	Y	R	#4	16.053	7.276
Streetscape Master Plan Program	0.012	0.000	0.0%	0.000	0.0%	R	G		0.060	0.048
<b>Sub-Total</b>	<b>25.356</b>	<b>0.979</b>	<b>3.9%</b>	<b>16.951</b>	<b>66.9%</b>	-	-		<b>45.052</b>	<b>17.534</b>
BIA Financed Funding FF	0.989	0.217	22.0%	0.989	100.0%	G	G		1.000	0.303
BIA Special Project	0.189	0.047	25.0%	0.189	100.0%	G	G		0.568	0.426
Collections Care	0.145	0.000	0.0%	0.050	34.5%	R	G		0.550	0.005
Commercial Façade Improvement Program	1.598	0.094	5.9%	1.257	78.7%	G	G		2.543	0.715
Cultural Infrastructure Development	0.224	0.000	0.0%	0.057	25.5%	R	R	#5	1.085	0.937
Economic Competitiveness Data Mgmt. System	0.696	0.000	0.0%	0.320	46.0%	R	R	#6	1.200	0.254
Indigenous Centre For Innovation And Ent	6.953	0.000	0.0%	6.953	100.0%	G	G		9.853	0.000
Mural Program	0.248	0.010	4.1%	0.248	100.0%	G	G		0.400	0.172
Refurbishment and Rehabilitation	0.001	0.000	35.4%	0.000	35.4%	R	G		0.100	0.099
Service Enhancement	2.072	0.068	3.3%	1.183	57.1%	Y	R	#7	3.625	1.362
Streetscape Master Plan Program	0.155	0.000	0.0%	0.155	100.0%	G	G		0.180	0.025
<b>Sub-Total</b>	<b>13.270</b>	<b>0.437</b>	<b>3.3%</b>	<b>11.401</b>	<b>85.9%</b>	-	-		<b>21.104</b>	<b>4.300</b>
Cultural Infrastructure Development	0.512	0.039	7.5%	0.179	34.9%	R	G		1.046	0.592
<b>Sub-Total</b>	<b>0.512</b>	<b>0.039</b>	<b>7.5%</b>	<b>0.179</b>	<b>34.9%</b>	-	-		<b>1.046</b>	<b>0.592</b>
<b>Total</b>	<b>43.143</b>	<b>1.559</b>	<b>3.6%</b>	<b>30.457</b>	<b>70.6%</b>				<b>81.749</b>	<b>30.426</b>

On Time  On Budget 

**Economic Development and Culture (ECT)**

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End		On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%					
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 *Theatre Passé Muraille* project experienced delays due to purchase order issues as there wasn't enough time to complete the project and meet the tenant's deadline. The project was re-tendered for work in 2023.

**Note # 2:**

The *BIA Planning Act Revenue York-Eglinton* project is experiencing delays due to design issues caused by location restrictions.

**Note # 3:**

The *Assembly Hall - Mechanical* project is experiencing delays due to the original tender being over budget. The scope of work was reduced, and the project retendered. Most of the scope is exterior work which requires fair weather. Therefore, the bulk of this work is expected to be performed in spring and summer of 2023.

**Note # 4:**

The *Howard Monument Restoration* project is delayed as the scope of work for this phase of the monument conservation project has been reduced following review of the condition report. Surplus budget will be re-allocated to a related project which has insufficient budget. The re-scoped design and tender will occur in 2023, with conservation work anticipated in 2024.

**Note # 5:**

The *Public Art - Development Dundas-Islington* experienced delays due to issues with attracting vendors to complete the project. Staff have since been exploring alternative options to secure a vendor, including non-competitive procurements. If a vendor cannot be secured by mid-2023, EDC staff will work with the local Councillor to review options for the project.

**Note # 6:**

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 # 7:**

The *Fort York Exhibits* project is experiencing delays due to insufficient staff resources.

Parks, Forestry & Recreation (PKS)

Chart 1

2023 Approved Budget by Category (\$Million) \$251.5M

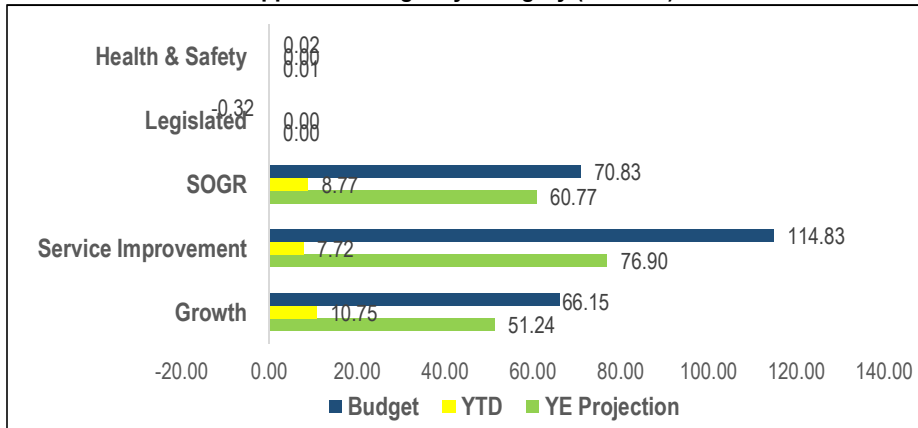


Table 1

2023 Active Projects by Category

Health & Safety	1
Legislated	2
SOGR	49
Service Improvement	175
Growth	59
<b>Total # of Projects</b>	<b>286</b>

Chart 2

Project Status - 286

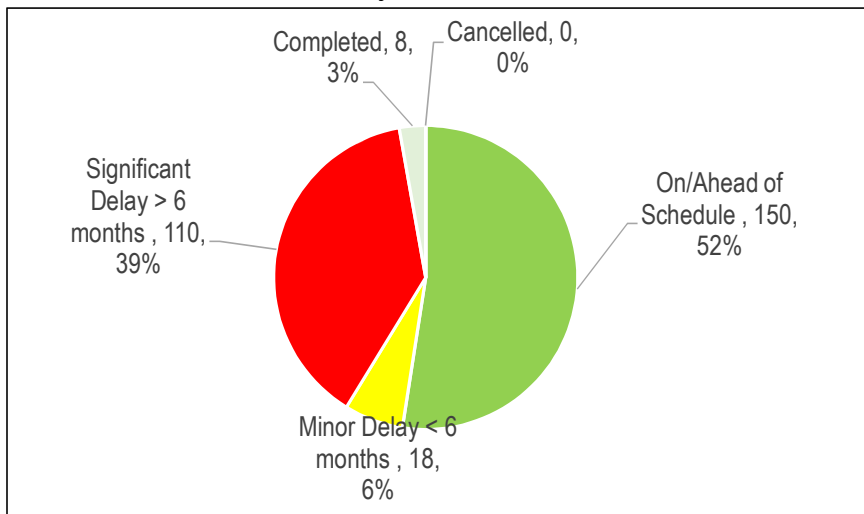


Table 2

Reason for Delay

128

Reason for Delay	128	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	1
Procurement Issues	3	1
RFQ/RFP Delayed	4	1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	64	11
Community Consultation	8	2
Other*	28	2
<b>Total # of Projects</b>	<b>110</b>	<b>18</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
130.57	12.58	107.81	0.53	

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

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

**Key Discussion Points:**

- Parks, Forestry and Recreation spent \$27.251 million or 10.8% of the 2023 Approved Capital Budget and is projecting a 2023 year-end spend of \$188.921 million, or 75.1% of its 2023 Approved Capital Budget of \$251.50 million. This includes a 85.8% spend rate or \$60.77 million for State of Good Repair projects.

## Parks, Forestry & Recreation (PKS)

### Key Discussion Points (cont'd):

- Projected under-spending of \$62.58 million is mainly attributed to a number of reasons as follows:
  - ❑ Supply chain impacts and material shortages, for example, lead times for playground equipment
  - ❑ Timely process to advance recruitment of positions as a result of staff leaving for new opportunities
  - ❑ Projects being led by partners including Developers (Wallace Emerson, East Bayfront, Etobicoke Civic Centre) 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 2023, which is helping increase the spend rate (i.e. construction of Wallace Emerson, North East Scarborough CC, East Bayfront, Etobicoke Civic Centre, and completion of Ethenonnhawahstihnen CC, Lower Yonge CC and Love Park, etc).
- As of April 30, 2023, Parks, Forestry and Recreation reported 150 projects currently on-track (\$130.57 million) and 8 completed projects. These projects were completed under budget (\$10.59 million out of total budget of \$11.12 million)
- 128 projects (\$120.40 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)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
H&S Project Name										
PARK DEVELOPMENT	0.015	0.000	0.0%	0.005	33.3%	Ⓜ	Ⓨ	#1	0.165	0.000
<b>Sub-Total</b>	<b>0.015</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.005</b>	<b>33.3%</b>	-	-		<b>0.165</b>	<b>0.000</b>
Legislated Project Name										
LAND ACQUISITION	-0.323	0.005	-1.5%	0.005	-1.5%		Ⓜ	#2	5.727	4.777
<b>Sub-Total</b>	<b>-0.323</b>	<b>0.005</b>	<b>-1.5%</b>	<b>0.005</b>	<b>-1.5%</b>	-	-		<b>5.727</b>	<b>4.777</b>
ARENA	17.386	1.127	6.5%	17.386	100.0%	ⓐ	ⓐ		131.536	63.350
COMMUNITY CENTRES	3.401	1.124	33.0%	3.401	100.0%	ⓐ	ⓐ		61.913	60.788
ENVIRONMENTAL INITIATIVES	5.055	0.049	1.0%	4.255	84.2%	ⓐ	ⓐ		20.429	11.306
OUTDOOR RECREATION CENTRE	2.415	0.297	12.3%	1.906	78.9%	ⓐ	Ⓜ	#3	13.743	12.095
PARK DEVELOPMENT	5.518	0.536	9.7%	5.518	100.0%	ⓐ	ⓐ		18.760	14.099
PARKING LOTS & TENNIS COURTS	0.099	0.095	95.7%	0.245	246.7%	Ⓜ	ⓐ	#4	9.379	9.518
PLAYGROUNDS/WATERPLAY POOL	0.382	0.099	25.8%	0.382	100.0%	ⓐ	ⓐ		7.841	3.760
	7.856	1.958	24.9%	7.856	100.0%	ⓐ	ⓐ		32.503	14.825
SPECIAL FACILITIES	19.801	2.069	10.4%	11.245	56.8%	Ⓨ	Ⓜ	#5	102.335	54.751
FACILITY COMPONENTS	8.262	0.795	9.6%	7.920	95.9%	ⓐ	ⓐ		29.094	19.185
TRAILS & PATHWAYS	0.659	0.622	94.3%	0.659	100.0%	ⓐ	ⓐ		20.325	18.866
<b>Sub-Total</b>	<b>70.834</b>	<b>8.771</b>	<b>12.4%</b>	<b>60.773</b>	<b>85.8%</b>	-	-		<b>447.857</b>	<b>282.543</b>
ARENA	0.338	0.104	30.8%	0.164	48.5%	Ⓜ	Ⓜ	#6	11.175	5.207
COMMUNITY CENTRES	0.523	0.245	46.9%	0.489	93.5%	ⓐ	ⓐ		72.137	4.434
ENVIRONMENTAL INITIATIVES	1.776	0.147	8.3%	1.249	70.3%	Ⓨ	ⓐ	#7	7.290	8.661
INFORMATION TECHNOLOGY	16.646	2.450	14.7%	11.436	68.7%	Ⓨ	Ⓜ	#8	77.557	35.043
OUTDOOR RECREATION CENTRE	10.672	0.743	7.0%	8.397	78.7%	ⓐ	ⓐ		37.252	13.547
PARK DEVELOPMENT	31.246	1.680	5.4%	17.458	55.9%	Ⓨ	Ⓜ	#1	220.756	83.176
PLAYGROUNDS/WATERPLAY POOL	16.044	0.804	5.0%	11.865	74.0%	ⓐ	ⓐ		54.284	27.819
	5.820	0.050	0.9%	5.700	97.9%	ⓐ	ⓐ		60.887	19.930
SPECIAL FACILITIES	14.490	1.048	7.2%	13.062	90.1%	ⓐ	Ⓜ	#5	95.505	11.131
FACILITY COMPONENTS	5.088	0.368	7.2%	2.255	44.3%	Ⓜ	Ⓜ	#9	33.085	11.307
TRAILS & PATHWAYS	1.374	0.028	2.1%	0.481	35.1%	Ⓜ	Ⓜ	#10	16.710	8.512
FIFA	10.811	0.053	0.5%	4.342	40.2%	Ⓜ	Ⓨ	#11	15.082	0.053
<b>Sub-Total</b>	<b>114.828</b>	<b>7.721</b>	<b>6.7%</b>	<b>76.899</b>	<b>67.0%</b>	-	-		<b>701.720</b>	<b>228.819</b>
ARENA	0.389	0.009	2.3%	0.104	26.7%	Ⓜ	Ⓨ	#6	8.600	0.015
COMMUNITY CENTRES	50.675	9.245	18.2%	42.991	84.8%	ⓐ	ⓐ		699.658	218.280
LAND ACQUISITION	3.239	0.811	25.0%	2.911	89.9%	ⓐ	ⓐ		296.487	32.495
OUTDOOR RECREATION CENTRE	1.034	0.067	6.5%	0.245	23.6%	Ⓜ	Ⓜ	#3	4.875	0.384
PARK DEVELOPMENT	8.844	0.428	4.8%	3.521	39.8%	Ⓜ	Ⓜ	#1	113.604	10.369
PARKING LOTS & TENNIS COURTS	0.284	0.012	4.1%	0.015	5.3%	Ⓜ	Ⓜ	#4	1.000	0.028
PLAYGROUNDS/WATERPLAY POOL	0.993	0.010	1.0%	1.033	104.0%	Ⓜ	ⓐ	#12	2.660	0.057
	0.688	0.172	25.0%	0.420	61.0%	Ⓨ	Ⓜ	#13	3.480	2.019
<b>Sub-Total</b>	<b>66.146</b>	<b>10.754</b>	<b>16.3%</b>	<b>51.239</b>	<b>77.5%</b>	-	-		<b>1,130.365</b>	<b>263.646</b>
<b>Total</b>	<b>251.500</b>	<b>27.251</b>	<b>10.8%</b>	<b>188.921</b>	<b>75.1%</b>				<b>2,285.834</b>	<b>779.785</b>

On Time On Budget

**Parks, Forestry & Recreation (PKS)**

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End		On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%					
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:**

**PARK DEVELOPMENT:** under-spending of \$19.121 million is projected, \$8.934 million for co-ordination with other projects (\$0.748 million for *Lawrence Heights Greenway Park* which is being built by the TCHC, \$0.896 million for *Green Line projects at Geary Avenue and Lower Davenport* due to approvals from Hydro One, \$0.302 million for the *Land Adjacent to 2175 Lake Shore Boulevard West* which requires the Developer to complete work on site before the park construction can proceed, \$1.000 million for the *Bathurst Quay Canada Malting* project); \$2.214 million due to community consultation (\$0.909 million for the *Eglinton Park Master Plan Implementation*, \$0.375 million for the *Toronto Island Park Implementation*, \$0.245 million for the *Centennial Park Master Plan Implementation*); \$2.975 million for delays with *Market Lane Parkette Construction* due to Toronto Water approvals related to infrastructure below the park; and \$1.143 million for RFQ/RFP Delays (\$0.717 million for *Mouth of the Creek Construction/Lower Garrison Creek* and \$0.355 million for *Six Points Park Expansion*).

**Note # 2:**

**LAND ACQUISITION:** delays with *Market Lane Parkette Construction* due to Toronto Water approvals related to infrastructure below the park.

**Note # 3:**

**OUTDOOR RECREATION CENTRE (ORC):** under-spending of \$3.574 million is expected, \$2.200 million for the *Humber Bay Park East New Pavilion* delayed due to redesign requirements; \$0.886 million for co-ordination with other projects (\$0.509 million for the *Sports Field Program*, \$0.179 million for the *Bluffer's Park Washroom Improvements*); and \$0.607 million for community consultation (\$0.474 million for the *FMP Skateboard Park North District Earl Bales Park*, \$0.133 million for the *FMP Basketball Full Court Tom Riley Park*).

**Note # 4:**

**PARKING LOTS & TENNIS COURTS:** total under-spending of \$0.123 million is projected. Over-expenditures for the *CAMP State of Good Repair of Parking Lots and Tennis Courts* project (to be corrected in future variance reporting) are offset by \$0.269 million in under-spending for the *FMP Tennis Courts without Lights at Muirlands Park* project due to community consultation.

**Note # 5:**

**SPECIAL FACILITIES:** under-spending of \$9.984 million is projected, including \$9.653 million for the coordination with other projects (\$6.699 million for the *2018 Wind Storm Damages* and \$1.805 million for the *2017 High Lake Effect Flooding Damages* projects, both being done with TRCA, and \$0.963 million for Replacement of Ferry Boat #1).

**Note # 6:**

**ARENA:** under-spending of \$0.459 million is anticipated due to the coordination with other projects (\$0.185 million for *FMP Artificial Ice Rink Design* and \$0.174 million for the *High Park AIR Garage for Zamboni*).

**Note # 7:**

**ENVIRONMENTAL INITIATIVES:** under-spending of \$1.327 million is expected due to the co-ordination with other projects (\$0.800 million for the *City Wide Environmental Initiatives*, \$0.232 million for *Mud Creek*, and \$0.100 million for *Community Gardens*).

**Note # 8:**

**INFORMATION TECHNOLOGY (IT):** under-spending of \$5.210 million is anticipated, including \$4.451 million for the *Registration, Permitting & Licensing (CLASS)* project which was delayed due to the timing of contract award, which requires approval of General Management Committee in May and City Council in June 2023.

**Note # 9:**

**FACILITY COMPONENTS:** under-spending of \$3.175 million is projected for the co-ordination of various projects, including \$1.209 million for *Various Parks and Buildings Accessibility* and \$1.259 million for the *Accessibility of Riverdale Park and Lower Don* which is being done in co-ordination with Metrolinx.

**Note # 10:**

**TRAILS & PATHWAYS:** under-spending of \$0.892 million is projected, including \$0.342 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 #11:**

**FIFA:** under-spending of \$6.469 million is anticipated as the Multi Party Agreement has not been finalized and signed, along with the requirements for the number of Venue Specific Training Sites and the facility's specifications. Given this initial delay, the design and construction phase timelines will be tightened to meet the deadlines imposed for the games.

**Note # 12:**

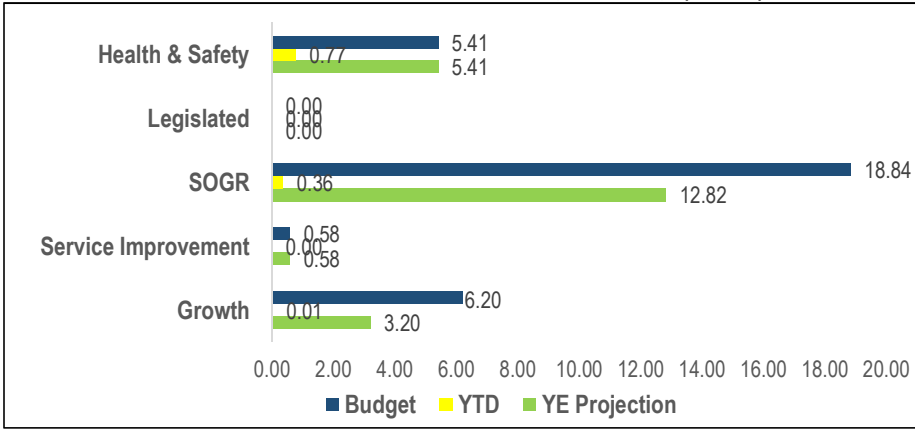
**PLAYGROUNDS/WATERPLAY:** under-spending of \$4.139 million is anticipated, including \$4.055 million for the co-ordination with other projects (\$2.550 million for the *Play Enhancement Program*, \$0.980 million for the *L'Amoreaux Kidstown Improvements*, and \$0.525 million for *19 Western Battery Road Park Development*).

**Note # 13:**

**POOL:** under-spending of \$0.388 million is expected, including \$0.268 million for *Davisville Community Pool Design*, due to timing of funds required for contract administration.

Seniors Services and Long-Term Care (HOM)

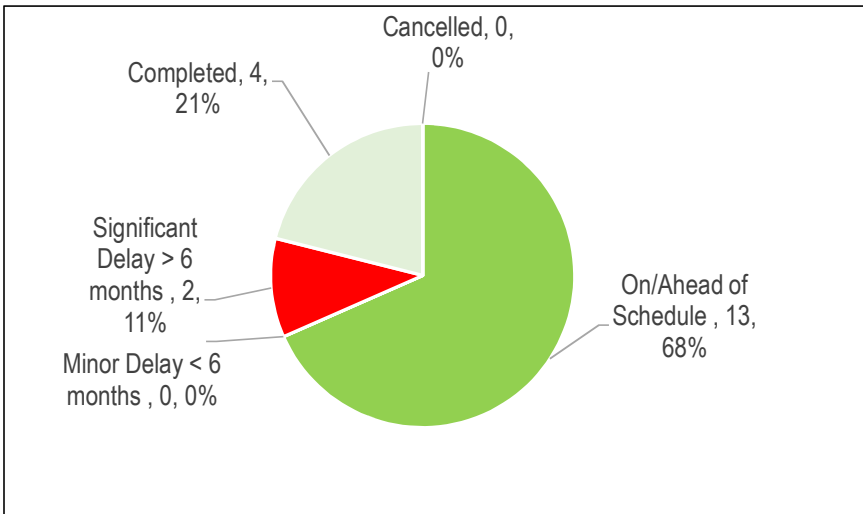
**Chart 1**  
2023 Approved Budget by Category (\$31.02)



**Table 1**  
2023 Active Projects by Category

Health & Safety	6
Legislated	1
SOGR	7
Service Improvement	3
Growth	2
<b>Total # of Projects</b>	<b>19</b>

**Chart 2**  
Project Status - 19



**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	
<b>Total # of Projects</b>	<b>2</b>	

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
15.99		15.02		

**Key Discussion Points:**

- 251 Esther Shiner Blvd Seed Funding project is on pause and not expected to spend in 2023 as a result of a risk and site review. Options are being considered at this time.



Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
H&S HVAC - 2019	0.000	0.000		0.000		Ⓞ	Ⓞ	#1	2.911	2.911
Building Health & Safety - 2020	0.340	0.163	47.9%	0.340	100.0%	Ⓞ	Ⓞ		1.625	1.448
Building Health & Safety - 2021	1.057	0.295	27.9%	1.057	100.0%	Ⓞ	Ⓞ		2.116	1.353
Building Health & Safety - 2022	2.084	0.228	10.9%	2.084	100.0%	Ⓞ	Ⓞ		2.115	0.259
Building Health & Safety - Ongoing	1.615	0.000	0.0%	1.615	100.0%	Ⓞ	Ⓞ		5.845	0.000
Building H&S COVID-19 Infrastructure 2021	0.309	0.085	27.6%	0.309	100.0%	Ⓞ	Ⓞ		2.300	2.076
<b>Sub-Total</b>	<b>5.405</b>	<b>0.771</b>	<b>14.3%</b>	<b>5.405</b>	<b>100.0%</b>	-	-		<b>16.912</b>	<b>8.047</b>
Kipling Acres - Phase 3	0.000	0.000		0.000		Ⓞ	Ⓞ	#1	47.500	45.310
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>47.500</b>	<b>45.310</b>
Building SOGR Upgrades - 2018	0.000	0.000		0.000		Ⓞ	Ⓞ	#1	4.010	4.010
Building SOGR - 2020	2.437	0.109	4.5%	2.437	100.0%	Ⓞ	Ⓞ		7.065	4.736
Building SOGR - 2021	3.874	0.157	4.0%	3.874	100.0%	Ⓞ	Ⓞ		6.607	2.890
Building SOGR - 2022	12.024	0.090	0.7%	6.012	50.0%	Ⓜ	Ⓡ	#2	12.024	0.090
Building SOGR - Ongoing	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		10.753	0.000
SPIF Community Parkland - Cummer Lodge	0.150	0.000		0.150	100.0%	Ⓞ	Ⓞ		1.815	0.000
SPIF Community Parkland - Kipling Acres	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		1.815	0.000
<b>Sub-Total</b>	<b>18.835</b>	<b>0.356</b>	<b>1.9%</b>	<b>12.823</b>	<b>68.1%</b>	-	-		<b>44.090</b>	<b>11.726</b>
Electronic Health Care System	0.000	0.000		0.000		Ⓞ	Ⓞ	#1	3.152	1.977
eWorkorder System	0.325	0.000	0.0%	0.325	100.0%	Ⓞ	Ⓞ		0.650	0.000
Kronos Feasibility Study	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.000
<b>Sub-Total</b>	<b>0.575</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.575</b>	<b>100.0%</b>	-	-		<b>4.052</b>	<b>1.977</b>
4610 Finch Ave East Redevelopment	3.200	0.011	13.9%	3.200	100.0%	Ⓞ	Ⓞ		172.970	0.511
251 Esther Shiner Blvd Seed Funding	3.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	3.000	0.000
<b>Sub-Total</b>	<b>6.200</b>	<b>0.011</b>	<b>0.2%</b>	<b>3.200</b>	<b>51.6%</b>	-	-		<b>175.970</b>	<b>0.511</b>
<b>Total</b>	<b>31.016</b>	<b>1.138</b>	<b>3.7%</b>	<b>22.004</b>	<b>70.9%</b>				<b>288.524</b>	<b>67.572</b>

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 completed in 2022 and in the process of closing.

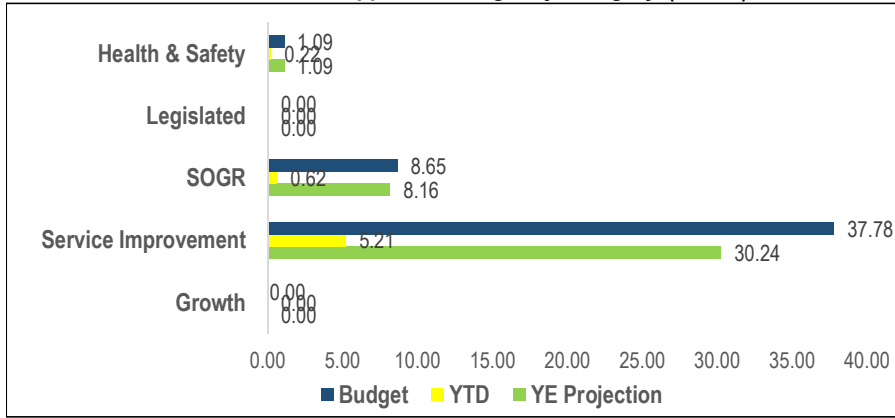
**Note # 2:**

Projected underspending reflects delays primarily in construction work for designated projects at Castlevue Long-term Care Home. Work across the other nine homes on a number of improvement projects are on track.

**Note # 3:**

As a result of a risk and site review, project is on pause with no spend to be expected this year. Options are being considered at this time.

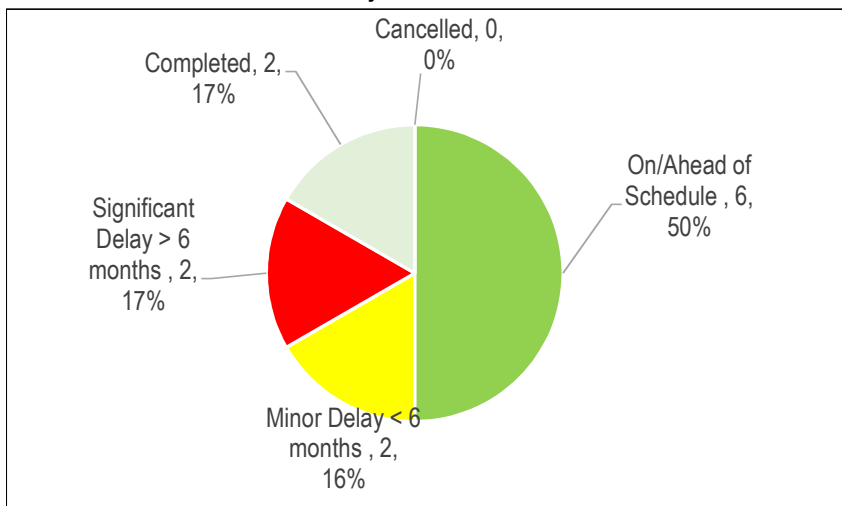
**Chart 1**  
2023 Approved Budget by Category (\$47.51)



**Table 1**  
2023 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	1
Service Improvement	10
Growth	
<b>Total # of Projects</b>	<b>12</b>

**Chart 2**  
Project Status - 12



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
23.11	19.90	3.68	0.83	

**Key Discussion Points:**

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
HVAC Upgrades (14 Sites)	1.086	0.219	20.2%	1.086	100.0%	Ⓞ	Ⓞ		7.000	0.403
<b>Sub-Total</b>	<b>1.086</b>	<b>0.219</b>	<b>20.2%</b>	<b>1.086</b>	<b>100.0%</b>	-	-		<b>7.000</b>	<b>0.403</b>
<b>Legislated</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
SSHA - SOGR	8.647	0.623	7.2%	8.159	94.4%	Ⓞ	Ⓞ	#7	7.680	0.623
<b>Sub-Total</b>	<b>8.647</b>	<b>0.623</b>	<b>7.2%</b>	<b>8.159</b>	<b>94.4%</b>	-	-		<b>7.680</b>	<b>0.623</b>
<b>Service Improvements</b>										
George Street Revitalization (GSR)	19.087	2.965	15.5%	15.435	80.9%	Ⓞ	Ⓞ	#1	671.009	87.964
Housing and Shelter Infrastructure	9.948	1.552	15.6%	8.277	83.2%	Ⓞ	Ⓞ		120.139	79.930
Central Intake Call Centre	0.808	0.174	21.5%	0.558	69.1%	Ⓞ	Ⓞ	#2	2.115	1.481
AODA	1.405	0.010	0.7%	1.268	90.2%	Ⓞ	Ⓞ	#3	8.100	1.662
Office Modernization Project	2.278	0.008	0.4%	1.278	56.1%	Ⓞ	Ⓞ	#4	4.931	1.111
COVID - 19 Resilience Response	2.576	0.500	19.4%	2.576	100.0%	Ⓞ	Ⓞ		8.261	6.186
Eva's Satellite 25 Canterbury	0.751	0.000	0.0%	0.751	100.0%	Ⓞ	Ⓞ		1.000	0.049
Women's Residence 674 Dundas	0.360	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ	#5	0.500	0.140
Strachan House Redevelopment	0.466	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ	#6	0.500	0.034
SMIS Study	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
<b>Sub-Total</b>	<b>37.780</b>	<b>5.209</b>	<b>13.8%</b>	<b>30.243</b>	<b>80.1%</b>	-	-		<b>816.655</b>	<b>178.557</b>
<b>Growth Related</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>47.513</b>	<b>6.051</b>	<b>12.7%</b>	<b>39.488</b>	<b>83.1%</b>				<b>831.335</b>	<b>179.583</b>

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 entire project was delayed due to difficulties experienced in acquiring and renovating sites required to transition clients out of Seaton House. 2023 cashflows will support construction work at 76 Church St, minor repairs at 2299 Dundas and RFP related expenditures for the Construction phase of the project. Construction at 76 Church Street is underway with expected completion by the end of Q2 of 2024. The RFP for the construction phase of the project was released in August 2022 and would remain open till Q3 2023. Completion of the construction phase which is the final phase of the project is now anticipated in 2028. The 2023 approved cashflows and project cost reflects an addition of \$3.0M, which is an allocation from the \$18.470M in federal grant funding received from CMHC. The remaining \$12.670M will be requested through the 2024 Budget Process.

**Note # 2:**

Project Completion has been delayed due to procurement issues. Final review of technology options to assess alignment with business needs and service plans is complete. User Acceptance Testing and implementation phases are planned for 2023. The project remains on track for completion in 2023.

**Note # 3:**

Following earlier delays resulting from resource gaps within the City, contractors have now been engaged to commence work at identified sites and spending is expected to ramp up as project work progresses. Substantial completion is anticipated in Q4-2023.

**Note # 4:**

Project experienced delays resulting from redesign requirements at different locations. 2023 cashflows will support design work which is ongoing at identified sites. Delivery of project materials, installation and fit up is anticipated in Q4-2023.

**Note #s 5 & 6:**

Project work was completed in 2022. Project closure is now in process with review and close out of outstanding commitments.

**Note # 7:**

The 2023 approved cashflows and project cost reflects an addition of \$2.8M, which is an allocation from the \$18.470M in federal grant funding received from CMHC. The remaining \$12.670M will be requested through the 2024 Budget Process.

Chart 1

2023 Approved Budget by Category (\$Million) \$500.08M

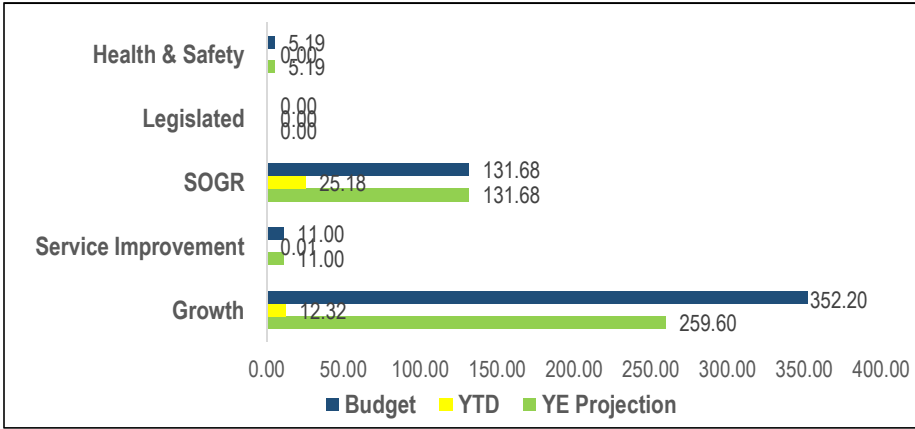


Table 1

2023 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	1
Service Improvement	2
Growth	8
<b>Total # of Projects</b>	<b>12</b>

Chart 2

Project Status - 12

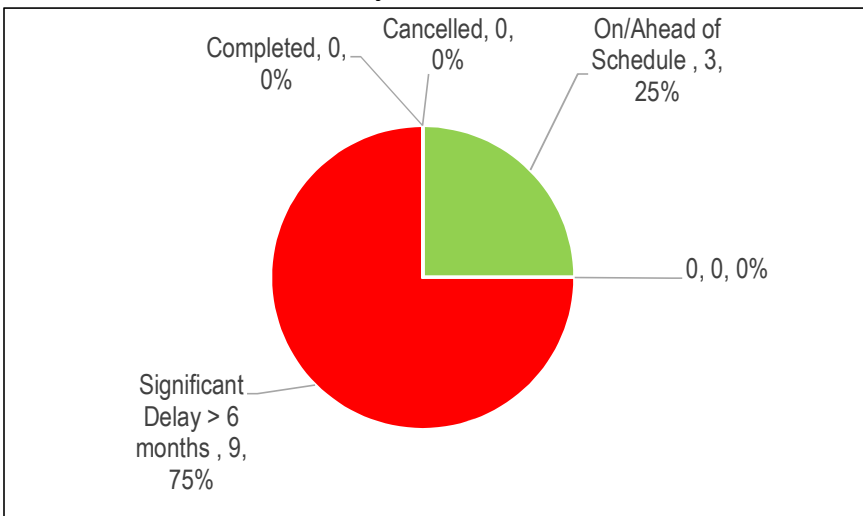


Table 2

Reason for Delay

9

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Significant Delay > 6 months	Completed	Cancelled
152.73	347.34		

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

- Housing Now projects delayed as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.
- 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)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
TCHC IT Capital	5.190	0.000	0.0%	5.190	100.0%	Ⓞ	Ⓞ		5.190	0.000
<b>Sub-Total</b>	<b>5.190</b>	<b>0.000</b>	<b>0.0%</b>	<b>5.190</b>	<b>100.0%</b>	-	-		<b>5.190</b>	
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
TCHC Building Repair Capital	131.684	25.182	19.1%	131.684	100.0%	Ⓞ	Ⓞ		1,920.000	505.281
<b>Sub-Total</b>	<b>131.684</b>	<b>25.182</b>	<b>19.1%</b>	<b>131.684</b>	<b>100.0%</b>	-	-		<b>1,920.000</b>	<b>505.281</b>
Taking Action on Tower Renewal Program	7.191	0.000	0.0%	7.191	100.0%	Ⓞ	Ⓡ	#1	13.508	0.000
Choice Based Housing Access System	3.814	0.007	0.2%	3.814	100.0%	Ⓞ	Ⓡ	#2	10.607	6.663
<b>Sub-Total</b>	<b>11.005</b>	<b>0.007</b>	<b>0.1%</b>	<b>11.005</b>	<b>100.0%</b>	-	-		<b>24.115</b>	<b>6.663</b>
Housing Now	53.183	2.382	4.5%	53.183	100.0%	Ⓞ	Ⓡ	#3	502.343	16.783
Rental Development	25.514	0.099	0.4%	25.514	100.0%	Ⓞ	Ⓡ	#4	36.352	1.614
Modular Housing	23.349	1.743	7.5%	23.349	100.0%	Ⓞ	Ⓡ	#5	69.239	47.633
Rapid Housing Initiative (RHI)	129.628	5.885	4.5%	59.576	46.0%	Ⓡ	Ⓡ	#5	408.386	296.554
Emergency Housing Action	79.246	1.156	1.5%	79.246	100.0%	Ⓞ	Ⓡ	#5	114.355	36.265
Housing & Homelessness Response (HSID)	12.916	1.050	8.1%	0.000	0.0%	Ⓡ	Ⓡ	#5	17.728	5.861
Strategic City Acquisitions	12.500	0.000	0.0%	2.875	23.0%	Ⓡ	Ⓡ	#6	12.500	0.000
TCHC Development In-Flight	15.860	0.000	0.0%	15.860	100.0%	Ⓞ	Ⓞ		30.000	0.000
<b>Sub-Total</b>	<b>352.197</b>	<b>12.315</b>	<b>3.5%</b>	<b>259.604</b>	<b>73.7%</b>	-	-		<b>1,190.903</b>	<b>404.711</b>
<b>Total</b>	<b>500.076</b>	<b>37.504</b>	<b>7.5%</b>	<b>407.483</b>	<b>81.5%</b>				<b>3,140.208</b>	<b>916.655</b>

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

**Note # 1:**

Delays reflect the time needed to establish the Taking Action on Tower Renewal Program (including recruitment, establishing legal agreements, etc.).

**Note # 2:**

The Phase 2 is delayed by 6+ months mainly due to insufficient staff resources. The project team is lacking a Business Analyst (BA) and two Coordinator IT (CIT) roles. BA call is underway. Project team has initiated the project charter development for affordable housing. Project team has also engaged vendor for the Portals and Governance Statement of Works (SOW).

**Note # 3:**

Many of the activities planned to support pre-development work for 27 sites were able to move forward. However, some projects were delayed primarily as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.

**Note # 4:**

Delays in the pre-construction work for these projects were primarily due to market conditions (including shortage of labour and materials, increasing interest rates and escalating construction costs). These conditions continue to challenge the financial viability of various affordable housing projects resulting in project slow downs and in some cases, changes to original plans.

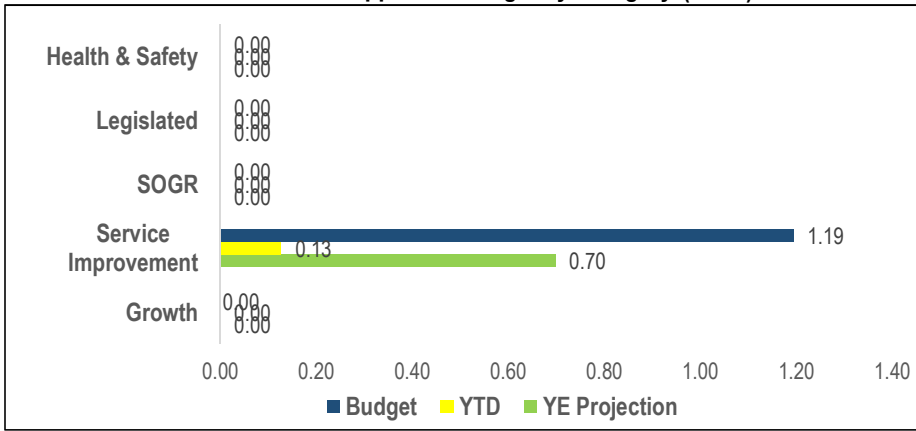
**Note # 5:**

Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI) and Housing & Homelessness Response (H&SR). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities) 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:**

A request for proposal for site acquisitions was issued in early Q2. It is anticipated that approximately 23% of the budgeted funds will be advanced in 2023 to projects awarded through the RFP and the balance to be advanced in 2024.

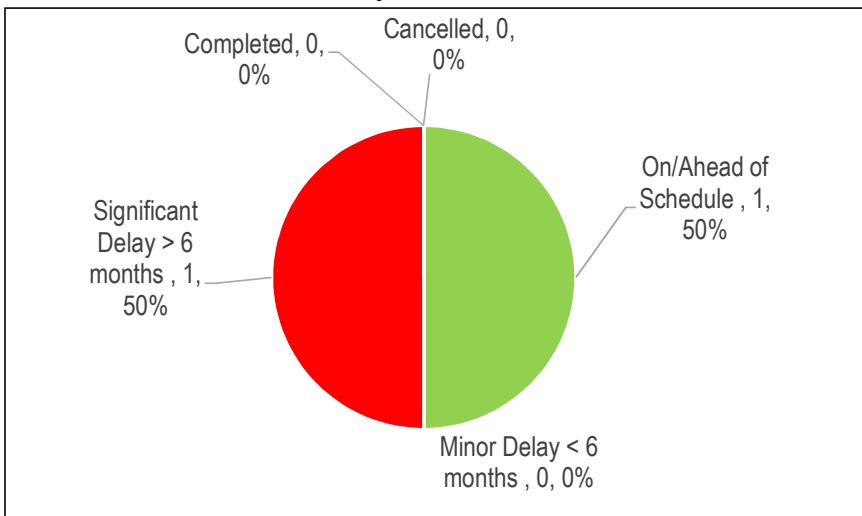
**Chart 1**  
2023 Approved Budget by Category (\$1.19)



**Table 1**  
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>2</b>

**Chart 2**  
Project Status - 2



**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*		
<b>Total # of Projects</b>	<b>1</b>	

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.57		0.70		

**Key Discussion Points:** 1) Two of the three Leasehold Improvement projects have been completed with all of the offices open to the public, with project underspending attributed to lower than anticipated final costs. Final retrofit settlements with the Yonge Street project are underway and will be completed 2023. 2) Development applications within the HSI project are underway, with the Online Hub and Phase 3 of the Fair Pass anticipated to be launched during Q2.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Actual Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
HSI Project - Phase 2	0.626	0.114	18.2%	0.626	100.0%	Ⓞ	Ⓡ	#1	9.823	9.311
Yonge St. Leasehold Improvement	0.568	0.013	2.3%	0.072	12.7%	Ⓡ	Ⓞ	#2	1.081	0.526
<b>Sub-Total</b>	<b>1.194</b>	<b>0.127</b>	<b>10.6%</b>	<b>0.698</b>	<b>58.5%</b>	-	-		<b>10.904</b>	<b>9.837</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>1.194</b>	<b>0.127</b>	<b>10.6%</b>	<b>0.698</b>	<b>58.5%</b>				<b>10.904</b>	<b>9.837</b>

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

1) In Q1 2023, prototype designs for the HSI Online Hub were tested, with the Q2 development to be focused on the feasibility and sustainment required to support the development and launch of the Online Hub. Development of Phase 3 of the Fair Pass expansion is underway, with the Fair Pass expansion expected to launch in Q2 2023.

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 2023.

Chart 1

2023 Approved Budget by Category (\$Million) \$36.1M

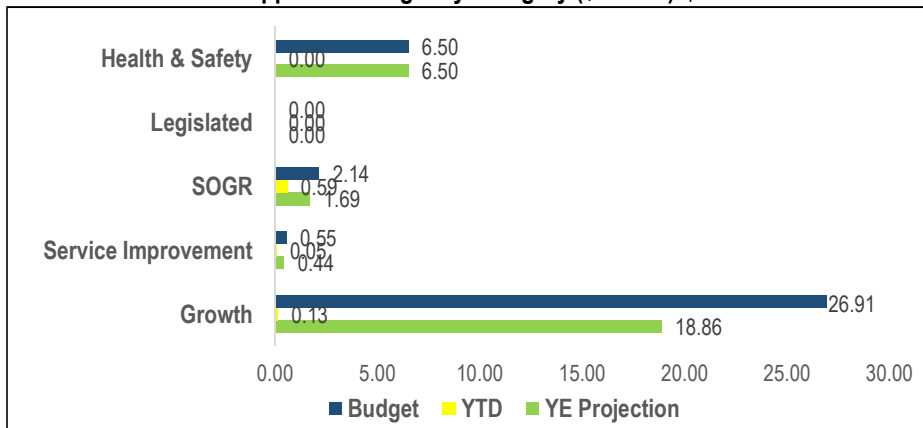


Table 1

2023 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	4
Service Improvement	2
Growth	12
<b>Total # of Projects</b>	<b>19</b>

Chart 2

Project Status - 19

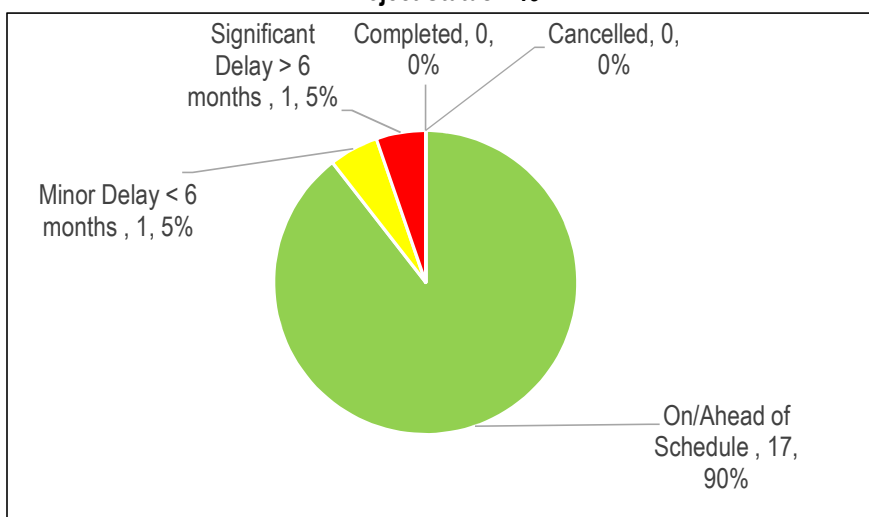


Table 2

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*	1	1
<b>Total # of Projects</b>	<b>1</b>	<b>1</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
32.01	1.29	2.80		

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

- The Additional Ambulances 2023 project is facing impacts from the global GM chassis shortage. The shortage is anticipated to be resolved and a new Ambulance RFQ is expected to be awarded by Q3 2023. Unspent funds will be carried forward for expected delivery in 2024.
- The Multi-Function Station #3 project has faced delays in the transfer of the 610 Bay property from Toronto Coach Terminal Inc. (TCTI) to the City of Toronto. CREM is working on a Lease Agreement with TCTI. Procurement for the General Contractor is anticipated by Q3 2023.

**Key Discussion Points:**

- Toronto Paramedic Services has spent \$0.775 million or 2.1% YTD and is projecting to spend \$27.496 million or 76.2% of its 2023 Council Approved Capital Budget by the end of 2023. The timing and level of spending is consistent with project construction schedules and equipment delivery timelines; the majority of cash flows will be spent in the latter part of the year.



Toronto Paramedic Services (AMB)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Defibrillator Replacement Purchases 2023	6.500	0.000	0.0%	6.500	100.0%	Ⓞ	Ⓞ		6.500	0.000
<b>Sub-Total</b>	<b>6.500</b>	<b>0.000</b>	<b>0.0%</b>	<b>6.500</b>	<b>100.0%</b>	-	-		<b>6.500</b>	<b>0.000</b>
<b>Legislated</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Mobile Data Communications - 2022	0.182	0.020	10.9%	0.182	100.0%	Ⓞ	Ⓞ		2.100	1.938
Mobile Data Communications - 2023	0.300	0.000	0.0%	0.225	75.0%	Ⓞ	Ⓞ		0.300	0.000
Medical Equipment Replacement	0.829	0.367	44.3%	0.663	80.0%	Ⓞ	Ⓞ		5.673	5.211
Dispatch Console Replacement	0.832	0.206	24.8%	0.624	75.0%	Ⓞ	Ⓞ		2.732	1.956
<b>Sub-Total</b>	<b>2.143</b>	<b>0.593</b>	<b>27.7%</b>	<b>1.694</b>	<b>79.1%</b>	-	-		<b>10.805</b>	<b>9.105</b>
<b>Service Improvements</b>										
Capital Asset Management Planning	0.450	0.054	12.1%	0.338	75.0%	Ⓞ	Ⓞ		1.212	0.779
Future Strategic Staging Locations	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.700	0.000
<b>Sub-Total</b>	<b>0.550</b>	<b>0.054</b>	<b>9.9%</b>	<b>0.438</b>	<b>79.5%</b>	-	-		<b>1.912</b>	<b>0.779</b>
<b>Growth Related</b>										
Additional Ambulances 2023	2.800	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	2.800	0.000
Multi-Function Station #2 - Construction	17.038	0.110	0.6%	13.630	80.0%	Ⓞ	Ⓞ		80.585	2.022
Multi-Function Station #2 - Facility	0.100	0.000	0.0%	0.070	70.0%	Ⓞ	Ⓞ	#2	1.600	0.000
Additional ERV 2022	0.721	0.000	0.0%	0.541	75.0%	Ⓞ	Ⓞ		1.170	0.449
Additional ERV 2023	0.780	0.000	0.0%	0.585	75.0%	Ⓞ	Ⓞ		0.780	0.000
Ambulance Post - Rexdale	1.574	0.006	0.4%	1.181	75.0%	Ⓞ	Ⓞ		1.848	0.280
Ambulance Post - 330 Bering Ave	0.408	0.006	1.5%	0.306	75.0%	Ⓞ	Ⓞ		0.700	0.298
Ambulance Post - Don Mills CRC	0.050	0.000	0.0%	0.038	75.0%	Ⓞ	Ⓞ		3.000	0.000
Ambulance Post - 4610 Finch Ave East	0.050	0.000	0.0%	0.038	75.0%	Ⓞ	Ⓞ		2.000	0.000
PPE Re-Processing Facilities	0.894	0.000	0.0%	0.671	75.0%	Ⓞ	Ⓞ		0.950	0.056
Multi-Function Station #3 - Design	1.295	0.006	0.5%	0.906	70.0%	Ⓞ	Ⓞ	#3	1.500	0.011
Multi-Function Station #5 - Design	1.200	0.000	0.0%	0.900	75.0%	Ⓞ	Ⓞ		10.000	0.000
<b>Sub-Total</b>	<b>26.910</b>	<b>0.128</b>	<b>0.5%</b>	<b>18.864</b>	<b>70.1%</b>	-	-		<b>106.933</b>	<b>3.117</b>
<b>Total</b>	<b>36.103</b>	<b>0.775</b>	<b>2.1%</b>	<b>27.496</b>	<b>76.2%</b>				<b>126.150</b>	<b>13.001</b>

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 and project delays are primarily due supply chain issues. The GM chassis shortage is anticipated to be resolved by Q3 2023, at which time the RFQ is expected to be awarded. Unspent funding will be carried forward to complete the project.

**Note # 2:**

Projected underspending is a result of consulting services being less than anticipated.

**Note # 3:**

Projected underspending and project delays are attributed to delays in the transfer of the property. CREM expects the lease agreement with TCTI will be complete by Q2 2023. Procurement for the General Contractor is anticipated by Q3 2023.

**2023 Capital Spending by Program  
Infrastructure and Development Services**

Program	Period	2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
City Planning	4M-2023	8.89	0.93	6.98	78.5%		⊙
Fire Services	4M-2023	16.84	1.49	13.09	77.7%		⊙
Transit Expansion	4M-2023	383.41	197.41	379.45	99.0%		⊙
Transportation	4M-2023	438.51	47.58	384.58	87.7%		⊙
Waterfront Revitalization	4M-2023	132.49	4.41	106.90	80.7%		⊙
<b>TOTAL</b>	4M-2023	980.13	251.82	891.00	90.9%		⊙
<span style="color: green;">⊙</span> >70% <span style="color: yellow;">⊙</span> between 50% and 70% <span style="color: red;">⊙</span> < 50% or > 100%							

For the four months ended April 30, 2023, the capital expenditures for Infrastructure and Development Services totalled \$251.8 million of their collective 2023 Approved Capital Budget of \$980.1 million. Spending is expected to increase to \$891.0 million (90.9%) by year-end. 5 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% is City Planning, Fire Services, Transit Expansion, Transportation Services, and Waterfront Revitalization Initiative.

Chart 1

2023 Approved Budget by Category (\$Million) (\$8.89)

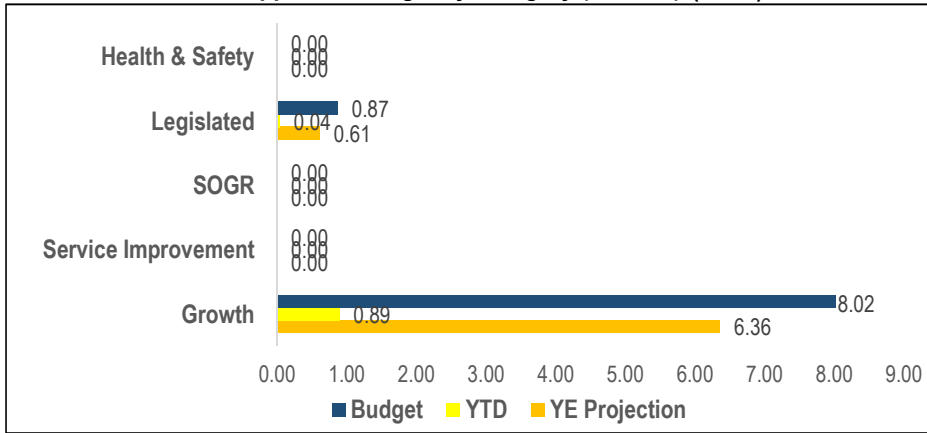


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	
Service Improvement	
Growth	12
<b>Total # of Projects</b>	<b>14</b>

Chart 2

Project Status - 14

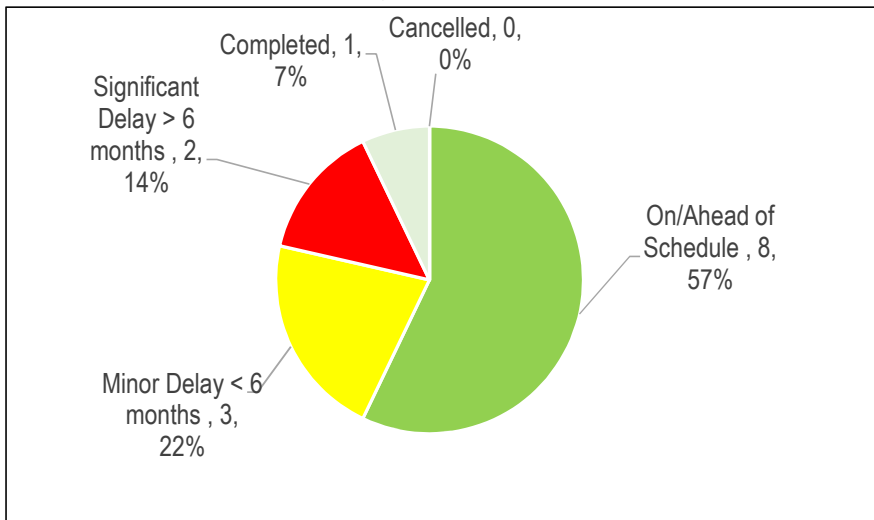


Table 2

Reason for Delay

5

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.216	1.070	1.600		

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

Official Plan Conformity Review - Balance of funds for zoning by-law amendments required by June 2024.

City Planning (PLN)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Official Plan Conformity Review	0.420	0.009	2.2%	0.210	50.0%			2	0.545	0.034
5 Year Review of the Official Plan	0.450	0.031	6.9%	0.405	90.0%				2.955	2.055
<b>Sub-Total</b>	<b>0.870</b>	<b>0.040</b>	<b>4.6%</b>	<b>0.615</b>	<b>70.7%</b>	-	-		<b>3.500</b>	<b>2.090</b>
<b>Growth Related</b>										
Growth Studies	2.905	0.282	9.7%	1.830	63.0%			1	7.367	2.518
Transportation & Transit Studies	0.621	0.008	1.3%	0.371	59.8%	Y	R	1	1.000	0.386
St. Lawrence Market North- Archaeological	0.100	0.000	0.0%	0.100	100.0%	G	G		0.200	0.099
Heritage Studies	0.795	0.050	6.3%	0.495	62.3%	Y	Y	1	1.300	0.515
Places - Civic Improvements	3.594	0.555	15.4%	3.564	99.2%	G	G		9.057	1.882
<b>Sub-Total</b>	<b>8.016</b>	<b>0.894</b>	<b>11.2%</b>	<b>6.361</b>	<b>79.4%</b>	-	-		<b>18.925</b>	<b>5.401</b>
<b>Total</b>	<b>8.886</b>	<b>0.935</b>	<b>10.5%</b>	<b>6.976</b>	<b>78.5%</b>				<b>22.425</b>	<b>7.490</b>

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

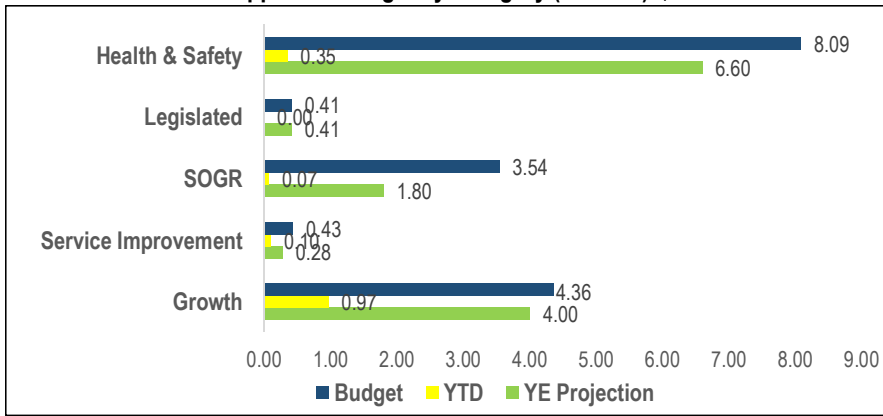
**Note # 1:**

RFQ/RFP Delayed - Project procurement issuance delayed.

**Note # 2:**

Official Plan Conformity Review - Balance of funds for zoning by-law amendments required by June 2024.

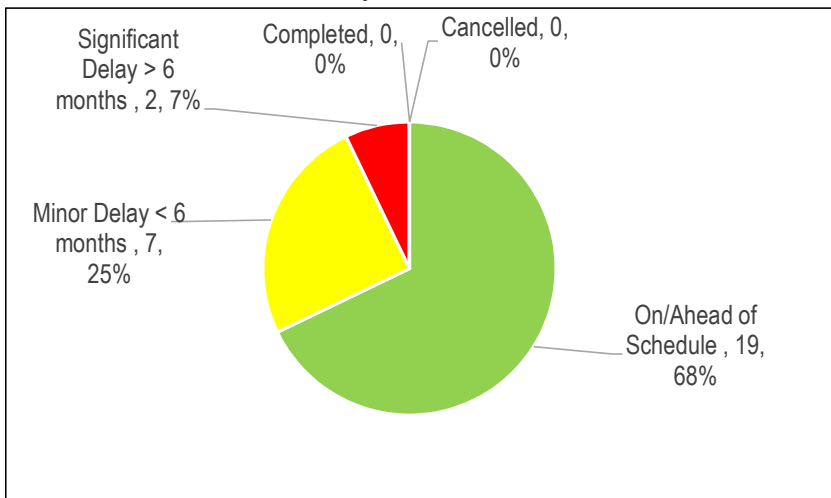
**Chart 1**  
2023 Approved Budget by Category (\$Million) \$16.84M



**Table 1**  
2023 Active Projects by Category

Health & Safety	13
Legislated	4
SOGR	7
Service Improvement	1
Growth	3
<b>Total # of Projects</b>	<b>28</b>

**Chart 2**  
Project Status - 28



**Table 2**

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		1
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*	1	4
<b>Total # of Projects</b>	<b>2</b>	<b>7</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.96	6.39	0.49		

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

- The Fire Prevention Technology Integration project has adjusted project timelines to allow for operational pressures around the logistics of training and priorities within the Community Risk Reduction (CRR) portfolio. As a result, Phase one cutover is now scheduled for mid - June 2023 which will include the majority of CRR users. Phase two cutover will capture the remaining business units and is targeted for Q4 2023. Project completion has been revised to Q1 2024.
- The Next Generation 911 project is experiencing delays as a result of product deficiencies, in addition to delays in vendor and carrier resolutions. Forecast expenditures for 2023 include remaining milestones related to cutover, completion of change requests made possible by grant funding and refresh of Communications centre hardware. Project completion has been revised to Q1 2024.
- The Toronto Radio Infrastructure Project (TRIP) has faced delays due to key stakeholders being unavailable to provide input required for the roster call for engineering services. The award for engineering services is underway and will be complete in Q2 2023. Project completion remains at year-end 2024.
- The CAD Upgrade project is experiencing delays in co-ordination and commitment from the vendor on resource availability. As a result, costs and revised project timelines will be refined in the next reporting cycle.
- The Feasibility of Fire Academy project is facing delays due to longer than anticipated site reviews. CreateTO and Fire Services are working together to review additional options to relocate the Fire Academy. Project completion has been revised to Q4 2024.

**Key Discussion Points:**

- Toronto Fire Services has spent \$1.491 million or 8.9% YTD and is projecting to spend \$13.088 million or 77.7% of its 2023 Council Approved Capital Budget by the end of 2023. Projected underspending of \$3.750 million is attributed to RFQ delays, procurement issues, insufficient staff resources, site conditions and other reasons stated above.

Fire Services (FIR)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Breathing Air Compressor Replacement 2021	0.080	0.000	0.0%	0.080	100.0%	⊖	⊖		0.080	0.000
Breathing Air Compressor Replacement 2022	0.081	0.000	0.0%	0.081	100.0%	⊖	⊖		0.081	0.000
Breathing Air Compressors 2023	0.083	0.000	0.0%	0.000	0.0%	⊖	⊖	#1	0.253	0.000
Mobile Radios Lifecycle Rreplacement 2023	2.700	0.000	0.0%	2.700	100.0%	⊖	⊖		2.700	0.000
Next Generation 911 Project	1.400	0.000	0.0%	0.900	64.3%	⊖	⊖	#2	1.750	0.350
Live Fire Training Simulator	0.647	0.057	8.9%	0.647	100.0%	⊖	⊖		0.650	0.061
Replacement of Thermal Imaging Cameras	0.600	0.000	0.0%	0.472	78.7%	⊖	⊖		1.450	0.000
Lifecycle Replacement of Gas Metres 2023	0.100	0.096	96.4%	0.096	96.4%	⊖	⊖		0.100	0.100
Mobile Driver Simulator	0.185	0.000	0.0%	0.000	0.0%	⊖	⊖	#3	0.185	0.000
45mm and 65mm Jacketed Fire Hose Upgrade	1.350	0.000	0.0%	0.850	63.0%	⊖	⊖	#4	1.350	0.000
Bunker Suit Washer Extractor Installation	0.130	0.000	0.0%	0.130	100.0%	⊖	⊖		0.420	0.000
Fire Station Digital Signage Turn Out Timers	0.130	0.000	0.0%	0.130	100.0%	⊖	⊖		0.130	0.000
Special Operations Dome Ventilation	0.600	0.198	33.0%	0.510	85.0%	⊖	⊖		0.600	0.198
<b>Sub-Total</b>	<b>8.086</b>	<b>0.352</b>	<b>4.4%</b>	<b>6.596</b>	<b>81.6%</b>	-	-		<b>9.749</b>	<b>0.709</b>
<b>Legislated</b>										
Replacement of HUSAR Equipment 2023	0.050	0.000	0.0%	0.050	100.0%	⊖	⊖		0.050	0.000
Mobile Pump Operations Simulator	0.150	0.000	0.0%	0.150	100.0%	⊖	⊖		0.150	0.000
Pump Operations Simulator Upgrade	0.130	0.000	0.0%	0.130	100.0%	⊖	⊖		0.130	0.000
Toronto Fire Academy Propane Burn House	0.082	0.000	0.0%	0.082	100.0%	⊖	⊖		0.082	0.000
<b>Sub-Total</b>	<b>0.412</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.412</b>	<b>100.0%</b>	-	-		<b>0.412</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Training Simulators & Facilities Rehab 2022	0.081	0.000	0.0%	0.081	100.0%	⊖	⊖		0.100	0.019
Training Simulators & Facilities Rehab 2023	0.100	0.000	0.0%	0.075	75.0%	⊖	⊖		0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	2.237	0.000	0.0%	0.960	42.9%	⊖	⊖	#5	8.489	2.375
CAD Upgrade	0.700	0.071	10.1%	0.350	50.0%	⊖	⊖	#6	1.960	0.940
Toronto Fire Academy Auditorium Chairs	0.115	0.000	0.0%	0.115	100.0%	⊖	⊖		0.115	0.000
Feasibility Study - Flemington Station	0.185	0.000	0.0%	0.093	50.0%	⊖	⊖	#7	0.185	0.000
West Training Burn House Repairs	0.125	0.000	0.0%	0.125	100.0%	⊖	⊖		0.200	0.000
<b>Sub-Total</b>	<b>3.543</b>	<b>0.071</b>	<b>2.0%</b>	<b>1.799</b>	<b>50.8%</b>	-	-		<b>11.149</b>	<b>3.334</b>
<b>Service Improvements</b>										
Fire Prevention Technology Integration	0.434	0.101	23.2%	0.280	64.5%	⊖	⊖	#8	1.010	0.676
<b>Sub-Total</b>	<b>0.434</b>	<b>0.101</b>	<b>23.2%</b>	<b>0.280</b>	<b>64.5%</b>	-	-		<b>1.010</b>	<b>0.676</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/Sheppard	0.002	0.000	0.0%	0.002	100.0%	⊖	⊖		11.685	11.518
HUSAR Building Expansion	4.062	0.968	23.8%	4.000	98.5%	⊖	⊖		7.900	2.031
Feasibility Study of Fire Academy	0.300	0.000	0.0%	0.000	0.0%	⊖	⊖	#9	0.300	0.000
<b>Sub-Total</b>	<b>4.364</b>	<b>0.968</b>	<b>22.2%</b>	<b>4.002</b>	<b>91.7%</b>	-	-		<b>19.885</b>	<b>13.550</b>
<b>Total</b>	<b>16.838</b>	<b>1.491</b>	<b>8.9%</b>	<b>13.088</b>	<b>77.7%</b>				<b>42.205</b>	<b>18.268</b>

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 and project delays are primarily due to unexpected delays in the RFQ process. Contract will be awarded in Q3 2023. Delivery is anticipated for Q1 2024; unspent funds will be carried forward.

**Note # 2:**

Projected underspending and project delays are related to technical specifications and vendor issues resulting from deficiencies in the manufacturer's product. Forecasted expenditures for 2023 include remaining milestones related to cutover, completion of change requests and Communications Centre hardware upgrades. Project completion is anticipated for Q1 2024.

**Note # 3:**

Projected underspending and project delays are due to staffing shortage resulting in a delay in the procurement process. Vacant positions will be filled by Q3 2023 and unspent funds will be carried forward to 2024 to align with project completion.

**Note # 4:**

Projected underspending and project delays are due to supply chain issues. As a result, the PO was created with partial goods expected to be received in 2023. Unspent funds will be carried forward, with project completion anticipated in Q1 2024.

**Note # 5:**

The project has faced delays in the roster call for engineering services due to key stakeholders being unavailable to provide input. The award for engineering services is anticipated to be completed in Q2 2023. Year-end expenditure forecast includes completion of change order deliverable and partial completion of engineering services. Project completion remains at year-end 2024.

**Note # 6:**

Projected underspending is a result of delays in co-ordination and commitment from the vendor on resource availability. Costs and revised project timelines should be available for the next reporting cycle when forecast expenditures can be refined.

**Note # 7:**

The project is facing delays due to an unanticipated redevelopment of the site. TFS is working with CreateTO to issue RFPs to engage external consultants to complete an Architectural Study and Environmental Study. The Architectural Study is projected to be completed by year-end 2023. The Environmental Study is expected to commence in 2023 and be completed by Q2 2024.

**Note # 8:**

Project delays are a result of operational pressures around the logistics of training and priorities within the Community Risk Reduction (CRR) portfolio. As a result, Phase one is scheduled for mid-June 2023 and Phase two is targeted for Q4 2023. Additional effort is anticipated to close out the project early in 2024.

**Note # 9:**

Fire Services is working with CreateTO to review additional options for the relocation of the Fire Academy. Project completion has been revised from 2023 to year-end 2024.

Transportation Services (TRN)

Chart 1

2023 Approved Budget by Category (\$438.51)

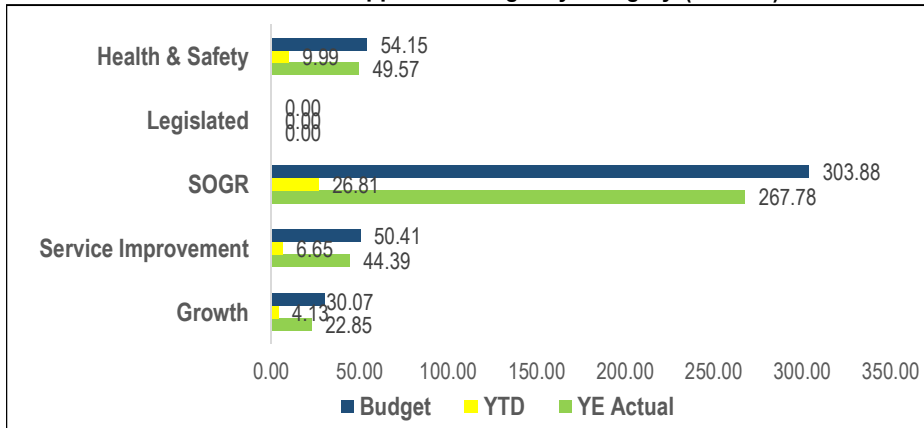


Table 1

2023 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	16
Service Improvement	12
Growth	16
<b>Total # of Projects</b>	<b>49</b>

Chart 2

Project Status - 49

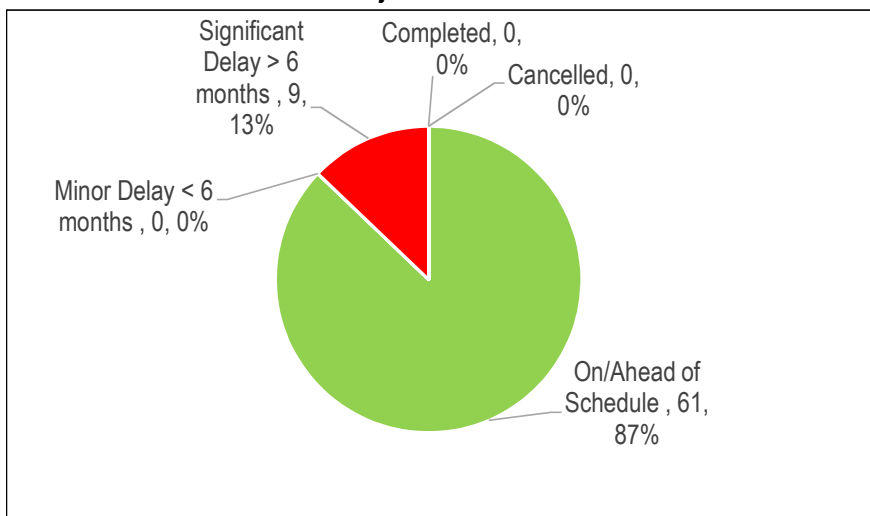


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
433.44		5.06		

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)	2023 Approved Cash Flow	YTD Exp.		Year-End Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
City Bridge Rehabilitation (Critical)	23.427	5.656	24.1%	22.256	95.0%	G	G		222.174	144.244
Glen Road Pedestrian Bridge	5.941	0.514	8.6%	5.644	95.0%	G	G		23.008	5.306
Guide Rail Program	1.000	0.037	3.7%	0.950	95.0%	G	G		10.340	7.079
Pedestrian Lighting	0.800	0.000	0.0%	0.560	70.0%	Y	G			
Road Safety Plan	22.985	3.782	16.5%	20.160	87.7%	G	G			
<b>Sub-Total</b>	<b>54.153</b>	<b>9.989</b>	<b>18.4%</b>	<b>49.570</b>	<b>91.5%</b>	-	-		<b>255.522</b>	<b>8.339</b>
<b>State of Good Repair</b>										
City Bridge Rehabilitation	65.926	5.967	9.1%	62.630	95.0%	G	G			
Critical Interim Road Rehabilitation	7.000	0.033	0.5%	5.600	80.0%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	2.700	0.071	2.6%	2.160	80.0%	G	G			
Don Valley Parkway Rehabilitation	2.558	0.135	5.3%	2.046	80.0%	G	G			
Dufferin Street Bridge Rehabilitation	1.000	0.138	13.8%	0.700	70.0%	Y	G			
Dunn and Dowling Bridges	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	1.800	0.000
F.G. Gardiner	65.000	6.106	9.4%	58.000	89.2%	G	G		2,294.769	411.637
Facility Improvements	4.000	0.252	6.3%	3.200	80.0%	G	G			
Laneways	1.910	0.184	9.6%	1.528	80.0%	G	G			
Local Road Rehabilitation	69.700	4.952	7.1%	66.215	95.0%	G	G			
Major Road Rehabilitation	55.000	6.708	12.2%	44.000	80.0%	G	G			
Major SOGR Pooled Contingency	5.000	0.293	5.9%	4.000	80.0%	G	G			
Retaining Walls Rehabilitation	3.000	0.122	4.1%	2.250	75.0%	G	G			
Sidewalks	12.000	0.248	2.1%	9.600	80.0%	G	G			
Signs & Markings Asset Management	5.081	0.732	14.4%	3.049	60.0%	Y	G			
Traffic Plant Requirements / Signal Asset Management	3.500	0.871	24.9%	2.800	80.0%	G	G			
<b>Sub-Total</b>	<b>303.875</b>	<b>26.813</b>	<b>8.8%</b>	<b>267.778</b>	<b>88.1%</b>	-	-		<b>2,296.569</b>	<b>411.637</b>
<b>Service Improvements</b>										
Cycling Infrastructure	20.000	3.213	16.1%	19.000	95.0%	G	G			
Eglinton Connects	0.000	0.000		0.000			G			
Engineering Studies	4.238	1.296	30.6%	3.390	80.0%	G	G			
Mapping & GIS Repository	0.400	0.091	22.7%	0.320	80.0%	G	G		1.472	0.875
MoveTO	6.500	0.827	12.7%	6.175	95.0%	G	G		38.815	8.756
Neighbourhood Improvements	5.398	0.234	4.3%	4.579	84.8%	G	G			
PTIF Projects	0.501	0.000	0.0%	0.401	80.0%	G	G		73.595	61.091
Surface Network Transit Plan	0.818	0.398	48.6%	0.687	84.0%	G	G		63.505	1.386
System Enhancements for Road Repair & Permits	1.000	0.289	28.9%	0.950	95.0%	G	G		7.360	6.845
TO360 Wayfinding	0.943	0.222	23.6%	0.896	95.0%	G	G		4.271	2.318
Traffic Congestion Management	0.614	0.079	12.8%	0.491	80.0%	G	G		42.917	34.784
West Toronto Rail Path Extension	10.000	0.000	0.0%	7.500	75.0%	G	G		52.650	1.773
<b>Sub-Total</b>	<b>50.413</b>	<b>6.648</b>	<b>13.2%</b>	<b>44.390</b>	<b>88.1%</b>	-	-		<b>284.584</b>	<b>117.828</b>
<b>Growth Related</b>										
Beechcroft Extension	0.500	0.000	0.0%	0.200	40.0%	R	R	#2	20.246	0.008
Emery Village Improvements	0.500	0.075	14.9%	0.000	0.0%	R	R	#3	2.671	0.374
John Street Revitalization Project	1.000	0.001	0.1%	0.700	70.0%	Y	G		56.315	4.490
Lawrence-Allen Revitalization Project	0.170	0.000	0.0%	0.119	70.0%	Y	G		16.136	4.418
Liberty Village New Street	0.400	-0.007	-1.7%	0.040	10.0%	R	G	#4	75.403	-0.007
Legion Road Extension & Grade Separation	0.500	0.000	0.0%	0.000	0.0%	R	R	#5	4.423	0.587
Metrolinx Additional Infrastructure	2.427	0.000	0.0%	1.820	75.0%	G	G		15.231	3.571
New Courthouse Streetscape	0.006	0.000	0.0%	0.005	84.7%	G	G		1.794	1.794
North York Service Road	0.603	1.199	199.0%	0.301	50.0%	Y	R	#6	37.794	33.608
Port Union Road	7.338	0.000	0.0%	6.971	95.0%	G	G		12.174	1.397
Regent Park Revitalization	0.308	0.000	0.0%	0.216	70.0%	Y	G		6.421	4.677
Scarlett / St. Clair / Dundas	5.044	1.829	36.3%	4.035	80.0%	G	G		47.568	5.897
Six Points Interchange Redevelopment	0.654	0.000	0.0%	0.131	20.0%	R	R	#7	74.033	66.004



Transportation Services (TRN)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Year-End Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Steeles Widening (Tapscott Rd - Beare Rd)	0.408	0.015	3.6%	0.020	5.0%	Ⓡ	Ⓡ	#8	82.514	1.094
Work for TTC & Others	9.209	1.020	11.1%	8.288	90.0%	Ⓢ	Ⓢ		0.000	1.020
Yonge Tomorrow	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#6	0.000	0.000
<b>Sub-Total</b>	<b>30.066</b>	<b>4.131</b>	<b>13.7%</b>	<b>22.846</b>	<b>76.0%</b>	-	-		<b>452.723</b>	<b>128.932</b>
<b>Total</b>	<b>438.507</b>	<b>47.581</b>	<b>10.9%</b>	<b>384.583</b>	<b>87.7%</b>				<b>3,289.398</b>	<b>666.736</b>

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 as additional time is required to complete feasibility to address stakeholder comments, in particular, regarding the north landing at Dowling Bridge.

**Note #2:**

Detailed design is delayed due to unforeseen conflict from high-pressure oil pipeline encountered.

**Note #3:**

Project delayed as investigation revealed presence of methane onsite. The construction of Emery yard has been delayed and detailed design on the road is also contingent on the investigation and will speak to the impacts to adjacent properties.

**Note #4:**

Detailed design delayed as Metrolinx is still completing the feasibility study for the project.

**Note #5:**

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

**Note #6:**

Detailed design is delayed as additional time is required up front to complete 30% preliminary design, but will ultimately save time for the overall design assignment.

**Note #7:**

Additional scope required to complete street lighting works to Toronto Hydro standards. Design works underway this year followed planned construction which is anticipated to start in 2024.

**Note #8:**

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.

Waterfront Revitalization Initiative (WFT)

Chart 1

2023 Approved Budget by Category (\$Million) (\$132.49)

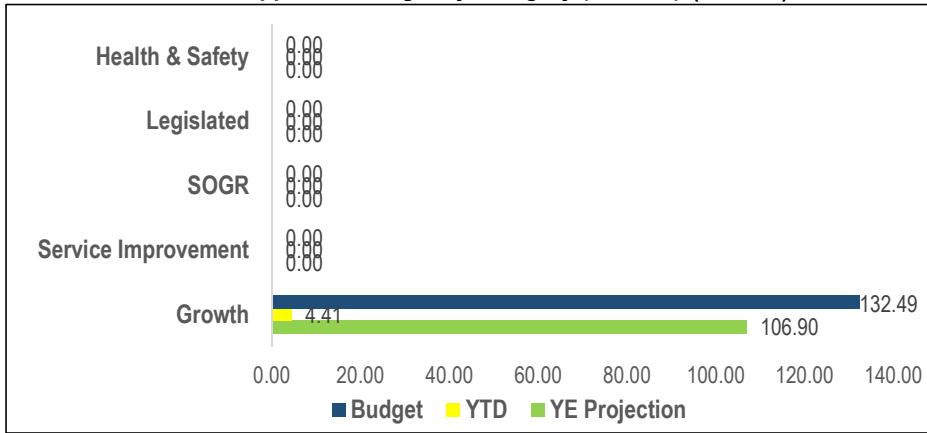


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	22
<b>Total # of Projects</b>	<b>22</b>

Chart 2

Project Status - 22

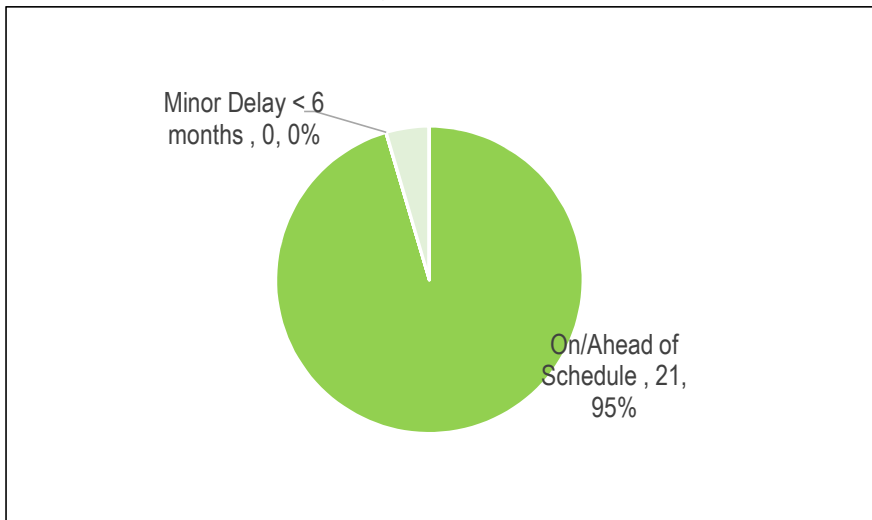


Table 2

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*		
<b>Total # of Projects</b>		

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
132.48			0.01	

Reasons for "Other\*" Projects Delay:

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projection Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Precinct Implementation Projects	13.609	3.479	25.6%	9.700	71.3%	⊕	⊕		251.123	241.001
Transportation Initiatives	1.713	0.018	1.0%	1.200	70.1%	⊕	⊕		35.199	31.019
Waterfront Secretariat	0.654	0.185	28.3%	0.550	84.1%	⊕	⊕		10.045	9.298
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.135	71.1%	⊕	⊕		0.190	0.000
Urban Planning Resources	0.892	0.151	16.9%	0.650	72.9%	⊕	⊕		5.876	4.307
Eastern Broadview Flood Protection	0.757	0.000	0.0%	0.600	79.2%	⊕	⊕		2.600	1.843
Bathurst Quay Public Realm	1.279	0.056	4.4%	0.900	70.4%	⊕	⊕		2.759	0.945
Bentway Pedestrian Bridge	0.008	0.000	0.0%	0.008	100.0%	⊕	⊕		2.750	2.742
EBF Public Art Plan	0.329	0.000	0.0%	0.329	100.0%	⊕	⊕		2.584	0.656
EBF Local Infrastructure	1.974	0.000	0.0%	1.600	81.1%	⊕	⊕		17.867	4.424
Quayside	0.055	0.000	0.0%	0.040	72.6%	⊕	⊕		0.550	0.495
Bentway and Fort York Improvements	0.043	0.000	0.0%	0.040	92.3%	⊕	⊕		1.313	1.312
Lower Don Coordination	0.958	0.018	1.8%	0.750	78.3%	⊕	⊕		2.109	0.569
Leslie Street Lockout	3.500	0.000	0.0%	2.500	71.4%	⊕	⊕		3.500	0.000
Parking Planning and Design Development	1.460	0.017	1.1%	1.050	71.9%	⊕	⊕		1.500	0.041
Next Phase of Waterfront	0.754	0.011	1.5%	0.600	79.6%	⊕	⊕		0.800	0.057
Port lands Planning and Implementation Studies	0.682	0.471	69.0%	0.500	73.3%	⊕	⊕		1.700	0.364
Convert Fire Hall to Community	3.000	0.000	0.0%	2.200	73.3%	⊕	⊕		3.000	0.000
Bayside Phase 2 Water's Edge Promenade	1.730	0.000	0.0%	1.250	72.3%	⊕	⊕		17.152	0.000
Western Waterfront Master Plan Update	0.400	0.000	0.0%	0.300	75.0%	⊕	⊕		0.400	0.000
Port Lands Flood Protection	70.000	0.000	0.0%	62.000	88.6%	⊕	⊕		394.825	260.602
Quayside Transportation Infrastructure	28.500	0.000	0.0%	20.000	70.2%	⊕	⊕		102.000	0.000
<b>Sub-Total</b>	<b>132.489</b>	<b>4.406</b>	<b>3.3%</b>	<b>106.902</b>	<b>80.7%</b>	-	-		<b>859.841</b>	<b>559.674</b>
<b>Total</b>	<b>132.489</b>	<b>4.406</b>	<b>3.3%</b>	<b>106.902</b>	<b>80.7%</b>				<b>859.841</b>	<b>559.674</b>

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	⊕

**2023 Capital Spending by Program  
Corporate Services**

Program	Period	2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
311 Toronto	4M-2023	5.86	0.43	3.08	52.5%		⚠
CREM	4M-2023	373.89	36.71	273.33	73.1%		⊙
Environment & Climate Division	4M-2023	38.18	2.17	31.92	83.6%		⊙
Fleet Services	4M-2023	136.93	7.51	101.75	74.3%		⊙
Chief Information Security Office	4M-2023	5.53	0.45	4.29	77.6%		⊙
Technology Services	4M-2023	59.31	8.96	41.74	70.4%		⊙
<b>TOTAL</b>	4M-2023	619.69	56.24	456.11	73.6%		⊙

For the four months ended April 30, 2023, the capital expenditures for Corporate Services totalled \$56.2 million of their collective 2023 Approved Capital Budget of \$619.7 million. Spending is expected to increase to \$456.1 million (73.6%) by year-end. 5 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Chief Information Security Office, Technology Services, Corporate Real Estate Management, and Environment & Climate Division.

Customer Experience (CXD)

Chart 1

2023 Approved Budget by Category (\$Million) \$5.86M

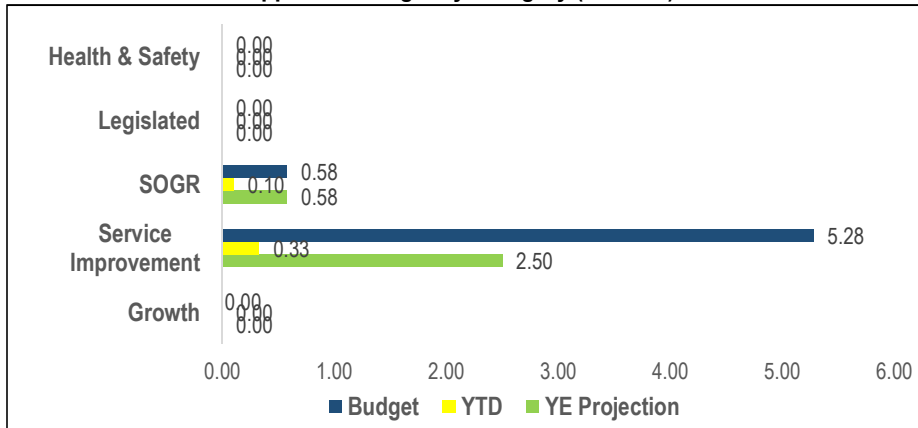


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>3</b>

Chart 2

Project Status - 3

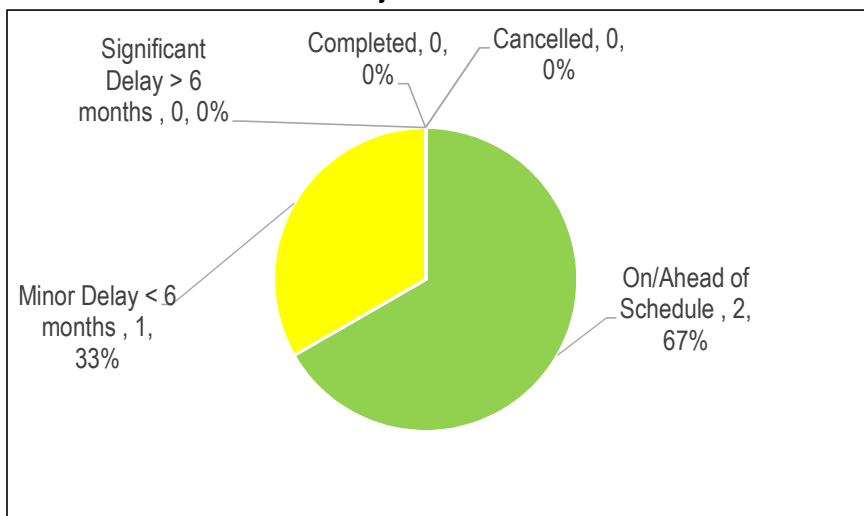


Table 2

Reason for Delay

1

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.58	5.28			

Reasons for "Other\*" Projects Delay:

- The Channel & Counter Strategy project is being transferred from CREM to newly formed Customer Experience (CXD) as part of the reorganizational changes within Corporate Services.
- The expected delay is resulting from CXD team reassessing utilization of the available funding including projects to be executed, prioritizing, getting clarity from all stakeholders.

Customer Experience (CXD)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>8.339</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
SOGR - Various	0.198	0.074	37.4%	0.198	100.0%	Ⓞ	Ⓞ		1.417	1.293
Salesforce Optimization	0.382	0.029	7.6%	0.382	100.0%	Ⓞ	Ⓞ		0.382	0.029
<b>Sub-Total</b>	<b>0.580</b>	<b>0.103</b>	<b>17.7%</b>	<b>0.580</b>	<b>100.0%</b>	-	-		<b>1.799</b>	<b>1.322</b>
Channel & Counter Strategy (C&C)	5.281	0.330	6.2%	2.500	47.3%	Ⓡ	Ⓢ	#1	5.281	0.330
<b>Sub-Total</b>	<b>5.281</b>	<b>0.330</b>	<b>6.2%</b>	<b>2.500</b>	<b>47.3%</b>	-	-		<b>5.281</b>	<b>0.330</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>5.861</b>	<b>0.433</b>	<b>7.4%</b>	<b>3.080</b>	<b>52.5%</b>				<b>7.080</b>	<b>1.652</b>

<b>On Time</b>	<b>On Budget</b>
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 Channel & Counter Strategy project is being transferred from CREM to newly formed Customer Experience (CXD) as part of the reorganizational changes within Corporate Services. The expected delay is resulting from CXD team reassessing utilization of the available funding including projects to be executed, prioritizing, getting clarity from all stakeholders.

Chart 1

2023 Approved Budget by Category (\$Million) \$373.89M

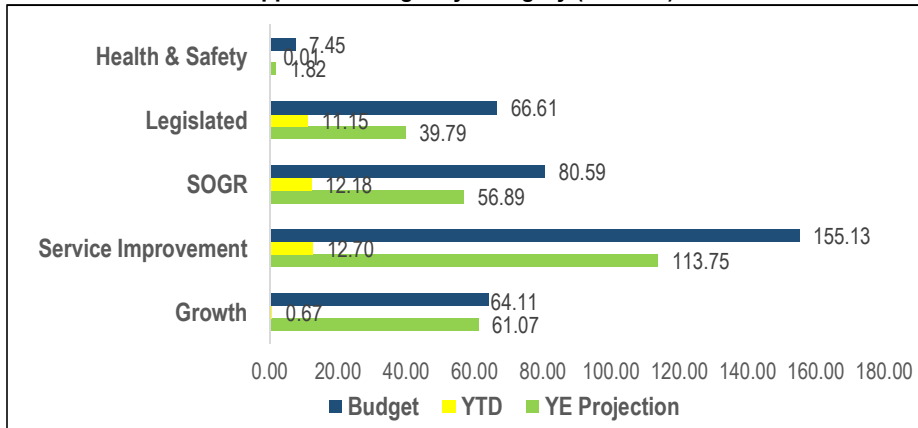


Table 1

2023 Active Projects by Category

Health & Safety	8
Legislated	3
SOGR	93
Service Improvement	121
Growth	5
<b>Total # of Projects</b>	<b>230</b>

Chart 2

Project Status - 230

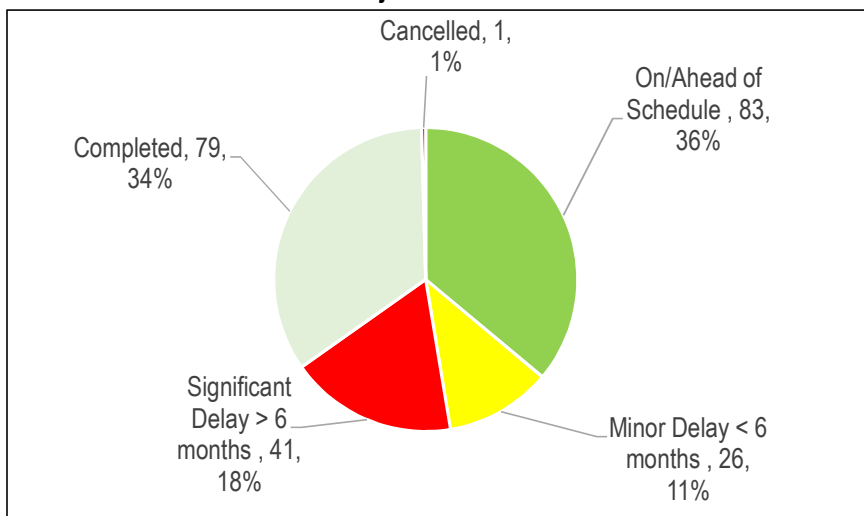


Table 2

Reason for Delay

67

Reason for Delay	67	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	1	1
RFQ/RFP Delayed	3	3
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects	33	21
Community Consultation		
Other*	2	
<b>Total # of Projects</b>	<b>41</b>	<b>26</b>

Table 3

Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
291.76	21.35	57.99	2.79	

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

- Spending related to Fire and Safety Audits was delayed in 2022 due to COVID-19. The project has subsequently been re-baselined and is expected to go to market in 2023.
- School Lands Property Acquisitions are done on an as-needed basis.

**Key Discussion Points:**

- Ongoing risks being managed and potentially impacting the Division's ability to achieve an overall 80% year-end spend rate include bids exceeding available funding levels due to ongoing inflationary market conditions, weather conditions and unforeseen site conditions during construction, and changing client needs and demands. Overall, over 112 SOGR and improvement projects are scheduled for completion, which will help in addressing numerous backlog issues and improving service and reliability across a variety of City facilities.

Corporate Real Estate Management (FAC)

Projects by Category (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Emergency Repairs	0.119	0.000	0.0%	0.119	100.0%	Ⓞ	Ⓞ		0.661	0.542
Environmental Remediation	2.012	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	2.189	0.177
Global Corporate Security Program	0.581	0.029	5.0%	0.242	41.6%	Ⓡ	Ⓢ	#2	6.640	6.088
Other	4.735	-0.020	-0.4%	1.462	30.9%	Ⓡ	Ⓡ	#2	10.000	3.245
<b>Sub-Total</b>	<b>7.447</b>	<b>0.009</b>	<b>0.1%</b>	<b>1.823</b>	<b>24.5%</b>	-	-		<b>19.490</b>	<b>10.053</b>
Accessibility for Ontarians with Disabilities Act (AODA)	66.577	11.151	16.7%	39.791	59.8%	Ⓢ	Ⓞ	#3	156.862	102.303
Barrier Free / Equity	0.033	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	0.853	0.819
<b>Sub-Total</b>	<b>66.611</b>	<b>11.151</b>	<b>16.7%</b>	<b>39.791</b>	<b>59.7%</b>	-	-		<b>157.715</b>	<b>103.123</b>
150 Borough	0.015	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	0.678	0.664
Albert Campbell Square Park Rehabilitation	0.002	-0.027	-1123.3%	0.000	0.0%	Ⓡ	Ⓞ	#1	3.194	3.165
Emergency Repairs	2.357	0.076	3.2%	1.676	71.1%	Ⓞ	Ⓢ	#2	4.407	2.127
Environmental Remediation	1.784	0.200	11.2%	1.494	83.7%	Ⓞ	Ⓞ		8.485	6.901
Indian Residential School Survivors Legacy	6.006	1.726	28.7%	6.006	100.0%	Ⓞ	Ⓞ		24.950	6.686
Mechanical & Electrical	9.080	1.277	14.1%	7.041	77.5%	Ⓞ	Ⓢ	#2	93.164	57.074
Others - SOGR	13.830	0.910	6.6%	8.181	59.2%	Ⓢ	Ⓢ	#2	64.452	34.894
Relocation of Fire Station 332	5.486	0.108	2.0%	3.530	64.3%	Ⓢ	Ⓢ	#2	21.370	2.129
Renovations	5.552	0.669	12.0%	2.071	37.3%	Ⓡ	Ⓡ	#2	18.019	8.102
Replacement of Diesel with Natural Gas Generators for Various locations	0.003	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	4.658	4.655
Re-Roofing	0.055	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	4.563	4.508
Resiliency Program	0.074	0.013	17.9%	0.013	17.9%	Ⓡ	Ⓞ	#1	3.858	3.798
Roofing	2.153	0.025	1.1%	0.411	19.1%	Ⓡ	Ⓡ	#2	4.645	0.329
Sitework	3.817	0.786	20.6%	1.051	27.5%	Ⓡ	Ⓡ	#2	38.727	18.423
Structural / Building Envelope	30.379	6.419	21.1%	25.420	83.7%	Ⓞ	Ⓡ	#2	150.575	82.359
<b>Sub-Total</b>	<b>80.593</b>	<b>12.180</b>	<b>15.1%</b>	<b>56.893</b>	<b>70.6%</b>	-	-		<b>445.747</b>	<b>235.813</b>
8 Cumberland St	2.587	0.001	0.0%	0.001	0.0%	Ⓡ	Ⓡ	#2	3.500	0.913
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	10.507	10.484
Administrative Penalty System	0.081	0.013	15.6%	0.013	16.0%	Ⓡ	Ⓞ	#1	2.674	2.594
CCTV Infrastructure Enhancements	0.272	0.061	22.6%	0.242	89.2%	Ⓞ	Ⓞ		9.842	9.632
Corporate Facilities Refurbishment Program	0.625	0.067	10.7%	0.310	49.6%	Ⓡ	Ⓢ	#2	3.176	2.616
Customer Experience Program	0.030	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	10.188	10.158
Energy Management	11.763	0.944	8.0%	2.202	18.7%	Ⓡ	Ⓡ	#2	48.186	21.812
Etobicoke Civic Centre	38.471	0.689	1.8%	32.734	85.1%	Ⓞ	Ⓡ	#3	429.461	27.672
Global Corporate Security Program	8.293	0.091	1.1%	7.419	89.5%	Ⓞ	Ⓢ	#2	12.082	3.660
Mechanical & Electrical	0.034	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	2.010	1.976
ModernTO	0.132	0.010	7.4%	0.132	100.0%	Ⓞ	Ⓞ		4.400	4.278
Office Modernization Program	27.059	2.932	10.8%	27.054	100.0%	Ⓞ	Ⓞ	#3	236.563	24.884
Others - Service Improvements	9.626	0.285	3.0%	2.775	28.8%	Ⓡ	Ⓡ	#2	38.693	17.111
Others - SOGR	0.008	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	2.500	0.398
Physical Security Capital Plan	2.007	-0.023	-1.2%	1.521	75.8%	Ⓞ	Ⓢ	#2	8.137	6.239



Corporate Real Estate Management (FAC)

Projects by Category (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Real Estate Property Management and Lease Admin	0.291	0.200	68.7%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.569	0.478
Security Bollards - Union Station	1.807	0.040	2.2%	1.307	72.3%	Ⓞ	Ⓡ	#2	5.135	0.868
St. Lawrence Market North Redevelopment	32.852	7.054	21.5%	32.852	100.0%	Ⓞ	Ⓞ	#3	117.729	92.149
St. Lawrence Market South Renovations	0.498	0.026	5.2%	0.026	5.2%	Ⓡ	Ⓡ	#2	1.500	1.028
Strategic Property Acquisitions	0.021	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	103.757	103.736
Toronto Strong Neighbourhood Strategy	1.148	-0.235	-20.4%	0.574	50.0%	Ⓡ	Ⓞ	#2	5.048	3.665
TransformTO	0.708	0.199	28.1%	0.199	28.1%	Ⓡ	Ⓡ	#2	1.996	1.488
Union Station - Signage & Wayfinding	0.412	-0.005	-1.1%	0.412	100.0%	Ⓞ	Ⓞ		1.000	0.133
Union Station East Wing	0.306	0.006	2.0%	0.306	100.0%	Ⓞ	Ⓞ	#2	20.000	17.832
Union Station Enhancement Project	3.048	0.010	0.3%	0.469	15.4%	Ⓡ	Ⓡ	#2	4.498	1.210
Union Station PTIF Projects	0.132	0.000	0.0%	0.132	100.0%	Ⓞ	Ⓞ		0.901	0.769
Union Station Revitalization	2.221	0.105	4.7%	1.496	67.3%	Ⓞ	Ⓞ		774.923	758.470
Various IT-Related Projects	2.541	0.233	9.2%	1.576	62.0%	Ⓞ	Ⓞ	#2	8.345	5.037
Wellington Destructor - Construction	8.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	32.000	0.000
<b>Sub-Total</b>	<b>155.131</b>	<b>12.703</b>	<b>8.2%</b>	<b>113.751</b>	<b>73.3%</b>	-	-		<b>1,904.222</b>	<b>1,136.056</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		5.942	5.892
School Land Properties Acquisitions	2.968	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	15.000	0.032
Strategic Property Acquisitions	61.020	0.670	1.1%	61.020	100.0%	Ⓞ	Ⓞ		68.660	8.131
Westwood	0.073	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	4.000	1.155
<b>Sub-Total</b>	<b>64.111</b>	<b>0.670</b>	<b>1.0%</b>	<b>61.070</b>	<b>95.3%</b>	-	-		<b>93.602</b>	<b>15.210</b>
<b>Total</b>	<b>373.892</b>	<b>36.713</b>	<b>9.8%</b>	<b>273.328</b>	<b>73.1%</b>				<b>2,620.776</b>	<b>1,500.255</b>

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

**Note # 1:**

Project is expected to be completed on/under budget.

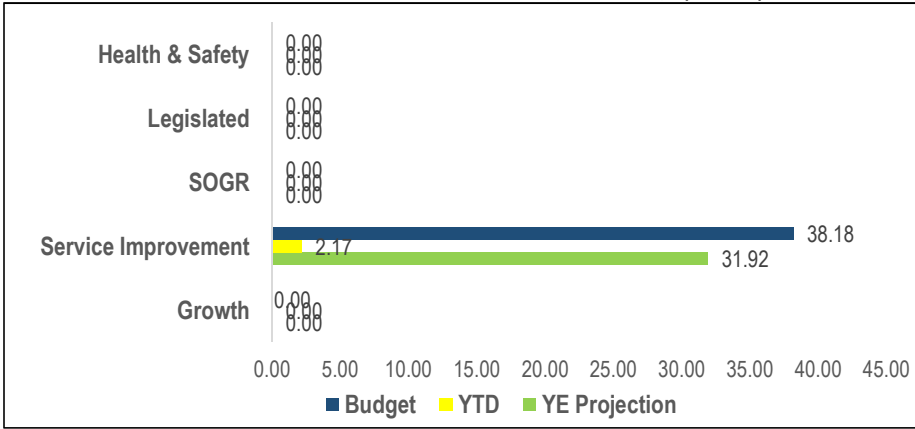
**Note # 2:**

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

**Note # 3:**

Refer to Major Capital Projects Appendix for further details.

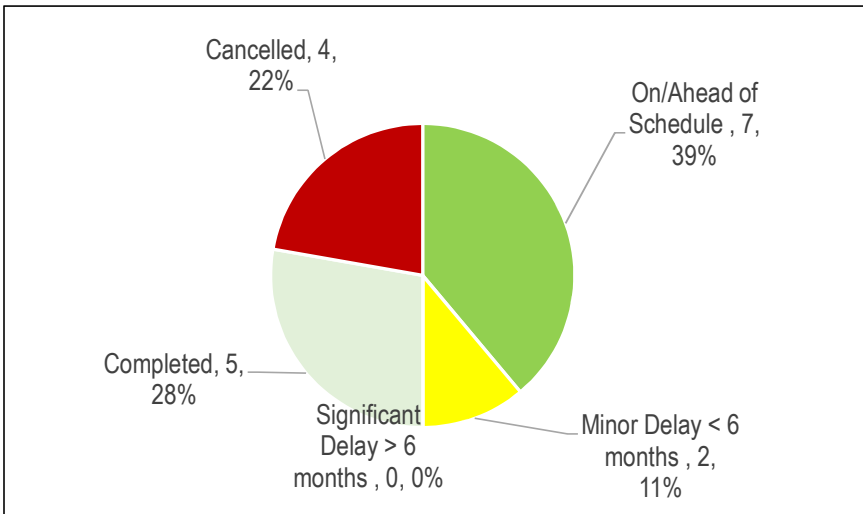
**Chart 1**  
2023 Approved Budget by Category (\$38.18)



**Table 1**  
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	18
Growth	
<b>Total # of Projects</b>	<b>18</b>

**Chart 2**  
Project Status - 18



**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*		
<b>Total # of Projects</b>		<b>2</b>

**Table 3**  
Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.48	7.69			

Environment & Climate Division (ECD)

Projects by Category (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Combined Heat & Power (CHP)	0.000	0.000		0.000			Ⓞ		0.000	0.000
Community Energy Planning	21.204	0.000	0.0%	20.630	97.3%	Ⓞ	Ⓢ	#1	84.245	33.173
Demand Response Program	0.000	0.000		0.000			Ⓞ		0.093	0.000
Renewable Energy	0.000	0.000		0.000			Ⓞ		0.500	0.152
Residential Energy Retrofit Program (HELP)	6.674	1.865	27.9%	6.674	100.0%	Ⓞ	Ⓞ		19.388	10.161
Transform TO	10.298	0.301	2.9%	4.620	44.9%	Ⓡ	Ⓢ	#1	32.714	12.673
<b>Sub-Total</b>	<b>38.176</b>	<b>2.166</b>	<b>5.7%</b>	<b>31.924</b>	<b>83.6%</b>	-	-		<b>136.940</b>	<b>56.159</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>38.176</b>	<b>2.166</b>	<b>5.7%</b>	<b>31.924</b>	<b>83.6%</b>				<b>136.940</b>	<b>56.159</b>

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

**Note # 1:**

Delay due to contractor issues and co-ordination with other projects.

Chart 1

2023 Approved Budget by Category (\$Million) \$136.93M

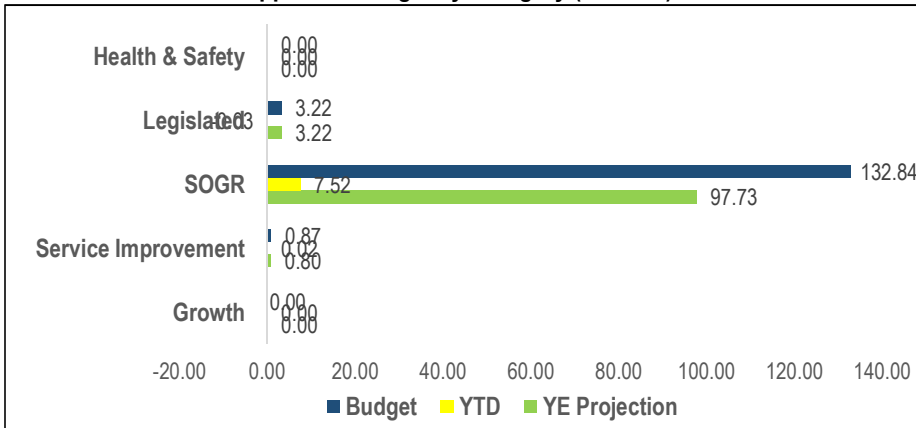


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	8
SOGR	64
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>74</b>

Chart 2

Project Status - 74

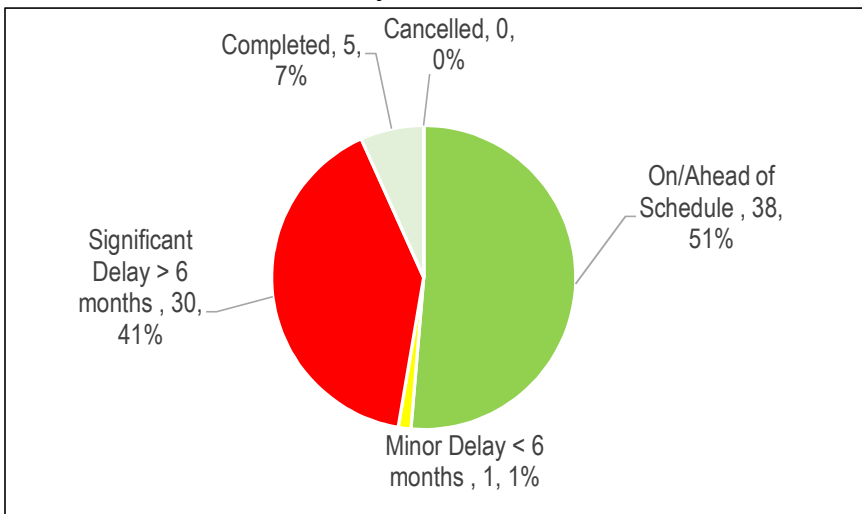


Table 2

Reason for Delay

31

	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	29	
<b>Total # of Projects</b>	<b>30</b>	<b>1</b>

Table 3

Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
106.47	0.32	30.14	0.00	

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 (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Legislated</b>										
EV Program	3.160	-0.030	-1.0%	3.160	100.0%	G	R	#2	6.445	3.255
Fleet Share Program	0.061	0.005	8.2%	0.061	100.0%	G	R	#2	0.092	0.036
Fleet Tools & Equipment	0.000	0.000	100.0%	0.000	100.0%	G	G		0.202	0.202
<b>Sub-Total</b>	<b>3.221</b>	<b>-0.025</b>	<b>-0.8%</b>	<b>3.221</b>	<b>100.0%</b>	-	-		<b>6.739</b>	<b>3.493</b>
<b>State of Good Repair</b>										
Arena Boards - Fleet Replacement	0.237	0.109	45.9%	0.309	130.4%	R	R	#2, #4	0.237	0.109
Economic Development & Culture - Fleet Replacement	0.080	0.040	50.2%	0.040	50.2%	Y	R	#2	0.199	0.040
Ellesmere Tool Replacement	0.473	0.000	0.0%	0.000	0.0%	R	R	#3	0.473	0.000
Engineering & Construction Services - Fleet Replacement	0.686	-0.034	-4.9%	0.650	94.7%	G	R	#2	1.606	0.426
Exhibition - Fleet Replacement	0.562	0.000	0.0%	0.268	47.7%	R	R	#2	1.197	0.635
Facility & Real Estate - Fleet Replacement	0.188	-0.442	-235.4%	0.127	67.5%	Y	R	#2	2.014	1.170
Fire Services - Fleet Replacement	20.869	6.389	30.6%	11.385	54.6%	Y	G		100.174	12.129
Fleet Office Modernization	0.118	-0.001	-0.7%	0.118	100.0%	G	G		0.594	0.401
Fleet Replacement - Insurance Company	0.186	0.000	0.0%	0.063	33.7%	R	R	#5	0.285	0.099
Fleet Services - Fleet Replacement	0.086	0.000	0.0%	0.140	163.0%	R	R	#2	0.300	0.060
Fleet Tools & Equipment	0.260	-0.014	-5.3%	0.258	99.3%	G	G		0.666	0.392
Fuel Site Closures	0.206	0.042	20.3%	0.434	210.8%	R	G	#4	3.588	0.434
Library - Fleet Replacement	1.188	-0.647	-54.4%	1.020	85.9%	G	R	#2	2.196	0.198
Municipal Licensing - Fleet Replacement	0.722	0.216	29.9%	0.722	100.0%	G	G		0.874	0.276
Parks, Forestry & Recreation - Fleet Replacement	7.950	0.118	1.5%	7.762	97.6%	G	R	#2	27.965	12.475
Policy Planning Finance & Administration - Fleet Replacement	0.000	0.000	100.0%	0.000	100.0%	G	G		0.031	0.031
Public Health - Fleet Replacement	0.066	0.000	0.0%	0.016	24.3%	R	G	#1	0.465	0.048
Purchasing & Materials - Fleet Replacement	0.067	0.000	0.0%	0.050	74.3%	G	R	#2	0.413	0.243
Solid Waste - Fleet Replacement	51.771	-0.053	-0.1%	38.896	75.1%	G	R	#2	120.302	17.079
Toronto Community Housing Corporation - Fleet Replacement	1.139	0.001	0.1%	1.337	117.3%	R	R	#2, #4	2.624	0.535
Toronto Paramedic - Fleet Replacement	11.194	0.664	5.9%	6.286	56.2%	Y	R	#2	28.555	14.985
Toronto Water - Fleet Replacement	22.538	0.985	4.4%	19.870	88.2%	G	R	#2	40.934	15.718
Transportation Services - Fleet Replacement	11.550	0.293	2.5%	7.978	69.1%	Y	R	#2	47.112	33.320
Zoo - Fleet Replacement	0.700	-0.146	-20.8%	0.000	0.0%	R	R	#2	0.846	0.000
<b>Sub-Total</b>	<b>132.836</b>	<b>7.521</b>	<b>5.7%</b>	<b>97.727</b>	<b>73.6%</b>	-	-		<b>383.650</b>	<b>110.800</b>
<b>Service Improvements</b>										
Fleet Management and Fuel Integration Sustainment	0.547	0.000	0.0%	0.547	100.0%	G	G		1.416	0.567

Fleet Services (FLT)

Projects by Category (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Vendor Management Portal	0.323	0.018	5.4%	0.256	79.4%	Ⓞ	Ⓜ	#6	0.478	0.173
<b>Sub-Total</b>	<b>0.869</b>	<b>0.018</b>	<b>2.0%</b>	<b>0.803</b>	<b>92.4%</b>	-	-		<b>1.894</b>	<b>0.740</b>
<b>Growth Related</b>										
<b>Sub-Total</b>										
<b>Total</b>	<b>136.926</b>	<b>7.513</b>	<b>5.5%</b>	<b>101.751</b>	<b>74.3%</b>				<b>392.283</b>	<b>115.033</b>

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:**

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

**Note # 3:**

Construction stopped due to issue with building permit, delays of steel and other construction materials delivery.

**Note # 4:**

Projected spend is greater than planned due to rising costs of vehicles and/or the need for additional services. A funding adjustment will be submitted later in the year to address the projected overspend.

**Note # 5:**

Project spend is based on estimated claims during the year.

**Note # 6:**

Project is delayed due to insufficient resources.

Chart 1

2023 Approved Budget by Category (\$Million) \$5.53M

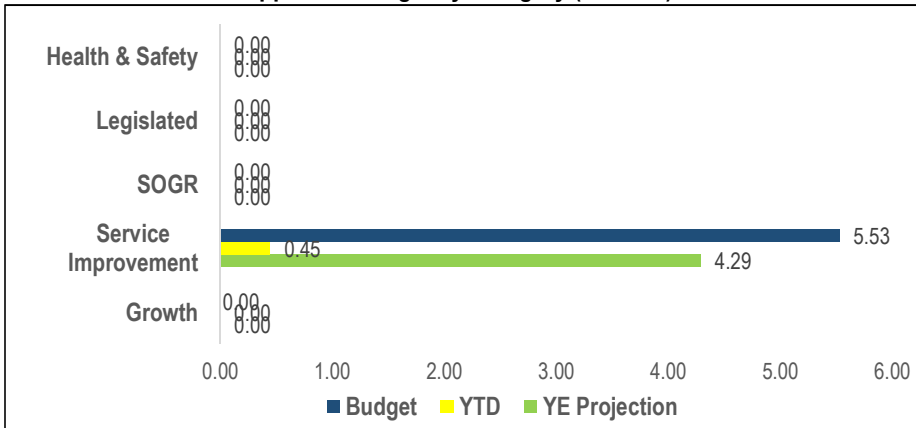


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>2</b>

Chart 2

Project Status - 2

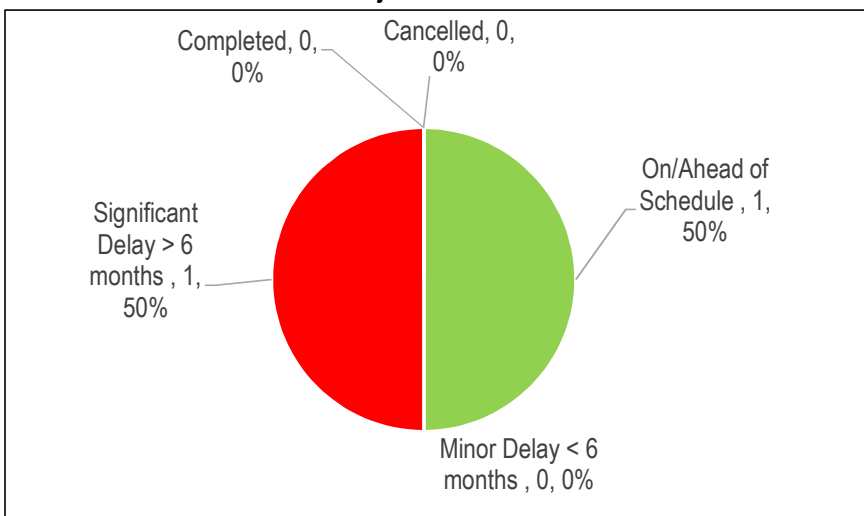


Table 2

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		
Other*	1	
<b>Total # of Projects</b>	<b>1</b>	

Table 3

Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.62		4.91		

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

- The Cyber Foundation project is experiencing delays with procurement of cyber security tools.

Chief Information Security Office (CYB)

Projects by Category (Millions)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Cyber Foundation	4.910	0.447	9.1%	3.674	74.8%	Ⓞ	Ⓜ	#1	9.152	1.331
Digitization Support Services	0.618	0.000	0.0%	0.618	100.0%	Ⓞ	Ⓞ		4.371	0.000
<b>Sub-Total</b>	<b>5.528</b>	<b>0.447</b>	<b>8.1%</b>	<b>4.292</b>	<b>77.6%</b>	-	-		<b>13.523</b>	<b>1.331</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>5.528</b>	<b>0.447</b>	<b>8.1%</b>	<b>4.292</b>	<b>77.6%</b>				<b>13.523</b>	<b>1.331</b>

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 Cyber Foundation project is experiencing delays with procurement of cyber security tools.



Chart 1

2023 Approved Budget by Category (\$Million) \$59.31M

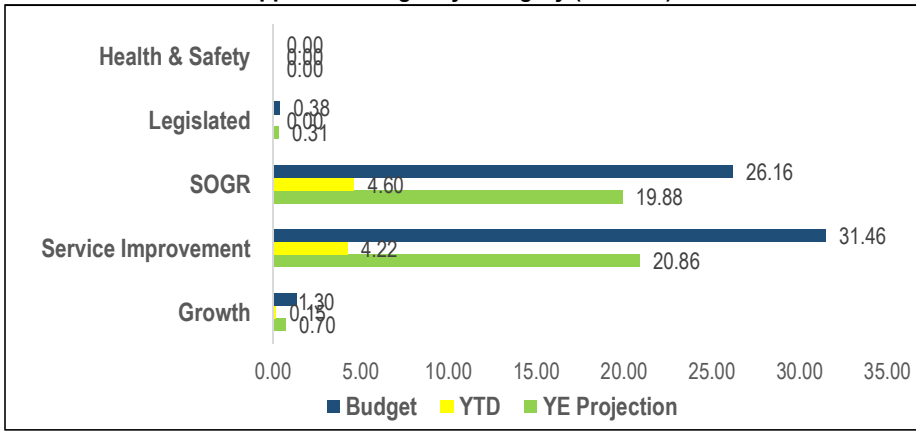


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	20
Service Improvement	34
Growth	3
<b>Total # of Projects</b>	<b>59</b>

Chart 2

Project Status - 59

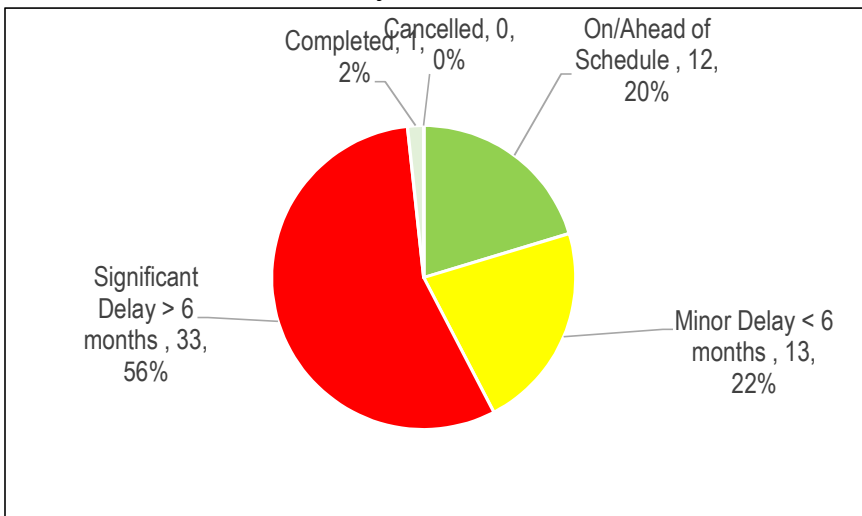


Table 2

Reason for Delay

46

	Significant Delay	Minor Delay
Insufficient Staff Resources	15	7
Procurement Issues	3	
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation		
Other*	12	5
<b>Total # of Projects</b>	<b>33</b>	<b>13</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.49	15.51	31.28	0.02	

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

- The Access Control Self Serve project is delayed due as the team reviews options that address the functional requirements. A decision on direction is expected to be made by Q2.
- The Artificial Intelligence (AI) project is delayed due to re-aligning work with strategic direction AI work.
- The Asset Lifecycle Management project is delayed due to delays in ordering and deployment delays due to staff re-assignments.
- The Directory Services Transition project is delayed due to resource issues as well as due to a change in project's solution - currently reviewing an alternative architecture solution. Shortlisting of vendors is underway and expect to finalize selection by Q3.
- The Document Direct View Direct (DDVD) project is delayed due to negotiation of contract with vendor.
- The Domino Decommissioning project is delayed due to deployment and defects identified during testing, cyber security review of applications, insufficient staff resources, and availability of business users.
- The Engineering Construction Services (ECS) Cloud Deployment-Construction Project is delayed while the team assesses options to assist with project direction.
- The Employee Communications Modernization project is delayed due to insufficient staff resources available to perform QA testing and a change in the server architecture that may have an impact to the security of the environment is prompting a cyber security review.
- The Enterprise Work Mgmt Solution (EWMS) project is delayed due to negotiations with the vendor on project completion.

- The Fleet Services Driver, Accident and Fine Mgmt project is having its schedule re-aligned to match Business Case.
- The HR Labour Relations Information System (LRIS) project is delayed due to on-boarding of the vendor. Functional specs are now in process.
- The Information Mgmt Infrastructure project has its project completion and sign-off delayed as the vendor addresses all security gaps identified.
- The MLS Modernization-Phase 2 project is delayed due while the team assesses future state architecture and solution options.
- The Occupational Health & Safety project is delayed due to a warranty payment being outstanding. Project on target to completed in Q4 2023.
- The Office 365 project is delayed due to City wide technical challenges including large mailbox migration, on-prem to cloud technology interdependencies and governing policies.
- The ServiceNow project is delayed due ongoing negotiations with vendor to reset baseline.
- The Paramedic Activity & Compliance Tracking project is delayed in starting requirements gathering.

Technology Services (ITP)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
Equity, Diversity and Human Rights - Complaints Management System	0.076	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#2	0.308	0.232
Paramedic Activity & Compliance Tracking	0.305	0.000	0.0%	0.305	100.0%	Ⓞ	Ⓢ	#11	0.305	0.000
<b>Sub-Total</b>	<b>0.381</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.305</b>	<b>80.0%</b>	-	-		<b>0.613</b>	<b>0.232</b>
API Cloud Migration	0.252	0.033	13.2%	0.150	59.6%	Ⓢ	Ⓜ	#2	0.252	0.033
Asset Lifecycle Management	20.515	4.171	20.3%	16.697	81.4%	Ⓞ	Ⓢ	#4	157.098	140.613
Business Applications Service Monitoring	0.220	0.000	0.0%	0.150	68.3%	Ⓢ	Ⓢ	#2	0.683	0.463
Directory Services Transition - Phase 2	0.558	0.054	9.7%	0.384	68.8%	Ⓢ	Ⓜ	#2, #6	1.452	0.046
Disaster Recovery	0.836	0.135	16.1%	0.418	50.0%	Ⓜ	Ⓞ	#1	3.810	2.908
Document Direct View Direct (DDVD)	0.939	0.060	6.4%	0.739	78.7%	Ⓞ	Ⓢ	#5	1.245	0.367
Fleet Services Digital Driver Permit	0.350	0.008	2.4%	0.065	18.6%	Ⓜ	Ⓜ	#3, #11	0.700	0.008
IBMS Review & Transformation	0.680	0.038	5.6%	0.503	74.0%	Ⓞ	Ⓜ	#2	4.519	3.373
Information Mgmt Infrastructure	0.113	0.005	4.8%	0.113	100.0%	Ⓞ	Ⓢ	#5	0.815	0.707
Legal Services Document Management System	0.513	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#2	0.750	0.000
Museum & Heritage Services IT Infrastructure SOGR	0.206	0.034	16.6%	0.206	100.0%	Ⓞ	Ⓜ	#2	1.434	1.263
Project Portfolio Management System Migrate To Servicenow	0.384	0.000	0.0%	0.186	48.4%	Ⓜ	Ⓞ	#2	0.502	0.000
Salesforce Realignment of Foundational Technologies	0.353	0.058	16.4%	0.265	75.1%	Ⓞ	Ⓢ	#2	0.579	0.159
Toronto Property System (TPS) Refresh	0.246	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#2	0.550	0.304
<b>Sub-Total</b>	<b>26.164</b>	<b>4.597</b>	<b>17.6%</b>	<b>19.876</b>	<b>76.0%</b>	-	-		<b>174.390</b>	<b>150.246</b>
311 - Technology Upgrades Accelerating the Digitization Journey	0.368	0.067	18.1%	0.374	101.4%	Ⓜ	Ⓜ	#2	8.347	3.722
Access Control Self Serve	0.200	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓢ	#2	2.157	0.000
Artificial Intelligence (AI) for SSHA and TPH	0.460	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#6	0.647	0.000
Class Replacement - Ent Implementation & Decomm	0.460	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#7	1.352	0.361
Employee Communications Modernization	0.979	0.119	12.1%	0.750	76.6%	Ⓞ	Ⓜ	#2	3.382	0.207
Engineering & Construction Cloud Deployment	0.870	0.048	5.5%	0.192	22.1%	Ⓜ	Ⓜ	#10	1.776	0.454
Enterprise Business Intelligence Implementation	0.285	0.095	33.4%	0.171	60.0%	Ⓢ	Ⓜ	#2, #9	5.146	4.956
Enterprise Work Mgmt Solution (EWMS) Phase 1	0.221	0.000	0.0%	0.045	20.4%	Ⓜ	Ⓜ	#2	0.221	0.000
eScheduling Solution & Implementation Phase 1	2.518	0.431	17.1%	1.952	77.5%	Ⓞ	Ⓜ	#6	6.259	3.622
	0.422	0.041	9.6%	0.210	49.8%	Ⓜ	Ⓜ	#10	2.126	1.516
	6.768	1.538	22.7%	6.051	89.4%	Ⓞ	Ⓜ	#5	41.694	17.455
	1.484	0.211	14.2%	1.079	72.7%	Ⓞ	Ⓜ	#2	6.783	0.786

Technology Services (ITP)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Fleet Services Driver, Accident and Fine Mgmt	0.860	0.106	12.3%	0.430	50.0%	Y	R	#7	3.993	0.467
HR Labour Relations Information System (LRIS)	0.311	0.072	23.1%	0.202	65.0%	Y	R	#11	0.754	0.515
Internet Services Replacement	0.544	0.036	6.7%	0.200	36.7%	R	G	#11	0.630	0.122
Livelink Records Server (LLRS) Replacement	0.793	0.066	8.3%	0.177	22.3%	R	R	#2	1.100	0.373
MLS onboarding to Administrative Penalty System	0.500	0.000	0.0%	0.065	13.0%	R	R	#3	0.600	0.000
MLS Rent safeTO Evaluation Tool	0.416	0.000	0.0%	0.228	54.7%	Y	G	#1	0.462	0.000
Modernization of Microsoft Access Application - Phase 1	0.742	0.000	0.0%	0.080	10.8%	R	Y	#2	2.813	0.000
Modernized Data Center Architecture	2.611	0.504	19.3%	2.611	100.0%	G	R	#10	19.778	9.375
Municipal Licensing & Standards Modernization (MLS) - Phase 2	0.583	0.057	9.8%	0.405	69.5%	Y	Y	#6	10.338	8.223
Occupational Health & Safety	0.064	0.033	51.7%	0.064	100.0%	G	R	#5	2.482	2.451
OEM Business Continuity Improvements	0.200	0.000	0.0%	0.100	50.0%	Y	Y	#2	0.200	0.000
Office 365	4.322	0.452	10.5%	2.888	66.8%	Y	R	#8	10.416	5.452
Open Data Master Plan	0.948	0.034	3.6%	0.554	58.4%	Y	R	#2	4.572	2.479
Project Tracking Tool Capital Coordination Future State Seed Project	0.298	0.045	15.0%	0.061	20.4%	R	R	#2	0.353	0.100
Quality Assurance Centre of Excellence Foundation	0.147	0.000	0.0%	0.147	99.9%	G	R	#2	0.150	0.003
ServiceNow	1.997	0.222	11.1%	1.400	70.1%	Y	R	#5	3.656	1.236
Social Development, Finance & Administration - Online Grant Management System	0.385	0.013	3.3%	0.372	96.7%	G	R	#2	0.910	0.448
T-Recs Cloud Assessment & Migration	0.160	0.000	0.0%	0.000	0.0%	R	Y	#2	0.950	0.000
WebGENCAT Replacement	0.541	0.028	5.2%	0.049	9.1%	R	Y	#5	0.700	0.188
<b>Sub-Total</b>	<b>31.457</b>	<b>4.218</b>	<b>13.4%</b>	<b>20.857</b>	<b>66.3%</b>	-	-		<b>144.747</b>	<b>64.508</b>
<b>Growth Related</b>										
Data Centre Zones Implementation	0.215	0.019	8.6%	0.159	73.9%	G	R	#3	3.053	2.508
eSignature Project	0.191	0.033	17.4%	0.093	48.6%	R	Y	#2	0.329	0.134
Workforce Business Intel. Requirements	0.899	0.097	10.8%	0.449	50.0%	R	R	#2	2.220	0.920
<b>Sub-Total</b>	<b>1.305</b>	<b>0.149</b>	<b>11.4%</b>	<b>0.700</b>	<b>53.7%</b>	-	-		<b>5.602</b>	<b>3.562</b>
<b>Total</b>	<b>59.307</b>	<b>8.964</b>	<b>15.1%</b>	<b>41.738</b>	<b>70.4%</b>				<b>325.351</b>	<b>218.547</b>

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:**

**Technology Services (ITP)**

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Project is delayed due to ongoing negotiations with the solution provider.

**Note # 6:**

Project is delayed while options are being assessed.

**Note # 7:**

Project is delayed while strategic direction is being developed.

**Note # 8:**

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 # 9:**

The project is delayed due to defects identified during testing.

**Note # 10:**

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

**Note # 11:**

The project is encountering delayed business requirements finalization.

**2023 Capital Spending by Program  
Finance and Treasury Services**

Program	Period	2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
Office of the CFO and Treasurer	4M-2023	2.03	0.00	1.87	92.2%		Ⓞ
Office of the Controller	4M-2023	101.01	12.26	95.61	94.7%		Ⓞ
<b>TOTAL</b>	4M-2023	103.05	12.26	97.49	94.6%		Ⓞ

For the four months ended April 30, 2023, the capital expenditures for Finance and Treasury Services totalled \$12.3 million of their collective 2023 Approved Capital Budget of \$103.0 million. Spending is expected to increase to \$97.5 million (94.6%) by year-end. 2 program in this service area has the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Office of the CFO and Treasurer and Office of the Controller.

Chart 1

2023 Approved Budget by Category (\$Million) \$2.03M

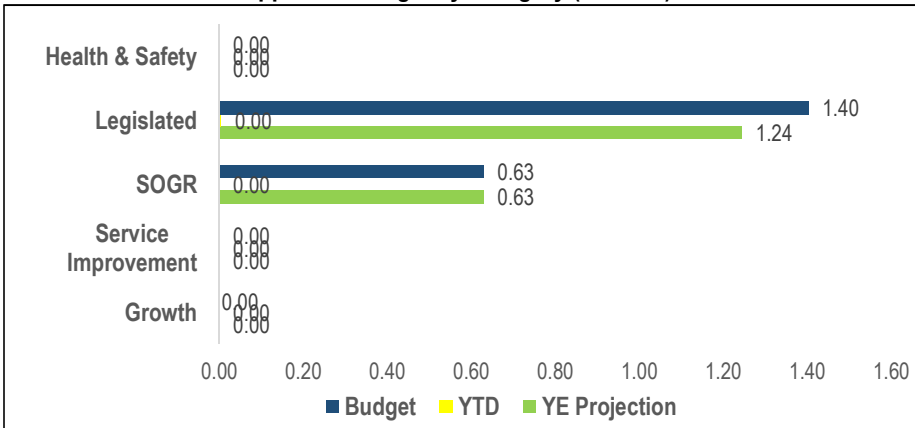


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	1
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>2</b>

Chart 2

Project Status - 2

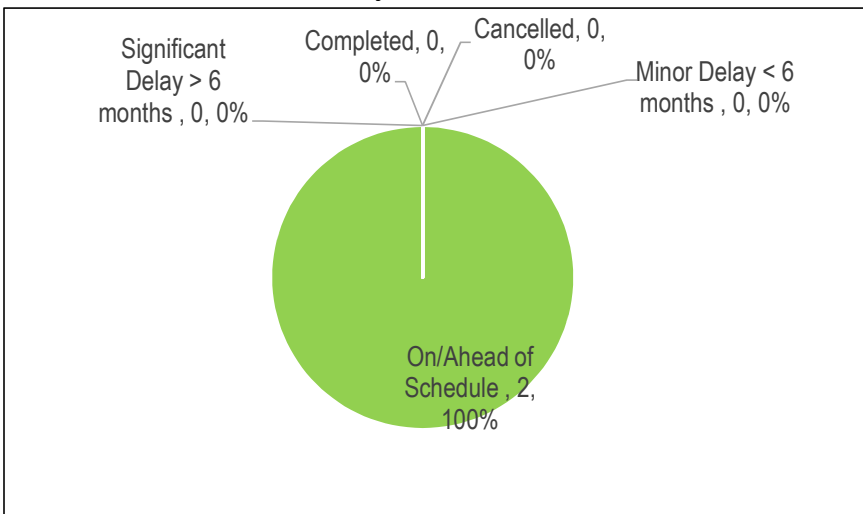


Table 2

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*		
<b>Total # of Projects</b>		

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.03				

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Integrated Asset Planning Management (IAPM)	1.403	0.005	0.3%	1.244	88.7%	Ⓞ	Ⓞ		3.096	0.952
<b>Sub-Total</b>	<b>1.403</b>	<b>0.005</b>	<b>0.3%</b>	<b>1.244</b>	<b>88.7%</b>	-	-		<b>3.096</b>	<b>0.952</b>
Risk Management Info System Upgrade	0.629	0.000	0.0%	0.629	100.0%	Ⓞ	Ⓞ		1.893	1.263
<b>Sub-Total</b>	<b>0.629</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.629</b>	<b>100.0%</b>	-	-		<b>1.893</b>	<b>1.263</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>2.032</b>	<b>0.005</b>	<b>0.2%</b>	<b>1.874</b>	<b>92.2%</b>				<b>4.989</b>	<b>2.215</b>

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



Chart 1

2023 Approved Budget by Category (\$Million) \$101.01M

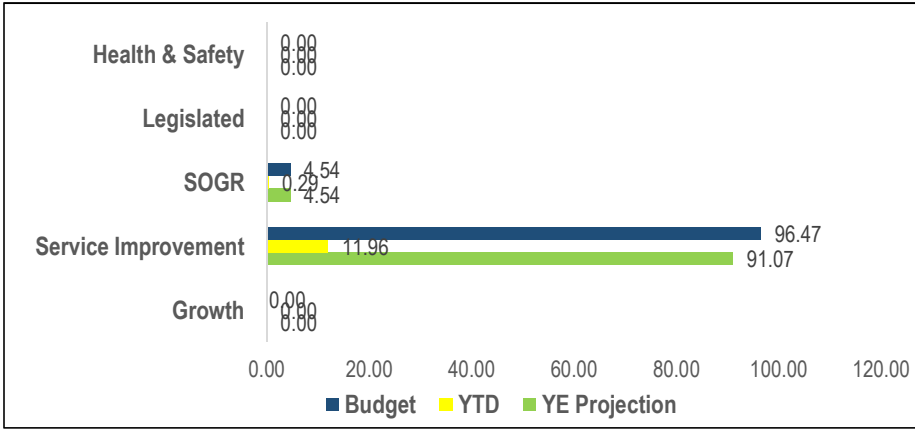


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	8
Growth	
<b>Total # of Projects</b>	<b>10</b>

Chart 2

Project Status - 10

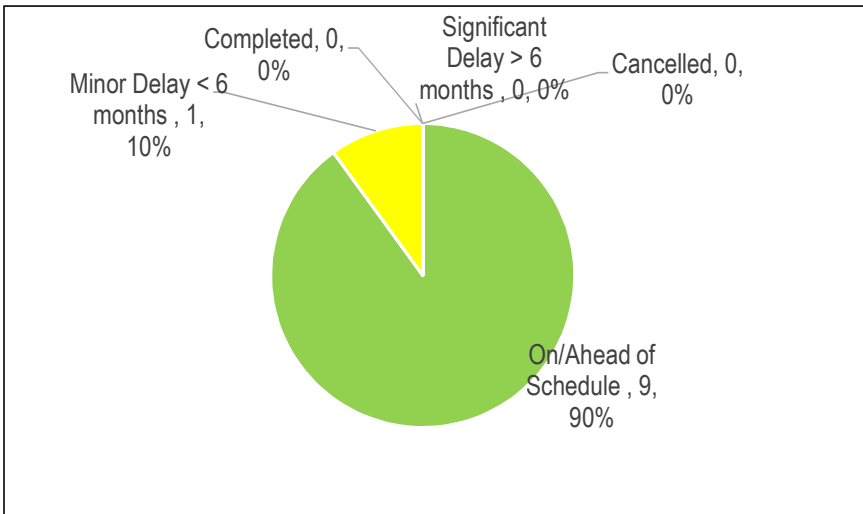


Table 2

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		
Other*		1
<b>Total # of Projects</b>		<b>1</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
100.86	0.15			

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

- Electronic Self Service Tax and Utility: Minor delay due to delay in obtaining contract resources to complete a service expense which was planned in Q4/2022 but is now expected to be completed by Q2/2023.

Office of the Controller (FNS)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Tax Billing System	2.307	0.177	7.7%	2.307	100.0%	G	G		7.873	3.448
Utility Billing System	2.233	0.117	5.2%	2.233	100.0%	G	G		5.971	1.814
<b>Sub-Total</b>	<b>4.539</b>	<b>0.293</b>	<b>6.5%</b>	<b>4.539</b>	<b>100.0%</b>	-	-		<b>13.844</b>	<b>5.262</b>
Parking Tag Management Software Upgrade	1.973	0.038	1.9%	1.973	100.0%	G	G		3.458	0.773
Electronic Self Service Tax and Utility	0.150	0.038	25.3%	0.150	100.0%	G	Y	#1	0.551	0.439
E-Billing Initiative	0.076	0.000	0.0%	0.076	100.0%	G	G		0.469	0.393
Revenue System - Phase 11 - 2000	0.162	0.000	0.0%	0.162	100.0%	G	G		3.500	3.338
Supply Chain Management Transformation (SCMT)	3.156	0.531	16.8%	2.308	73.1%	G	G		26.039	21.414
PPEB Transformation Program	4.197	0.617	14.7%	3.655	87.1%	G	G		7.658	4.078
Payroll Platform Assessment	0.750	0.054	7.3%	0.750	100.0%	G	G		0.750	0.054
Financial Systems Transformation Project	86.010	10.686	12.4%	82.000	95.3%	G	G		151.454	30.856
<b>Sub-Total</b>	<b>96.474</b>	<b>11.965</b>	<b>12.4%</b>	<b>91.074</b>	<b>94.4%</b>	-	-		<b>193.879</b>	<b>61.345</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>101.013</b>	<b>12.258</b>	<b>12.1%</b>	<b>95.613</b>	<b>94.7%</b>				<b>207.723</b>	<b>66.607</b>

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:**

Minor delay in obtaining contract resources to complete a service expense which was planned in Q4/2022 but is now expected to be completed by Q2/2023.

**2023 Capital Spending by Program  
Other City Programs**

Program		2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
City Clerk's	4M-2023	4.84	0.63	4.17	86.1%		Ⓢ
Corporate Initiatives	4M-2023	0.82	0.13	0.61	75.0%		Ⓢ
<b>TOTAL</b>	4M-2023	5.66	0.76	4.78	84.5%		Ⓢ

For the four months ended April 30, 2023, the capital expenditures for Other City Programs totalled \$0.8 million of their collective 2023 Approved Capital Budget of \$5.7 million. Spending is expected to increase to \$4.8 million (84.5%) by year-end. 2 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are City Clerk's Office, and Corporate Initiatives.

Chart 1

2023 Approved Budget by Category (\$Million) \$4.84M

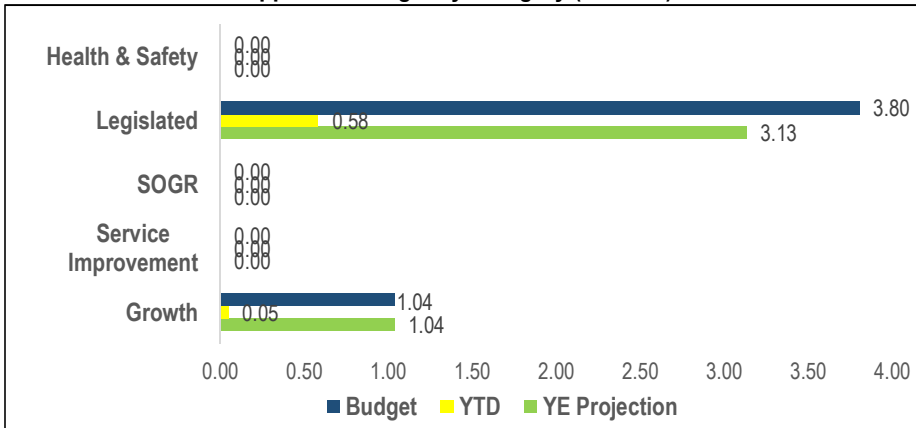


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	11
SOGR	
Service Improvement	
Growth	4
<b>Total # of Projects</b>	<b>15</b>

Chart 2

Project Status - 15

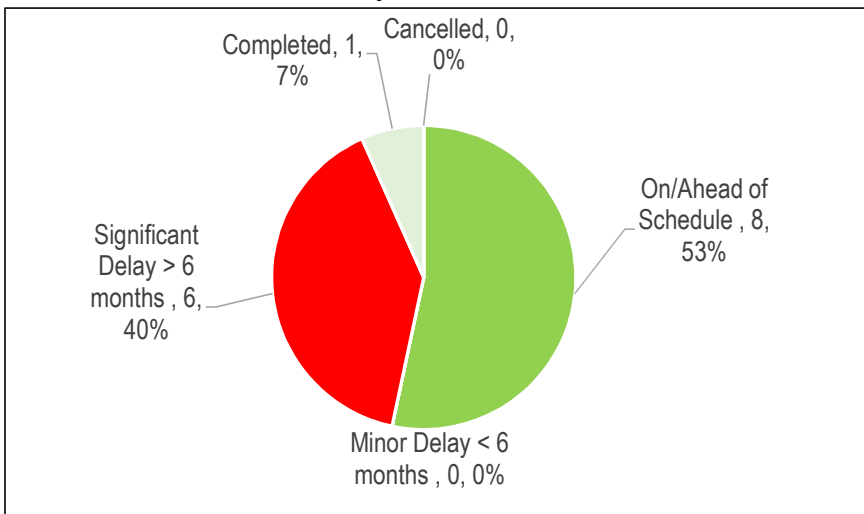


Table 2

Reason for Delay

6

	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	2	
<b>Total # of Projects</b>	<b>6</b>	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.57		2.12	0.14	

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

- TMMIS SOGR 2019-2022 - TMMIS Public facing application launched in Q4 2022; work on TMMIS internal system is in progress with discussions underway with Digital Technology Services (DTS) on development framework and with Enterprise Architecture Board (EARB) on project governance.
- Council Transition Requirements 2022 project Needs assessment in progress to reconfigure offices for new Members. Project delivery is dependent on resource availability of corporate partners.

City Clerk's Office (CLK)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	0.750	0.048	6.3%	0.085	11.3%	Ⓡ	Ⓢ		6.530	5.827
ELECTION TECHNOLOGY PROGRAM FOR 2026 ELECTION	0.700	0.154	22.0%	0.700	100.0%	Ⓢ	Ⓢ		5.435	0.154
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.200	0.000
REPLACEMENT OF VOTING EQUIPMENT	0.143	0.138	96.2%	0.138	96.2%	Ⓢ	Ⓢ		10.800	10.795
TMMIS SOGR 2019-2022	0.265	0.037	14.1%	0.265	100.0%	Ⓢ	Ⓡ	#1	0.757	0.529
PUBLIC APPOINTMENTS SOGR 2023-2024	0.095	0.000	0.0%	0.095	100.0%	Ⓢ	Ⓢ		0.370	0.000
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.824	0.050	6.0%	0.824	100.0%	Ⓢ	Ⓡ	#2	1.419	0.645
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.140	0.021	14.7%	0.140	100.0%	Ⓢ	Ⓢ		0.475	0.021
COUNCIL BUSINESS SYSTEM - 2020-2021	0.395	0.137	34.7%	0.395	100.0%	Ⓢ	Ⓡ	#3	1.080	0.783
COUNCIL TRANSITION REQUIREMENTS 2022	0.241	0.000	0.0%	0.241	100.0%	Ⓢ	Ⓡ	#4	0.300	0.059
MEMBER OFFICES EQUIPMENT REQ 2023	0.150	0.000	0.0%	0.150	100.0%	Ⓢ	Ⓢ		0.150	0.000
<b>Sub-Total</b>	<b>3.804</b>	<b>0.584</b>	<b>15.4%</b>	<b>3.133</b>	<b>82.4%</b>	-	-		<b>27.516</b>	<b>18.812</b>
SOGR Project Name							Ⓢ			
SOGR Project Name							Ⓢ			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
SI Project Name							Ⓢ	#2		
SI Project Name							Ⓢ	#2		
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.200	0.000	0.0%	0.200	100.0%	Ⓢ	Ⓡ	#5	0.200	0.000
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.075	0.000	0.0%	0.075	100.0%	Ⓢ	Ⓢ		0.275	0.075
RECORDS CENTRE SERVICES SOGR	0.199	0.002	1.2%	0.199	100.0%	Ⓢ	Ⓡ	#6	0.250	0.053
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.562	0.045	7.9%	0.562	100.0%	Ⓢ	Ⓢ		0.625	0.108
<b>Sub-Total</b>	<b>1.036</b>	<b>0.047</b>	<b>4.5%</b>	<b>1.036</b>	<b>100.0%</b>	-	-		<b>1.350</b>	<b>0.236</b>
<b>Total</b>	<b>4.839</b>	<b>0.631</b>	<b>13.0%</b>	<b>4.168</b>	<b>86.1%</b>				<b>28.866</b>	<b>19.048</b>

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

**City Clerk's Office (CLK)**

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

**Note # 1:**

TMMIS Public facing application launched in Q4 2022; work on TMMIS internal system is in progress with discussions underway with Digital Technology Services (DTS) on development framework and with Enterprise Architecture Board (EARB) on project governance.

**Note # 2 , 3:**

Insufficient Staff Resources

**Note # 4:**

The Needs assessment in progress to reconfigure offices for new Members. Project delivery is dependent on resource availability of corporate partners.

**Note # 5 & 6:**

Co-ordination with Other Projects

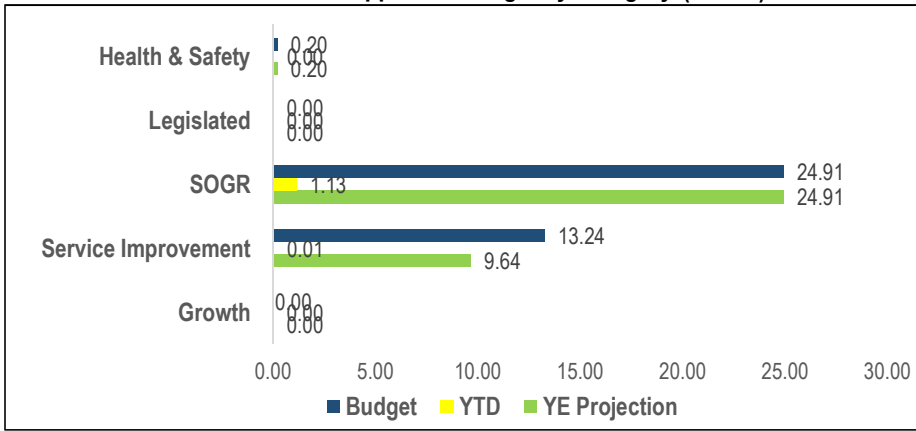
**2023 Capital Spending by Program  
City Agencies**

Program		2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE Actual	% at Year End		
Exhibition Place	4M-2023	38.35	1.14	34.75	90.6%		Ⓢ
To Live	4M-2023	26.59	4.03	22.39	84.2%		Ⓢ
TRCA	4M-2023	30.61	12.34	30.61	100.0%		Ⓢ
Toronto Police	4M-2023	95.69	25.81	80.95	84.6%		Ⓢ
Toronto Public Health	4M-2023	7.51	1.04	6.98	93.0%		Ⓢ
Toronto Public Library	4M-2023	51.23	7.45	41.34	80.7%		Ⓢ
Toronto Zoo	4M-2023	32.69	3.03	32.69	100.0%		Ⓢ
Toronto Transit Commission	4M-2023	1,451.24	201.24	1,335.00	92.0%		Ⓢ
<b>TOTAL</b>	4M-2023	1,733.91	256.09	1,584.71	91.4%		Ⓢ

For the four months ended April 30, 2023, the capital expenditures for City Agencies totalled \$256.1 million of their collective 2023 Approved Capital Budget of \$1733.9 million. Spending is expected to increase to \$1584.7 million (91.4%) by year-end. 8 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Toronto Public Health, TO Live, Toronto Public Library, Toronto Police Service, Toronto Zoo, Toronto Transit Commission, Toronto & Region Conservation Authority, and Exhibition Place.

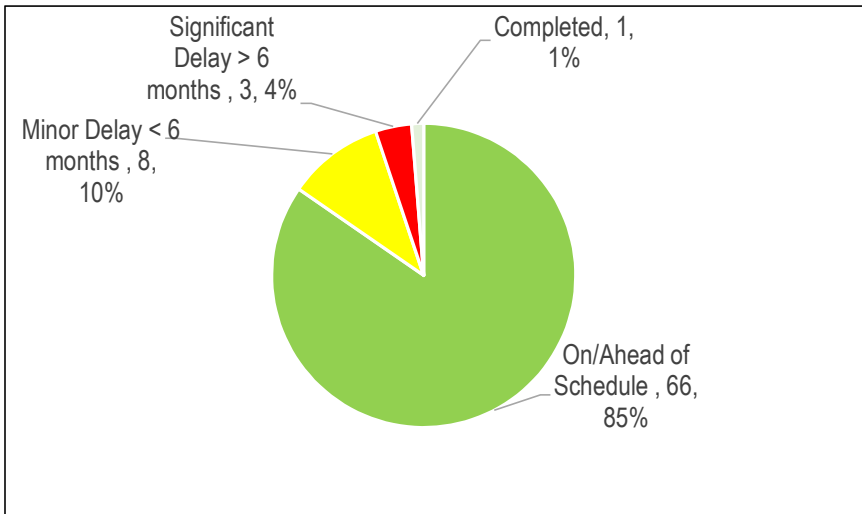
**Chart 1**  
2023 Approved Budget by Category (\$38.35)



**Table 1**  
2023 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	70
Service Improvement	6
Growth	
<b>Total # of Projects</b>	<b>78</b>

**Chart 2**  
Project Status - 78



**Table 2**

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	3	7
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>3</b>	<b>8</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed
28.97	0.30	9.07	0.00

**Key Discussion Points:**

- Exhibition Place is projecting a 2023 year-end spending of \$34.751 million, or 91% of its 2023 Council Approved Capital Budget of \$38.351 million. The underspending of \$3.600 million is attributed to the Soil Remediation at Lot 851 under Parks, Parking Lots and Road Service Improvement project due to project dependent on third party developer.
- Cash flow funding of \$6.840 million for the preliminary design and preparation work undertaken by MLSE to support enhancement and upgrades to the City-owned stadium (BMO Field) in time for the 2026 FIFA World Cup is underway and on track.
- There are 3 projects experiencing major delays due to coordination with other projects of which two are SOGR projects (Enercare Centre - Elevators Retrofit and Electrical Underground High Voltage Utilities - Duct Bank Relocation) one is Service Improvement project (Parks, Parking Lots and Road - Soil Remediation at Lot 851). All of these projects and underspent cash flow funding have been carried forward into 2023 for Exhibition Place to complete the capital work.



Exhibition Place (EXH)

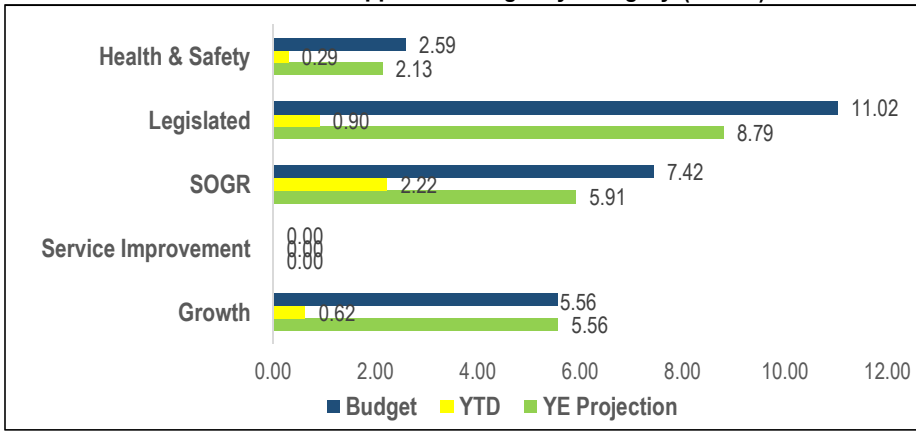
Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actuals to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Other Building	0.203	0.002	0.7%	0.203	100.0%	Ⓞ	Ⓞ		0.300	0.099
<b>Sub-Total</b>	<b>0.203</b>	<b>0.002</b>	<b>0.7%</b>	<b>0.203</b>	<b>100.0%</b>	-	-		<b>0.300</b>	<b>0.099</b>
<b>Legislated</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Pre-Engineering Program	0.186	0.016	8.7%	0.186	100.0%	Ⓞ	Ⓞ		0.350	0.180
Queen Elizabeth Building	1.150	0.027	2.3%	1.150	100.0%	Ⓞ	Ⓞ		1.150	0.027
Other Building	0.475	0.013	2.7%	0.475	100.0%	Ⓞ	Ⓞ		0.475	0.013
Equipment	2.258	0.205	9.1%	2.258	100.0%	Ⓞ	Ⓞ		2.350	0.297
Enercare Centre	5.643	0.211	3.7%	5.643	100.0%	Ⓞ	Ⓞ		5.680	0.248
Coliseum Complex	3.079	0.129	4.2%	3.079	100.0%	Ⓞ	Ⓞ		3.165	0.216
Parks, Parking Lots and Roads	1.000	0.008	0.8%	1.000	100.0%	Ⓞ	Ⓞ		1.000	0.008
Horse Palace	0.100	0.001	0.6%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.001
Food Building	2.068	0.044	2.1%	2.068	100.0%	Ⓞ	Ⓞ		2.116	0.092
Better Living Centre	0.100	0.001	0.6%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.001
Beanfield Centre	2.371	0.018	0.8%	2.371	100.0%	Ⓞ	Ⓞ		2.385	0.032
General Services Building	0.475	0.004	0.8%	0.475	100.0%	Ⓞ	Ⓞ		0.475	0.004
Special Projects	0.005	0.005	100.0%	0.005	100.0%	Ⓞ	Ⓞ		0.500	0.500
Electrical Underground High Voltage Utilities	5.999	0.446	7.4%	5.999	100.0%	Ⓞ	Ⓞ		11.600	6.047
<b>Sub-Total</b>	<b>24.908</b>	<b>1.127</b>	<b>4.5%</b>	<b>24.908</b>	<b>100.0%</b>	-	-		<b>31.446</b>	<b>7.665</b>
<b>Service Improvements</b>										
Coliseum Complex	0.250	0.002	0.9%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.002
Parks, Parking Lots and Roads	5.150	0.003	0.1%	1.550	30.1%	Ⓡ	Ⓡ	#1	5.350	0.203
BMO Field	6.840	0.000	0.0%	6.840	100.0%	Ⓞ	Ⓞ		66.586	0.000
Special Projects	1.000	0.010	1.0%	1.000	100.0%	Ⓞ	Ⓞ		1.000	0.010
<b>Sub-Total</b>	<b>13.240</b>	<b>0.015</b>	<b>0.1%</b>	<b>9.640</b>	<b>72.8%</b>	-	-		<b>73.186</b>	<b>0.215</b>
<b>Growth Related</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>38.351</b>	<b>1.143</b>	<b>3.0%</b>	<b>34.751</b>	<b>90.6%</b>				<b>104.932</b>	<b>7.979</b>

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:**

Parks, Parking Lots and Roads (\$5.147 million) Service Improvement projects were delayed and underspend due to co-ordination with other projects.

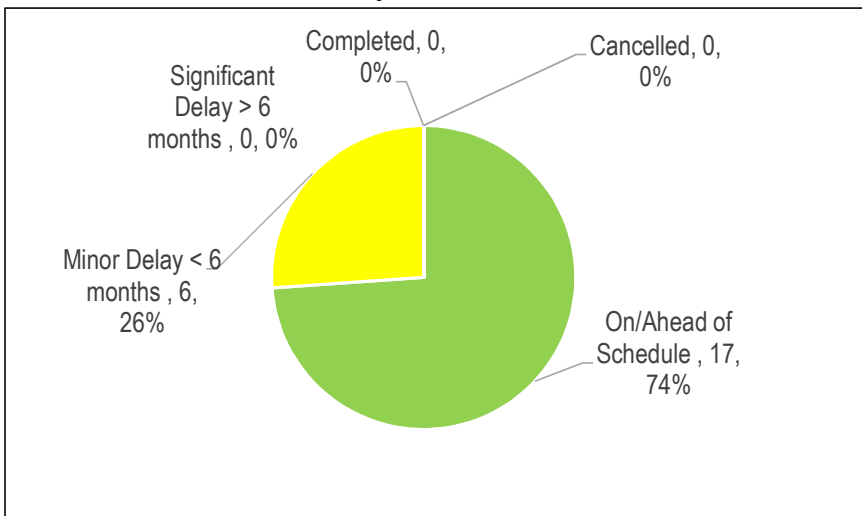
**Chart 1**  
2023 Approved Budget by Category (\$26.59)



**Table 1**  
2023 Active Projects by Category

Health & Safety	4
Legislated	2
SOGR	16
Service Improvement	
Growth	1
<b>Total # of Projects</b>	<b>23</b>

**Chart 2**  
Project Status - 23



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.15	14.45			

**Key Discussion Points:** (Please provide reason for delay)

- TO Live spent \$4.032 million or 15.2% YTD and is projecting to spend \$22.393 million or 84.2% of its 2023 Council Approved Capital Budget by end of 2023. Projected underspending of \$4.032 million is mainly attributed to procurement and supply chain issues of the following projects:
  - Meridian Hall – AODA Compliance
  - Meridian Hall - Door Replacement
  - Meridian Hall - Theatre Systems
  - Meridian Arts Centre - AODA Compliance
  - Meridian Arts Centre - Technical Theatre Improvements
  - St. Lawrence Centre for the Arts - SOGR Projects

TO Live (HUM)

Projects by Category (Million)	2022 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Meridian Hall - Door Replacement Phase 2	1.163	0.154	13.3%	0.830	71.4%	Ⓞ	Ⓢ	#1	1.738	0.729
Meridian Hall - Exterior Lighting Systems	0.205	0.005	2.6%	0.199	96.8%	Ⓞ	Ⓞ		0.205	0.005
Meridian Hall - Site Work	1.070	0.017	1.6%	0.953	89.1%	Ⓞ	Ⓞ		1.201	0.148
Meridian Hall - Fall Arrest System	0.148	0.113	76.6%	0.146	98.8%	Ⓞ	Ⓞ		0.162	0.127
<b>Sub-Total</b>	<b>2.586</b>	<b>0.289</b>	<b>11.2%</b>	<b>2.128</b>	<b>82.3%</b>	-	-		<b>3.306</b>	<b>1.009</b>
<b>Legislated</b>										
Meridian Hall - AODA Projects	4.092	0.161	3.9%	3.712	90.7%	Ⓞ	Ⓢ	#2	13.671	6.290
Meridian Arts Centre - AODA Projects	6.930	0.737	10.6%	5.081	73.3%	Ⓞ	Ⓢ	#2	13.737	6.793
<b>Sub-Total</b>	<b>11.022</b>	<b>0.897</b>	<b>8.1%</b>	<b>8.793</b>	<b>79.8%</b>	-	-		<b>27.408</b>	<b>13.083</b>
<b>State of Good Repair</b>										
Meridian Hall - Building	0.220	0.000	0.0%	0.199	90.4%	Ⓞ	Ⓞ		0.220	0.000
Meridian Hall - Theatre Systems	0.071	0.034	47.7%	0.034	47.7%	Ⓢ	Ⓢ	#1	0.365	0.343
Meridian Hall - Lobby Presentation Systems	0.024	0.009	38.3%	0.024	98.7%	Ⓞ	Ⓞ		0.318	0.303
Meridian Hall - Video Systems Infrastructure	0.050	0.000	0.0%	0.045	91.4%	Ⓞ	Ⓞ		0.497	0.448
Meridian Hall - Video Presentation and Monitoring	0.137	0.041	30.2%	0.129	93.9%	Ⓞ	Ⓞ		0.350	0.255
Meridian Hall - Theatre Lighting	0.547	0.039	7.1%	0.496	90.6%	Ⓞ	Ⓞ		0.634	0.126
Meridian Hall - PSVC System	0.200	0.113	56.3%	0.193	96.0%	Ⓞ	Ⓞ		0.274	0.186
Meridian Hall - Rigging & Drapery Systems	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
St. Lawrence Centre for the Arts - SOGR Projects	0.564	0.066	11.7%	0.266	47.2%	Ⓢ	Ⓢ	#2	1.040	0.744
Meridian Arts Centre - SOGR Projects	1.771	1.113	62.8%	1.520	85.8%	Ⓞ	Ⓞ		8.026	7.466
Meridian Arts Centre - Roof Replacement (Flat)	0.029	0.000	0.0%	0.029	99.9%	Ⓞ	Ⓞ		2.351	2.321
Meridian Arts Centre - Chillers and Cooling Tower Replacement	1.006	0.581	57.8%	0.965	96.0%	Ⓞ	Ⓞ		2.399	1.974
Meridian Arts Centre - Roof Replacement (PVC)	0.555	0.036	6.4%	0.486	87.5%	Ⓞ	Ⓞ		2.309	1.790
Meridian Arts Centre - Technical Theatre Improvements	1.626	0.121	7.5%	0.936	57.5%	Ⓢ	Ⓢ	#1	1.620	0.196
Meridian Arts Centre - Rigging Replacement	0.228	0.000	0.0%	0.218	95.5%	Ⓞ	Ⓞ		0.228	0.000
Meridian Arts Centre - Exterior Repairs	0.346	0.069	20.0%	0.322	93.2%	Ⓞ	Ⓞ		0.346	0.069
<b>Sub-Total</b>	<b>7.425</b>	<b>2.223</b>	<b>29.9%</b>	<b>5.912</b>	<b>79.6%</b>	-	-		<b>21.028</b>	<b>16.222</b>
<b>Service Improvements</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Growth Related</b>										
St Lawrence Centre for the Arts - Redevelopment Planning	5.560	0.623	11.2%	5.560	100.0%	Ⓞ	Ⓞ		9.000	1.063
<b>Sub-Total</b>	<b>5.560</b>	<b>0.623</b>	<b>11.2%</b>	<b>5.560</b>	<b>100.0%</b>	-	-		<b>9.000</b>	<b>1.063</b>
<b>Total</b>	<b>26.592</b>	<b>4.032</b>	<b>15.2%</b>	<b>22.393</b>	<b>84.2%</b>				<b>60.743</b>	<b>31.378</b>

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

Note # 1:

The Meridian Hall - Door Replacement, Meridian Hall - Theatre Systems and Meridian Arts Centre - Technical Theatre Improvements projects are suffering delays due to procurement issues.

Note # 2:

The Meridian Arts Centre - AODA, the Meridian Arts Centre - AODA and the St. Lawrence Centre for the Arts - SOGR projects are currently experiencing delays due to supply chain issues.

Chart 1

2023 Approved Budget by Category (\$Million) \$30.61M

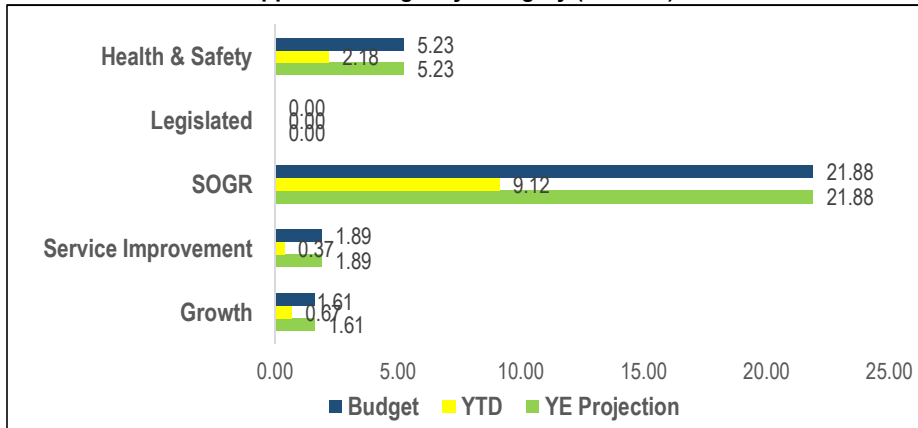


Table 1

2023 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	19
Service Improvement	2
Growth	1
<b>Total # of Projects</b>	<b>23</b>

Chart 2

Project Status - 23

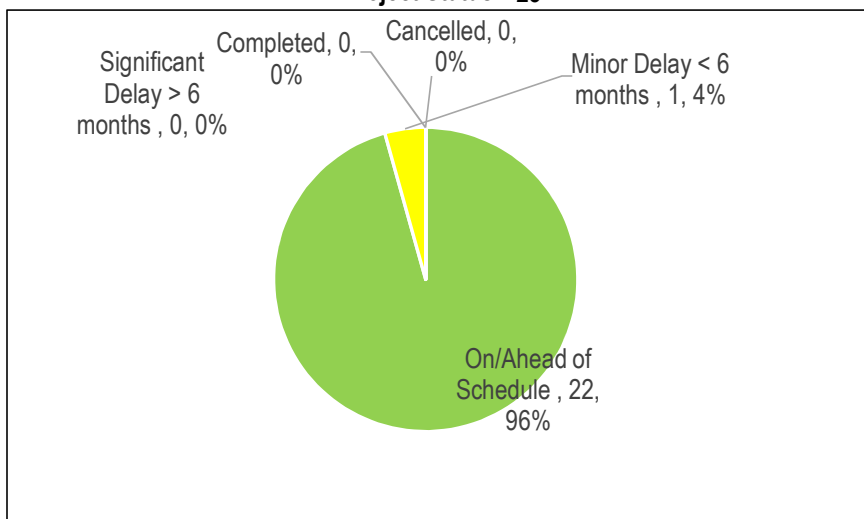


Table 2

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*		
<b>Total # of Projects</b>		<b>1</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
29.50	1.11			

**Key Discussion Points:**

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- 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 expected a minor delay through Q1 to achieve consensus on and execution of Project Charter and associated identification of Project Champion and core city Delivery Leads. Project Charter was executed on February 28, an RFP for consultant team was prepared and released on April 18 with a closing of May 29. TRCA anticipate award of contract by end of Q2. Through 2023, the project is targeting formal Notice of Completion and commencement of public and stakeholder engagement as part of the Terms of Reference phase of the project

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
SWP WEST SEG DESIGN & BRIMLEY RD CONSTR.	5.230	2.179	41.7%	5.230	100.0%	Ⓞ	Ⓞ		10.461	7.410
<b>Sub-Total</b>	<b>5.230</b>	<b>2.179</b>	<b>41.7%</b>	<b>5.230</b>	<b>100.0%</b>	-	-		<b>10.461</b>	<b>7.410</b>
<b>Legislated</b>										
Legislated Project Name							Ⓞ			
Legislated Project Name							Ⓞ			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.027	41.7%	0.064	100.0%	Ⓞ	Ⓞ		0.940	0.903
SHORELINE MONITORING & MAINTENANCE	0.400	0.167	41.7%	0.400	100.0%	Ⓞ	Ⓞ		4.750	4.517
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	0.842	41.7%	2.020	100.0%	Ⓞ	Ⓞ		14.250	13.072
RETROFIT ACTIVITIES FOR 2009+	0.371	0.155	41.7%	0.371	100.0%	Ⓞ	Ⓞ		3.947	3.731
SUSTAINABLE COMMUNITIES 2008+	0.927	0.386	41.7%	0.927	100.0%	Ⓞ	Ⓞ		10.013	9.472
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.542	0.226	41.7%	0.542	100.0%	Ⓞ	Ⓞ		5.976	5.660
REGIONAL WATERSHED MANAGEMENT 2008+	1.472	0.613	41.7%	1.472	100.0%	Ⓞ	Ⓞ		13.628	12.769
REGENERATION SITES 2008+	0.598	0.249	41.7%	0.598	100.0%	Ⓞ	Ⓞ		5.948	5.599
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.102	41.7%	0.245	100.0%	Ⓞ	Ⓞ		2.935	2.792
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.133	41.7%	0.320	100.0%	Ⓞ	Ⓞ		3.840	3.653
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.104	41.7%	0.250	100.0%	Ⓞ	Ⓞ		3.200	3.054
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.021	41.7%	0.050	100.0%	Ⓞ	Ⓞ		0.979	0.950
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.078	41.7%	0.188	100.0%	Ⓞ	Ⓞ		2.582	2.472
TORONTO PLANNING INITIATIVES	0.100	0.042	41.7%	0.100	100.0%	Ⓞ	Ⓞ		0.680	0.622
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.134	41.7%	0.321	100.0%	Ⓞ	Ⓞ		3.183	2.996
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	5.100	2.125	41.7%	5.100	100.0%	Ⓞ	Ⓞ		17.050	14.075
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.083	41.7%	0.200	100.0%	Ⓞ	Ⓞ		2.600	2.483
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	8.700	3.625	41.7%	8.700	100.0%	Ⓞ	Ⓞ		33.856	28.781
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.007	41.7%	0.017	100.0%	Ⓞ	Ⓞ		2.550	2.540
<b>Sub-Total</b>	<b>21.885</b>	<b>9.119</b>	<b>41.7%</b>	<b>21.885</b>	<b>100.0%</b>	-	-		<b>132.907</b>	<b>120.141</b>
<b>Service Improvements</b>										
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.781	0.325	41.7%	0.781	100.0%	Ⓞ	Ⓞ		3.815	3.359
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.109	0.044	3.9%	1.109	100.0%	Ⓞ	Ⓞ	#1	2.912	0.177
<b>Sub-Total</b>	<b>1.890</b>	<b>0.369</b>	<b>19.5%</b>	<b>1.890</b>	<b>100.0%</b>	-	-		<b>6.727</b>	<b>3.537</b>
<b>Growth Related</b>										
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.605	0.669	41.7%	1.605	100.0%	Ⓞ	Ⓞ		38.617	7.743
<b>Sub-Total</b>	<b>1.605</b>	<b>0.669</b>	<b>41.7%</b>	<b>1.605</b>	<b>100.0%</b>	-	-		<b>38.617</b>	<b>7.743</b>
<b>Total</b>	<b>30.610</b>	<b>12.336</b>	<b>40.3%</b>	<b>30.610</b>	<b>100.0%</b>				<b>188.712</b>	<b>138.831</b>

<b>On Time</b>	<b>On Budget</b>
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:

Minor delay through Q1 to achieve consensus on and execution of Project Charter and associated identification of Project Champion and core city Delivery Leads

Chart 1

2023 Approved Budget by Category (\$Million) \$95.69M

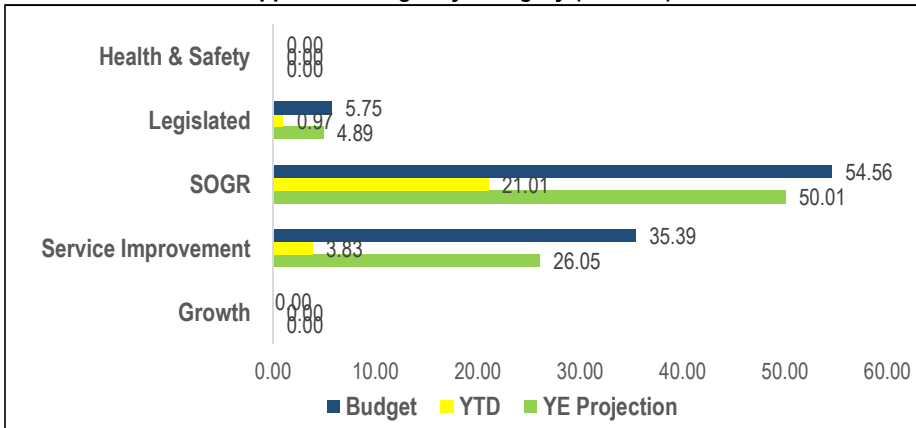


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	21
Service Improvement	9
Growth	
<b>Total # of Projects</b>	<b>33</b>

Chart 2

Project Status - 33

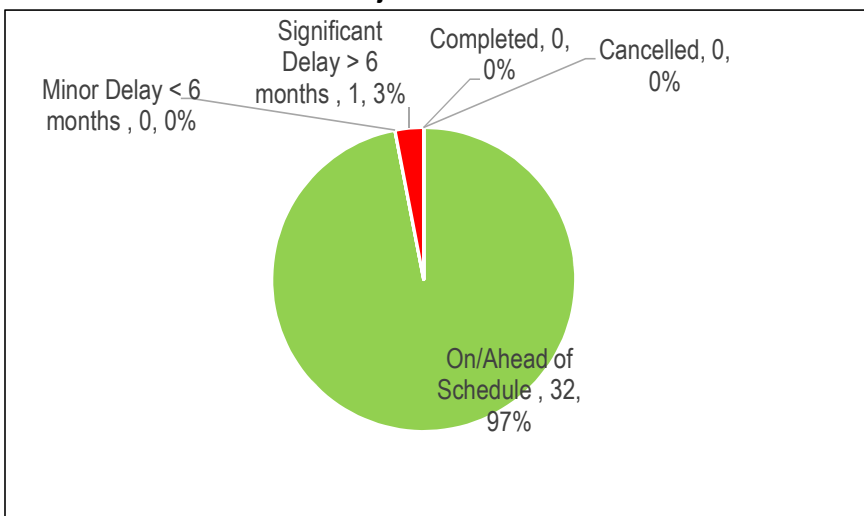


Table 2

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		
Other*	1	
<b>Total # of Projects</b>	<b>1</b>	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
94.92		0.77		

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

- Long Term Facility Plan - 54/55 Amalgamation (New Build) project was put on hold in Q2 2022 to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. The project continues to be on hold as staff is working with City's Corporate Real Estate Management division on feasible options for an amalgamated division.

## Toronto Police Service (POL)

### Key Discussion Points:

Toronto Police Service is projecting 2023 year-end spend of \$80.946 million, or 84.6% gross spending rate of its 2023 Approved Capital Budget of \$95.691 million. Projected underspending of \$14.745 million is mainly attributed to the following:

- *Long Term Facility Plan - 54/55 Amalgamation (New Build)* project was put on hold in Q2 2022 to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. The cost of construction has increased considerably due to the increased labour and materials costs, as well as other factors such as the high cost of constructing a very deep, waterproof underground parking structure in a location with a high water table. The project continues to be on hold as staff is working with City's Corporate Real Estate Management division on feasible options for an amalgamated division.
- Due to the consolidation during the pandemic, as part of the *Workstation, Laptop, Printer- Lifecycle* plan there were fewer workstations which were required to be lifecycled resulting in underspending. As a result of lease agreement not finalized spending rate for *Relocation of Wellness Services* was also affected.
- The overall demand for upkeep of existing facilities is steadily increasing with escalating costs. Internal resource constraints are affecting the spending rate for *State of Good Repair*. In order alleviate the SOGR backlog a new resource will be hired.
- There were delays in review and issuance of notice of approval conditions (NOAC) and building permit for *Long Term Facility Plan - 41 Division; New Build* project. The full building permit is expected to be received in the second quarter of 2023, conditional on the receipt of the NOAC.
- Spending could not commence for *New Records Management System (RMS)* as contractors could not be on boarded until the contract was approved. Contract award was approved by the Board at the April 28, 2023 Board meeting.
- The projected underspending in *Transforming Corporate Support (HRMS, TRMS)* is due to most of the work completed with minimal consulting services. Process currently underway to secure external resource to manage the replacement of the Service's recruiting system to allow a better application process and provide higher level reporting capability.
- Of the total under expenditure of \$14.7 million, \$13.4 million is projected to be carried forward to 2024 for Toronto Police Service to complete the necessary capital works, and \$1.4 million is projected to be returned to the Vehicle and Equipment Reserve.

Toronto Police Service (POL)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>8.339</b>
<b>Legislated</b>										
Next Generation (N.G.) 9-1-1	3.945	0.961	24.4%	3.585	90.9%	⊙	⊙		10.856	5.458
Communication Center Consulting	0.101	0.000	0.0%	0.101	100.0%	⊙	⊙		0.500	0.399
Relocation of Wellness Services	1.700	0.010	0.6%	1.200	70.6%	⊙	⊙		2.000	0.010
<b>Sub-Total</b>	<b>5.746</b>	<b>0.971</b>	<b>16.9%</b>	<b>4.886</b>	<b>85.0%</b>	-	-		<b>13.356</b>	<b>5.867</b>
<b>State of Good Repair</b>										
State-of-Good-Repair - Police	6.038	0.796	13.2%	4.238	70.2%	⊙	⊙		on-going	on-going
Radio Replacement	1.949	0.036	1.9%	1.940	99.5%	⊙	⊙		38.051	36.139
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.107	0.000	0.0%	0.870	78.6%	⊙	⊙		4.285	0.474
Mobile Command Centre	1.609	0.035	2.2%	1.509	93.8%	⊙	⊙		2.325	0.161
Connected Officer LR - DC Funding	0.374	0.153	40.9%	0.374	100.0%	⊙	⊙		16.665	1.134
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.467	0.420	89.8%	0.467	100.0%	⊙	⊙		4.900	0.802
Vehicle Replacement	9.892	4.922	49.8%	9.255	93.6%	⊙	⊙		104.293	99.002
Furniture Lifecycle Replacement	2.450	0.381	15.6%	1.950	79.6%	⊙	⊙		24.465	13.381
Workstation, Laptop, Printer- Lifecycle plan	2.653	0.794	29.9%	1.868	70.4%	⊙	⊙		85.494	47.302
Infrastructure Lifecycle	17.332	11.341	65.4%	17.332	100.0%	⊙	⊙		225.698	107.759
Locker Replacement	0.394	0.007	1.7%	0.388	98.3%	⊙	⊙		9.341	3.793
In-car Camera	1.000	0.045	4.5%	1.000	100.0%	⊙	⊙		5.889	4.309
DVAM I, II (LR)	1.051	0.384	36.5%	0.953	90.7%	⊙	⊙		11.817	6.068
Automatic Vehicle Locator (A.V.L.)	0.314	0.000	0.0%	0.280	89.1%	⊙	⊙		5.572	2.857
Property & Evidence Scanners	0.004	0.004	99.5%	0.004	99.5%	⊙	⊙		0.109	0.066
Small Equipment Replacement	2.875	0.804	28.0%	2.682	93.3%	⊙	⊙		16.473	5.683
Radar Unit Replacement	0.200	0.000	0.0%	0.198	98.7%	⊙	⊙		1.978	0.973
Conducted Energy Weapon	0.559	0.000	0.0%	0.559	100.0%	⊙	⊙		8.808	2.629
Body Worn Camera - Replacement Plan	1.526	0.890	58.3%	1.526	100.0%	⊙	⊙		15.260	2.416
Hydrogen Fuel Cells	2.700	0.000	0.0%	2.561	94.8%	⊙	⊙		8.000	0.000
Wireless Parking System	0.061	0.000	0.0%	0.061	100.0%	⊙	⊙		13.482	3.375
<b>Sub-Total</b>	<b>54.557</b>	<b>21.012</b>	<b>38.5%</b>	<b>50.013</b>	<b>91.7%</b>	-	-		<b>602.904</b>	<b>338.325</b>
<b>Service Improvements</b>										
Transforming Corporate Support (HRMS, TRMS)	0.865	0.066	7.6%	0.493	57.0%	⊙	⊙	#1	8.435	7.007
Long Term Facility Plan - 54/55 Amalgamation; New Build	0.768	0.000	0.0%	0.150	19.5%	⊙	⊙		50.500	0.685
ANCOE (Enterprise Business Intelligence, Global Search)	0.393	0.097	24.8%	0.343	87.3%	⊙	⊙		12.528	12.232
Body Worn Camera - Phase II	0.560	0.052	9.3%	0.485	86.6%	⊙	⊙		5.887	5.135
Long Term Facility Plan - 41 Division; New Build	20.628	3.300	16.0%	15.628	75.8%	⊙	⊙		76.656	11.036
Long Term Facility Plan - Facility and Process Improvement	0.900	0.114	12.7%	0.710	78.9%	⊙	⊙		3.508	2.722
Long Term Facility Plan - Consulting	0.774	0.184	23.7%	0.738	95.3%	⊙	⊙		0.878	0.287
Information Technology Storage Growth	0.500	0.012	2.5%	0.500	100.0%	⊙	⊙		5.000	0.012
New Records Management System (RMS)	10.000	0.000	0.0%	7.000	70.0%	⊙	⊙		20.600	0.000
<b>Sub-Total</b>	<b>35.388</b>	<b>3.826</b>	<b>10.8%</b>	<b>26.046</b>	<b>73.6%</b>	-	-		<b>183.991</b>	<b>39.117</b>
<b>Growth Related</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>95.691</b>	<b>25.809</b>	<b>27.0%</b>	<b>80.946</b>	<b>84.6%</b>				<b>800.252</b>	<b>391.648</b>

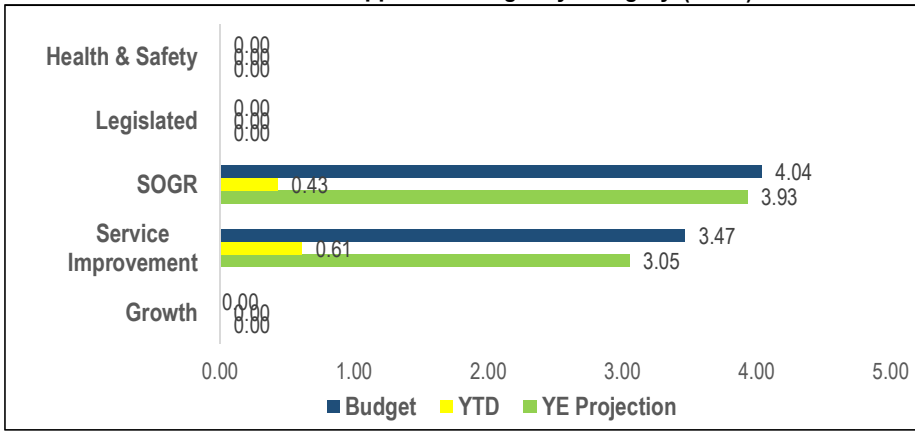
On Time	On Budget
On/Ahead of Schedule	⊙ >70% of Approved Cash Flow
Minor Delay < 6 months	⊙ Between 50% and 70%
Significant Delay > 6 months	⊙ < 50% or >100% of Approved Cash Flow

Note # 1: Long Term Facility Plan - 54/55 Amalgamation; New Build

Project is on hold to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements.



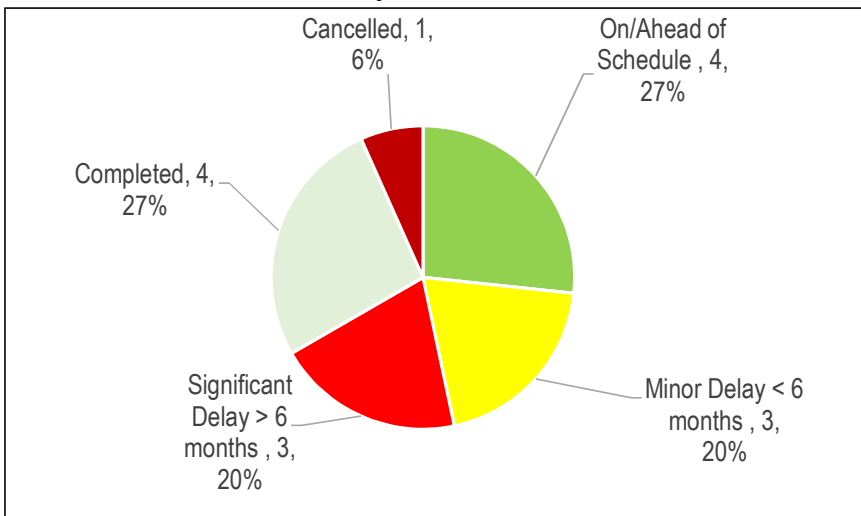
**Chart 1**  
2023 Approved Budget by Category (\$7.51)



**Table 1**  
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	11
Growth	
<b>Total # of Projects</b>	<b>15</b>

**Chart 2**  
Project Status - 15



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.20	1.62	0.98	0.45	0.26

**Key Discussion Points:**

- The new dental clinic project at Scarb. Central South (Galloway), fully funded by the Ministry of Health under the Ontario Seniors Dental Care Program, was cancelled as a location couldn't be found. Project has requested the Ministry of Health to reallocate its approved funding of \$0.660 million, including cash flow of \$0.259 million in 2023, to dental clinic renovation projects at Alton/Midland and 791 Queen E - Sr. Dental.

Toronto Public Health (TPH)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
Inspection Management - Implementation	2.264	0.388	17.1%	2.264	100.0%	Ⓞ	Ⓞ		7.122	1.736
Infectious Disease Management and Surveillance	1.345	0.000	0.0%	1.345	100.0%	Ⓞ	Ⓞ		6.790	0.000
TCHIS Map-Us Upgrade	0.399	0.020	5.1%	0.299	74.9%	Ⓞ	Ⓜ	#1	0.503	0.020
Community Health Information System	0.032	0.023	72.4%	0.023	72.4%	Ⓞ	Ⓞ		3.369	3.360
<b>Sub-Total</b>	<b>4.039</b>	<b>0.431</b>	<b>10.7%</b>	<b>3.931</b>	<b>97.3%</b>	-	-		<b>17.784</b>	<b>5.116</b>
Datamart Data Warehouse - Phase 3	0.051	0.051	100.0%	0.051	100.0%	Ⓞ	Ⓞ		2.814	2.814
Electronic Medical Record - Phase 3	0.913	0.064	7.0%	0.913	100.0%	Ⓞ	Ⓜ	#2	2.655	1.806
Ontario Seniors Dental Care Program (OSDCP)										
Dental Vans	0.369	0.293	79.3%	0.293	79.3%	Ⓞ	Ⓞ		0.780	0.704
Dental Clinic Renovations/New (8 sites)										
<i>Taibu CHC Location</i>	0.003	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#3	0.275	0.272
<i>Alton/Midland Location</i>	0.598	0.000	0.0%	0.598	100.0%	Ⓞ	Ⓡ	#4	0.622	0.024
<i>160 Borough Location</i>	0.129	0.000	0.0%	0.129	100.0%	Ⓞ	Ⓡ	#5	0.129	0.000
<i>95 Lavinia Ave</i>	0.250	0.002	0.9%	0.250	100.0%	Ⓞ	Ⓡ	#6	0.282	0.034
<i>Dental Clinic Expansion</i>										
<i>Scarborough Centre - (West Hill)</i>	0.309	0.176	56.9%	0.232	75.0%	Ⓞ	Ⓜ	#7	0.406	0.273
<i>Dental Clinic Update</i>										
<i>791 Queen E - Sr. Dental</i>	0.259	0.025	9.8%	0.259	100.0%	Ⓞ	Ⓞ	#8	0.562	0.069
<i>New Dental Clinic</i>										
<i>East Toronto Health Partners (Ethp)</i>	0.328	0.000	0.0%	0.328	100.0%	Ⓞ	Ⓞ		0.829	0.000
<i>New Dental Clinic</i>										
<i>Scarb. Central South (Galloway)</i>	0.259	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#9	0.660	0.000
<b>Sub-Total</b>	<b>3.467</b>	<b>0.611</b>	<b>17.6%</b>	<b>3.052</b>	<b>88.0%</b>	-	-		<b>10.014</b>	<b>5.997</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>7.506</b>	<b>1.042</b>	<b>13.9%</b>	<b>6.982</b>	<b>93.0%</b>				<b>27.798</b>	<b>11.113</b>

<b>On Time</b>	<b>On Budget</b>
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 at year-end reflects delay in the hiring process.

**Note # 2:**

Although experienced delay in the hiring process, project is expected to complete on budget this year.

**Note # 3:**

Project completed in Nov 2022 and in the process of closing. No spend in 2023.

**Note # 4:**

Project had delays in RFQ. Construction is expected to start in Q2 2023. Due to inflationary increases in construction costs, project has requested the Ministry of Health to reallocate additional funding of \$0.20 million from the new dental clinic project at Scarb. Central South (Galloway) which has been cancelled.

**Note # 5:**

Project is waiting for the Ministry of Health to approve additional funding of \$0.427 million to fund the construction contract to complete the project.

**Note # 6:**

Toronto Public Health (TPH)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Despite delayed start date due to coordination with AODA work in the community centre, project is expected to complete on budget this year.

**Note # 7:**

Project is expected to complete within budget this year in spite of minor delay in glass installation of the new reception.

**Note # 8:**

As a result of increased costs of construction due to inflation, project has requested the Ministry of Health to reallocate additional funding of \$0.46 million from the new dental clinic project at Scarb. Central South (Galloway) which has been cancelled in order to complete the project on time in Mar 2024.

**Note # 9:**

Project was cancelled as a location couldn't be found. The approved funding from Ministry of Health has been requested to be reallocated to dental clinic renovation projects at Alton/Midland and 791 Queen E - Sr. Dental.

Chart 1

2023 Approved Budget by Category (\$Million) \$51.23M

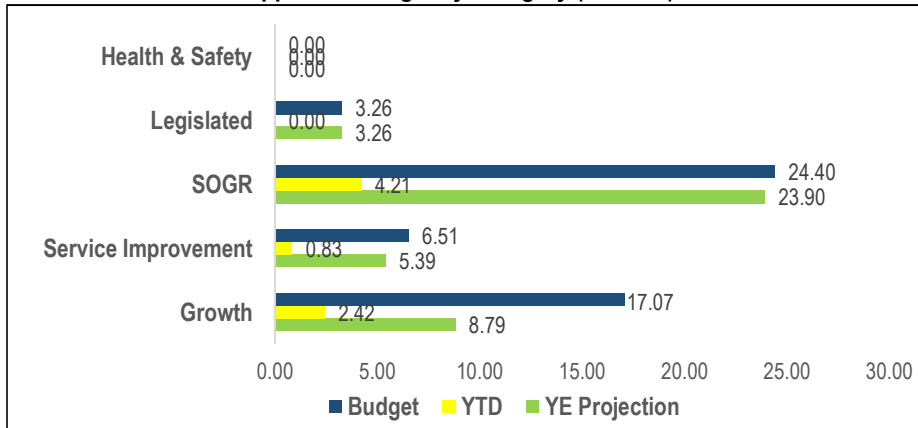


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	10
Service Improvement	1
Growth	12
<b>Total # of Projects</b>	<b>24</b>

Chart 2

Project Status - 24

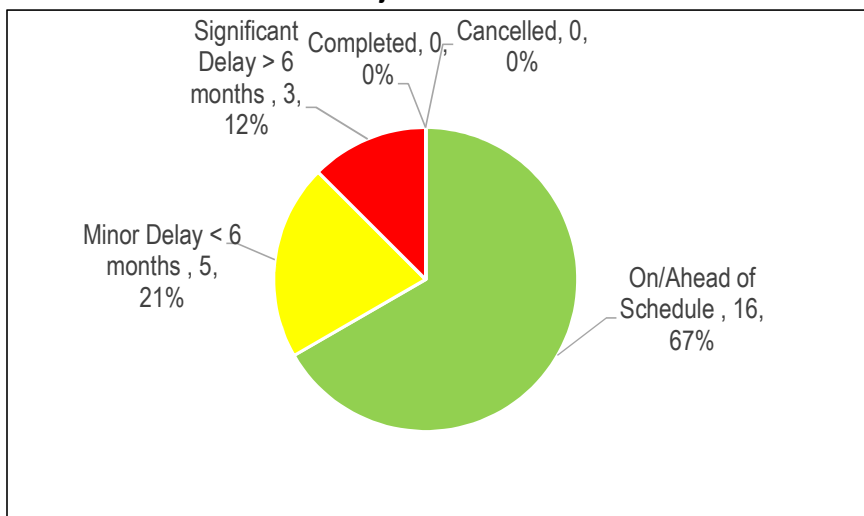


Table 2

Reason for Delay

8

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
34.43	9.44	7.36		

Reasons for "Other\*" Projects Delay:

- Due to delays in coming to an agreement between The City's and Developer's legal team on the timeframe when TPL can occupy the building to start construction has delayed the *Perth Dupont Relocation* project.
- *Parkdale Reconstruction Design* project has been temporarily put on hold.
- Phase 2 of *Richview Building Elements (SOGR)* has been deferred to 2024 as it requires city approval (permit to discharge the water).

## Toronto Public Library (LIB)

### Key Discussion Points :

- Toronto Public Library is projecting 2023 year-end spend of \$41.336 million, or 80.7% of its 2023 Approved Capital Budget of \$51.234 million. This is mainly attributed to delays in acquiring site plan approvals for the *Centennial Renovation & Expansion* project, tender issuance for the *Dawes Road Reconstruction & Expansion* and *Toronto Reference Library Renovation* projects and delays in acquiring building occupancy for the *Perth Dupont Branch Relocation* project due to legal agreements between stakeholders.
- There have been expenses incurred for three projects with no budgets (*Albert Campbell Renovation - Construction, North York Central Library Phase 2, York Woods Renovation*) due to deficiencies and potential delays in claims. Budget adjustment will be considered in Q3.

Toronto Public Library (LIB)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
Multi-Branch Minor Reno Prog (Accessibility)	3.260	0.000	0.0%	3.260	100.0%	Ⓞ	Ⓞ		7.662	1.959
<b>Sub-Total</b>	<b>3.260</b>	<b>0.000</b>	<b>0.0%</b>	<b>3.260</b>	<b>100.0%</b>	-	-		<b>7.662</b>	<b>1.959</b>
<b>State of Good Repair</b>										
Albert Campbell Renovation - Construction	0.000	0.012		0.298			Ⓞ	#1	21.469	21.480
Digital Experiences	2.095	0.079	3.8%	1.040	49.6%	Ⓜ	Ⓜ	#2	8.341	3.489
Multi-Branch Minor Reno Prog	8.586	1.621	18.9%	8.586	100.0%	Ⓞ	Ⓞ		26.974	17.538
North York Central Library Phase 2	0.000	0.262		0.262			Ⓞ	#3	13.844	14.106
Northern District Exterior	2.164	0.006	0.3%	3.164	146.2%	Ⓜ	Ⓞ		2.205	0.048
Richview Building Elements (SOGR)	1.212	0.000	0.0%	0.464	38.3%	Ⓜ	Ⓜ	#4	3.546	0.100
Technology Asset Management Prog	6.444	1.836	28.5%	6.444	100.0%	Ⓞ	Ⓞ		25.452	14.271
Toronto Reference Library Renovation	3.400	0.169	5.0%	2.315	68.1%	Ⓜ	Ⓜ	#5	10.710	2.503
Wychwood Library Renovation	0.500	0.073	14.6%	0.500	100.0%	Ⓞ	Ⓞ		15.796	14.815
York Woods Renovation	0.000	0.151		0.831			Ⓞ	#6	13.945	14.095
<b>Sub-Total</b>	<b>24.401</b>	<b>4.208</b>	<b>17.2%</b>	<b>23.903</b>	<b>98.0%</b>	-	-		<b>142.281</b>	<b>102.445</b>
<b>Service Improvements</b>										
Service and Digital Modernization	6.506	0.828	12.7%	5.386	82.8%	Ⓞ	Ⓞ		20.628	5.215
<b>Sub-Total</b>	<b>6.506</b>	<b>0.828</b>	<b>12.7%</b>	<b>5.386</b>	<b>82.8%</b>	-	-		<b>20.628</b>	<b>5.215</b>
<b>Growth Related</b>										
Bridlewood Branch Relocation	4.862	2.138	44.0%	4.862	100.0%	Ⓞ	Ⓞ		9.787	2.717
Centennial Renovation & Expansion - Construction	3.500	0.056	1.6%	0.066	1.9%	Ⓜ	Ⓜ	#7	21.613	0.939
Dawes Road Reconstruction & Expansion	2.534	0.075	3.0%	0.956	37.7%	Ⓜ	Ⓜ	#8	36.206	6.596
Deer Park Relocation and Expansion - Design	0.144	0.000	0.0%	0.144	100.0%	Ⓞ	Ⓞ		0.144	0.000
Ethennonhawahstihnen' Library - Bayview Library Relocation	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓞ		15.957	15.457
Etobicoke New Construction - Design	0.564	0.000	0.0%	0.564	100.0%	Ⓞ	Ⓞ		1.463	0.299
Lillian H. Smith Renovation - Design	0.200	0.014	7.2%	0.137	68.6%	Ⓜ	Ⓜ	#9	3.000	0.014
Maryvale Relocation	0.435	0.060	13.7%	0.100	23.0%	Ⓜ	Ⓞ		3.333	2.772
Parkdale Reconstruction - Design	0.502	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#10	1.719	0.000
Perth Dupont Relocation - Construction	3.359	0.000	0.0%	1.100	32.7%	Ⓜ	Ⓜ	#11	5.897	1.320
Pleasant View Library Renovation & Expansion - Design	0.368	0.050	13.6%	0.296	80.6%	Ⓞ	Ⓞ		4.775	0.318
St. Lawrence Relocation & Expansion - Design	0.100	0.025	25.0%	0.061	61.0%	Ⓜ	Ⓞ		1.932	0.025
<b>Sub-Total</b>	<b>17.068</b>	<b>2.419</b>	<b>14.2%</b>	<b>8.786</b>	<b>51.5%</b>	-	-		<b>105.826</b>	<b>30.458</b>
<b>Total</b>	<b>51.234</b>	<b>7.455</b>	<b>14.6%</b>	<b>41.336</b>	<b>80.7%</b>				<b>276.397</b>	<b>140.078</b>

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: Albert Campbell Renovation - Construction**

Expenses incurred due to deficiencies and potential delays in claims. Budget adjustment to be considered in Q3.

**Note # 2: Digital Experiences**

Projects deferred to 2024 due to competing priorities.

**Note # 3: North York Central Library Phase 2**

Expenses incurred due to deficiencies and potential delays in claims. Budget adjustment to be considered in Q3.

**Note # 4: Richview Building Elements (SOGR)**

Phase 1 (waterproofing system) will be done in 2023. Phase 2 deferred to 2024 as it requires city approval (permit to discharge the water).

**Note # 5: Toronto Reference Library Renovation**

Tender for construction of ground floor reconfiguration deferred to 2024.

**Note # 6: York Woods Renovation**

Expenses incurred due to deficiencies and potential delays in claims. Budget adjustment to be considered in Q3.

**Note # 7: Centennial Renovation & Expansion - Construction**

Delay due to City providing site plan approval.

**Note # 8: Dawes Road Reconstruction & Expansion**

Construction tender targeted in Q3.

**Note # 9: Lillian H. Smith Renovation - Design**

RFP for Architectural feasibility targeted in Q4 after completion of due diligence and energy audit.

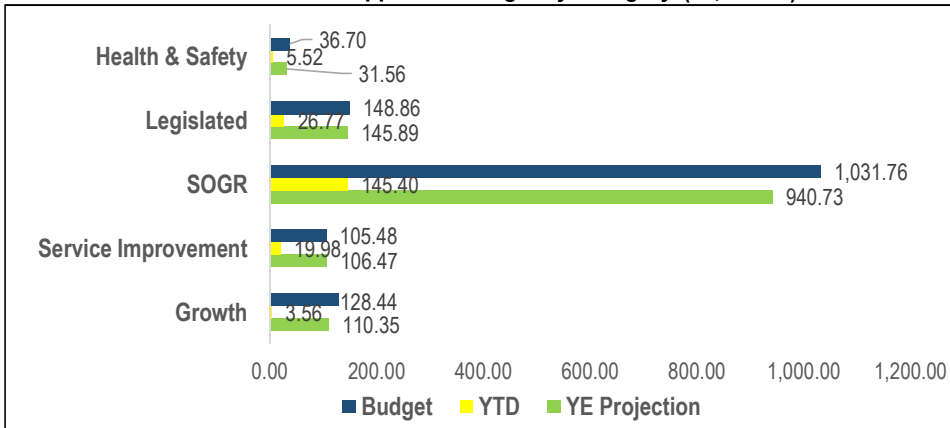
**Note # 10: Parkdale Reconstruction - Design**

Project is put on hold.

**Note # 11: Perth Dupont Relocation - Construction**

Delay due to agreement between City and Developer's lawyers on when TPL can occupy the building to start construction.

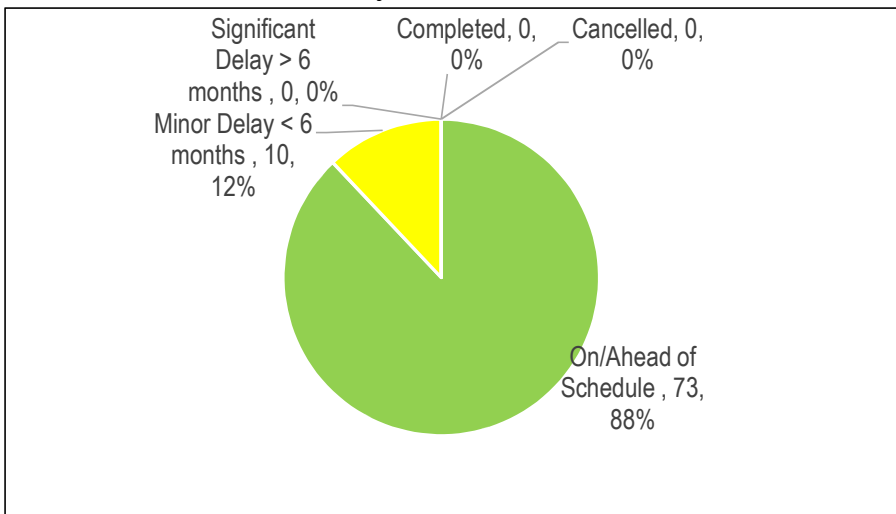
**Chart 1**  
2023 Approved Budget by Category (\$1,451.24)



**Table 1**  
2023 Active Projects by Category

Health & Safety	9
Legislated	8
SOGR	37
Service Improvement	19
Growth	11
<b>Total # of Projects</b>	<b>84</b>

**Chart 2**  
Project Status - 84



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
919.55	531.69			

**Key Discussion Points:** (Please provide reason for delay)

- As at April 30, 2023, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$201.2 million, representing 14% of its adjusted 2023 Capital Budget of \$1.451 billion. The 2023 Capital Budget was adjusted for final carry forwards and other adjustments to better align cash flow to spending capacity. TTC is projecting a 92% spending rate or \$1.335 billion at year end, leaving approximately \$116.2 million unspent.
- Comprising of the Base Program and Transit Expansion projects, the Base Program incurred expenditures of approximately \$197.6 million during the first four months of 2023, or approximately 15% of the adjusted 2023 Capital Budget of \$1.364 billion. The Base Program is projecting to spend approximately 93% or \$1.269 billion by year-end.
- The Transit Expansion projects incurred expenditures of approximately \$3.6 million or 4% of the adjusted 2023 Capital Budget of \$87.4 million and is spending is projected to be approximately \$65.7 million or 75% by year-end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Power Dist. H&S	0.184	0.077	41.9%	0.184	100.1%	⊖	⊖		1.039	0.747
Finishes-H&S	0.418	0.199	47.6%	0.700	167.7%	⊖	⊖		3.952	3.034
Fire Ventilation Upgrades & Second Exits -	24.803	4.386	17.7%	20.604	83.1%	⊖	⊕	#1	167.614	22.192
Streetcar Overhaul - H&S	3.010	0.134	4.5%	3.010	100.0%	⊖	⊖		16.940	1.107
Subway Car Overhaul - H&S	0.000	0.000		0.000		⊖	⊖		0.174	0.174
Computer Equipment And Software - H&S	3.602	0.327	9.1%	2.066	57.4%	⊕	⊕	#2	8.569	4.235
Other Buildings - H&S	0.939	0.178	18.9%	0.952	101.5%	⊖	⊖		97.227	2.868
Bus Overhaul - H&S	1.615	0.076	4.7%	1.915	118.6%	⊖	⊖		2.505	0.966
Safety and Reliability	2.130	0.148	7.0%	2.130	100.0%	⊖	⊖		12.779	1.819
<b>Sub-Total</b>	<b>36.700</b>	<b>5.524</b>	<b>15.1%</b>	<b>31.561</b>	<b>86.0%</b>	-	-		<b>310.799</b>	<b>37.141</b>
<b>Legislated</b>										
Communications - Legislated	0.650	0.078	12.0%	0.650	99.9%	⊖	⊖		19.487	15.360
Equipment-Legislated	1.588	0.522	32.9%	1.786	112.5%	⊖	⊖		62.073	22.695
Streetcar Network-Legislated	0.290	0.364	125.4%	0.656	226.2%	⊖	⊖		54.934	52.391
Easier Access-Phase III	118.452	21.741	18.4%	121.612	102.7%	⊖	⊖		1,123.733	562.565
Subway Car Overhaul - Legislated (AODA)	6.697	0.001	0.0%	0.000	0.0%	⊖	⊕	#3	22.102	8.964
Subway Asbestos Removal	12.678	2.060	16.2%	13.692	108.0%	⊖	⊖		153.587	87.501
Other Service Planning - Legislated	3.648	0.235	6.4%	3.443	94.4%	⊖	⊖		29.937	13.225
Other Buildings - Legislated	4.856	1.767	36.4%	4.047	83.3%	⊖	⊖		84.276	52.197
<b>Sub-Total</b>	<b>148.859</b>	<b>26.768</b>	<b>18.0%</b>	<b>145.886</b>	<b>98.0%</b>	-	-		<b>1,550.129</b>	<b>814.899</b>
<b>State of Good Repair</b>										
Subway Track - SOGR	30.703	9.766	31.8%	30.703	100.0%	⊖	⊖		334.923	280.898
Surface Track - SOGR	47.155	2.893	6.1%	51.993	110.3%	⊖	⊖		243.796	245.557
Traction Power-Variou - SOGR	22.457	6.188	27.6%	23.148	103.1%	⊖	⊖		415.121	371.989
Power Dist. SOGR	7.833	1.516	19.3%	7.620	97.3%	⊖	⊖		245.266	145.398
Communications-SOGR	14.515	3.060	21.1%	12.203	84.1%	⊖	⊖		190.905	149.248
Signal Systems	17.780	3.809	21.4%	21.908	123.2%	⊖	⊖		252.062	199.468
Finishes-SOGR	24.613	2.833	11.5%	27.287	110.9%	⊖	⊖		286.321	217.929
Equipment-SOGR	107.906	13.056	12.1%	70.799	65.6%	⊕	⊕		629.566	367.006
On-Grade Paving Rehabilitation	11.362	1.797	15.8%	12.445	109.5%	⊖	⊖		171.365	129.266
Bridges And Tunnels-Variou	44.428	9.638	21.7%	46.008	103.6%	⊖	⊖		519.220	391.107
Fire Ventilation Upgrades & Second Exits - SOGR	13.105	-0.049	-0.4%	13.100	100.0%	⊖	⊖		388.205	361.266
Purchase of Wheel Trans	26.979	6.292	23.3%	26.979	100.0%	⊖	⊖		92.269	49.819
Purchase Of Subway Cars - SOGR	1.633	0.445	27.2%	1.779	108.9%	⊖	⊖		1,717.209	1,156.976
Streetcar Overhaul - SOGR	13.808	4.637	33.6%	11.917	86.3%	⊖	⊖		41.323	16.814
Subway Car Overhaul - SOGR	23.773	11.919	50.1%	25.860	108.8%	⊖	⊖		521.460	219.797
Automotive Non-Revenue Vehicle Replace - SOGR	6.379	0.567	8.9%	6.379	100.0%	⊖	⊖		62.446	15.454
Rail Non Revenue Vehicle Overhaul	1.806	0.375	20.7%	1.807	100.0%	⊖	⊖		30.361	17.509
Rail Non-Revenue Vehicle Purchase - SOGR	1.173	0.051	4.4%	1.173	100.1%	⊖	⊖		64.613	19.054
Tools And Shop Equipment	8.198	1.054	12.9%	8.373	102.1%	⊖	⊖		46.933	27.645
Revenue & Fare Handling Equipment -SOGR	11.345	0.048	0.4%	10.462	92.2%	⊖	⊖		78.296	56.748
Computer Equipment And Software - SOGR	68.188	9.765	14.3%	60.895	89.3%	⊖	⊖		607.408	342.490
Other Furniture And Office Equipment	0.477	0.020	4.2%	0.447	93.6%	⊖	⊖		4.643	3.873
Other Service Planning - SOGR	3.600	0.821	22.8%	3.684	102.3%	⊖	⊖		30.995	14.857
Transit Shelters & Loops	0.500	0.001	0.1%	0.500	100.0%	⊖	⊖		3.494	2.449
Other Buildings - SOGR	28.867	10.283	35.6%	32.642	113.1%	⊖	⊖		797.196	474.433
Purchase of Buses -SOGR	298.162	1.080	0.4%	247.465	83.0%	⊖	⊕	#5	1,131.903	230.753
Bus Overhaul - SOGR	63.376	23.138	36.5%	63.376	100.0%	⊖	⊖		597.878	513.746
Other Maintenance Equipment	3.560	0.013	0.4%	3.509	98.6%	⊖	⊖		11.133	6.239
Purchase of Streetcars - SOGR	8.075	2.027	25.1%	7.311	90.5%	⊖	⊖		1,109.502	1,103.454
POP Legacy Fare Collection	0.678	0.048	7.1%	0.678	100.0%	⊖	⊖		4.028	3.399
ATC Resignalling - YUS Line	35.598	8.149	22.9%	35.598	100.0%	⊖	⊖		710.158	648.385
ATC Resignalling - Bloor/Danforth Line	14.596	2.907	19.9%	9.077	62.2%	⊕	⊕	#4	624.850	8.058
Leslie Barns	0.566	0.517	91.3%	0.959	169.5%	⊖	⊖		523.489	515.974
TR Yard And Tail Track Accommodation	30.335	4.667	15.4%	30.584	100.8%	⊖	⊖		509.136	401.901
Warehouse Consolidation	0.711	0.006	0.9%	0.711	99.9%	⊖	⊖		5.338	4.633
Corporate Initiatives - CLA	10.161	0.120	1.2%	4.000	39.4%	⊖	⊕	#4	44.041	1.251
Scarborough Subway Extension	27.355	1.944	7.1%	27.355	100.0%	⊖	⊖		146.210	94.883
<b>Sub-Total</b>	<b>1,031.757</b>	<b>145.402</b>	<b>14.1%</b>	<b>940.734</b>	<b>91.2%</b>	-	-		<b>13,193.058</b>	<b>8,809.727</b>



Toronto Transit Commission (TTC)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Subway Track - Service Improvement	0.098	0.006	5.8%	0.798	814.0%	Ⓜ	Ⓢ		5.814	5.722
Surface Track - Service Improvement	6.386	1.561	24.4%	7.499	117.4%	Ⓢ	Ⓢ		127.953	20.004
Traction Power-Variou - SI	2.048	0.121	5.9%	2.048	100.0%	Ⓢ	Ⓢ		8.134	1.199
Power Dist. Service Improvement	0.228	0.017	7.6%	0.228	99.9%	Ⓢ	Ⓢ		1.851	1.386
Communications-Service Improvement	0.708	0.002	0.3%	0.708	100.0%	Ⓢ	Ⓢ		1.575	0.870
Finishes-Service Improvement	0.620	0.131	21.1%	0.707	114.2%	Ⓢ	Ⓢ		4.078	0.679
Equipment-Service Improvement	1.200	0.001	0.1%	0.455	37.9%	Ⓢ	Ⓢ	#4	2.500	0.001
Streetcar Overhaul - Service Improvement	0.491	0.000	0.0%	0.491	100.0%	Ⓢ	Ⓢ		2.257	0.000
Automotive Non-Revenue Vehicle Replace - Service Imp.	3.334	1.045	31.3%	3.334	100.0%	Ⓢ	Ⓢ		26.762	12.756
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.602	0.006	0.9%	0.602	99.9%	Ⓢ	Ⓢ		13.499	0.237
Computer Equipment And Software - Service Improvement	8.357	1.138	13.6%	8.253	98.8%	Ⓢ	Ⓢ		21.604	9.337
Other Service Planning - Service Improvement	9.303	1.101	11.8%	9.722	104.5%	Ⓢ	Ⓢ		84.344	34.111
Other Buildings - Service Improvement	12.421	2.404	19.4%	12.456	100.3%	Ⓢ	Ⓢ		130.541	93.436
Purchase of Buses - Service Improvement	1.248	0.021	1.7%	1.248	100.0%	Ⓢ	Ⓢ		109.430	107.593
Kipling Station Improvements	0.277	0.155	55.9%	0.277	100.0%	Ⓢ	Ⓢ		14.617	14.495
Bicycle Parking At Stations	0.043	0.043	100.0%	0.043	100.0%	Ⓢ	Ⓢ		0.933	0.932
Yonge-Bloor Capacity Enhancement	19.351	3.004	15.5%	19.351	100.0%	Ⓢ	Ⓢ		1,440.109	63.079
Line 1 Capacity Enhancement	25.426	6.040	23.8%	24.904	97.9%	Ⓢ	Ⓢ		1,430.313	46.353
Line 2 Capacity Enhancement	13.343	3.190	23.9%	13.344	100.0%	Ⓢ	Ⓢ		867.166	22.795
<b>Sub-Total</b>	<b>105.484</b>	<b>19.984</b>	<b>18.9%</b>	<b>106.468</b>	<b>100.9%</b>	-	-		<b>4,293.481</b>	<b>434.986</b>
<b>Growth Related</b>										
Bus Rapid Transit- Growth	0.052	0.005	9.3%	0.052	99.9%	Ⓢ	Ⓢ		37.168	37.120
Sheppard Subway	0.500	0.000	0.0%	0.500	100.0%	Ⓢ	Ⓢ		968.856	965.151
Purchase Of Subway Cars - Growth	0.676	0.179	26.4%	0.799	118.1%	Ⓢ	Ⓢ		254.493	3.720
Other Service Planning - Growth	0.569	0.000	0.0%	0.569	100.0%	Ⓢ	Ⓢ		1.931	0.586
Other Buildings - Growth	8.434	0.420	5.0%	8.315	98.6%	Ⓢ	Ⓢ		358.287	302.476
Purchase of Buses - Growth	0.000	0.000	0.0%	0.000	0.0%				0.006	0.000
Purchase of Streetcars - Growth	49.114	0.602	1.2%	55.952	113.9%	Ⓢ	Ⓢ		468.000	137.657
PRESTO Farecard Implementation	8.500	0.408	4.8%	5.303	62.4%	Ⓢ	Ⓢ	#5	79.207	66.371
McNicoll New Bus Garage Facility	0.550	0.283	51.6%	0.478	87.0%	Ⓢ	Ⓢ		169.000	164.285
Spadina Subway Extension	56.061	1.123	2.0%	34.900	62.3%	Ⓢ	Ⓢ	#6	3,184.171	3,096.478
Waterfront Transit	3.979	0.543	13.7%	3.482	87.5%	Ⓢ	Ⓢ		54.799	21.675
<b>Sub-Total</b>	<b>128.436</b>	<b>3.563</b>	<b>2.8%</b>	<b>110.351</b>	<b>85.9%</b>	-	-		<b>5,575.920</b>	<b>4,795.520</b>
<b>Total</b>	<b>1,451.236</b>	<b>201.241</b>	<b>13.9%</b>	<b>1,335.000</b>	<b>92.0%</b>				<b>24,923.387</b>	<b>14,892.273</b>

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:**  
Site Conditions
- Note # 2:**  
Insufficient Staff Resources
- Note # 3:**  
Ongoing review and scope refinement in the AODA Requirements – Subway Fleet project.
- Note # 4:**  
Co-ordination with Other Projects
- Note # 5:**  
Schedule deferral
- Note # 6:**  
Project close out costs

Chart 1

2023 Approved Budget by Category (\$Million) \$32.69M

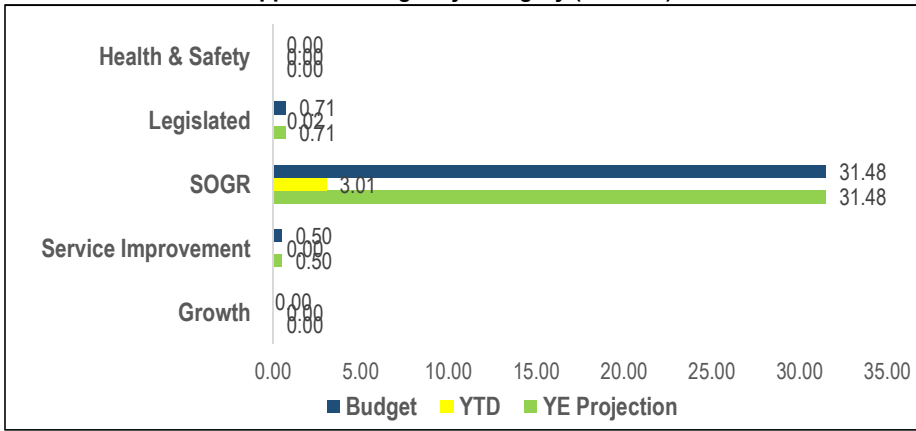


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	6
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>8</b>

Chart 2

Project Status - 8

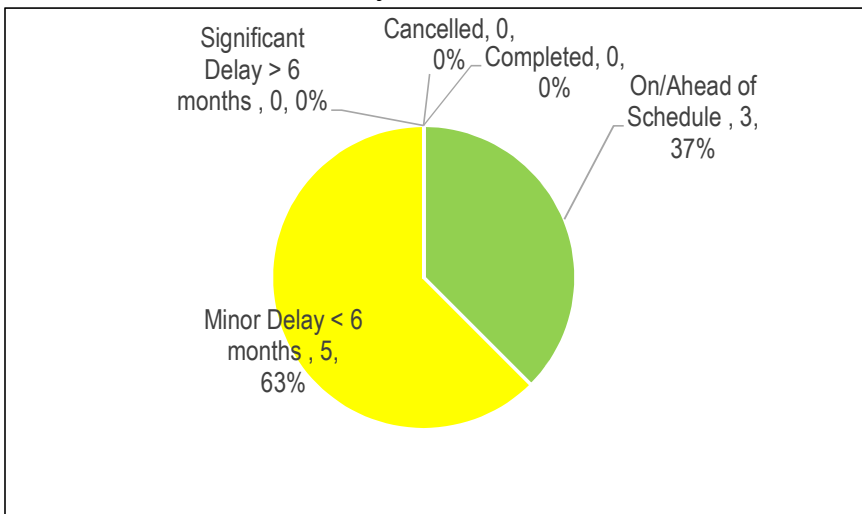


Table 2

Reason for Delay

5

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.15	19.54			

**Key Discussion Points:** (Please provide reason for delay)

- The Toronto Zoo spent \$3.032 million or 9.3% YTD and is projecting to spend \$32.690 million or 100% of its 2023 Council Approved Capital Budget by end of 2023.
- Procurement issues and co-ordination with other projects have resulted in minor delays in some projects. Most projects are in various stages of design, tender and construction.

Toronto Zoo (ZOO)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Winter Accessibility	0.715	0.018	2.5%	0.715	100.0%	Ⓞ	Ⓜ	1	1.327	0.622
<b>Sub-Total</b>	<b>0.715</b>	<b>0.018</b>	<b>2.5%</b>	<b>0.715</b>	<b>100.0%</b>	-	-		<b>1.327</b>	<b>0.622</b>
Building \$ Services Refurbishment	5.378	0.826	15.4%	5.378	100.0%	Ⓞ	Ⓜ	2	5.034	0.826
Exhibit Refurbishment	8.432	0.428	5.1%	8.432	100.0%	Ⓞ	Ⓜ	2	5.937	0.428
Grounds and Visitor Improvement	4.519	1.105	24.5%	4.519	100.0%	Ⓞ	Ⓜ	2	4.475	1.105
Information Systems	1.497	0.567	37.9%	1.497	100.0%	Ⓞ	Ⓞ		1.100	0.567
Welcome Area - Design	0.633	0.087	13.8%	0.633	100.0%	Ⓞ	Ⓞ		1.888	1.401
Welcome Area - Phase A Construction	11.016	0.000	0.0%	11.016	100.0%	Ⓞ	Ⓞ		29.327	0.010
<b>Sub-Total</b>	<b>31.475</b>	<b>3.014</b>	<b>9.6%</b>	<b>31.475</b>	<b>100.0%</b>	-	-		<b>47.761</b>	<b>4.337</b>
Savanna Indoor Winter Holding & Viewing Design	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓜ	3	1.000	0.000
<b>Sub-Total</b>	<b>0.500</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.500</b>	<b>100.0%</b>	-	-		<b>1.000</b>	<b>0.000</b>
<b>Total</b>	<b>32.690</b>	<b>3.032</b>	<b>9.3%</b>	<b>32.690</b>	<b>100.0%</b>				<b>50.088</b>	<b>4.959</b>

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 delayed to allow replacement of the other main arterial boardwalk on site. The project is expected to commence later in 2023.

**Note # 2:**

These projects are delayed as a result of co-ordination with other projects. Projects are in various stages of design, tender and construction.

**Note # 3:**

The Savanna Indoor Winter Holding & Viewing Design project is experiencing minor delays due to procurement issues. The project is currently in the concept design phase.

Chart 1

2023 Approved Budget by Category (\$Million) \$0.31M

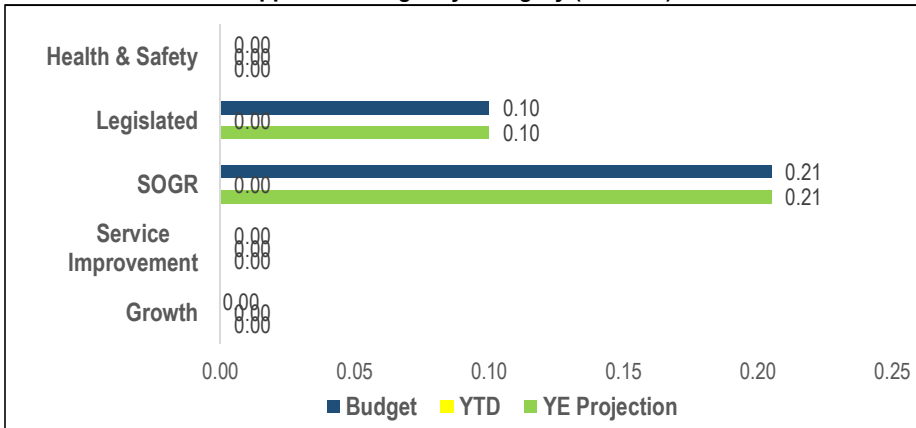


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	1
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>2</b>

Chart 2

Project Status - 2

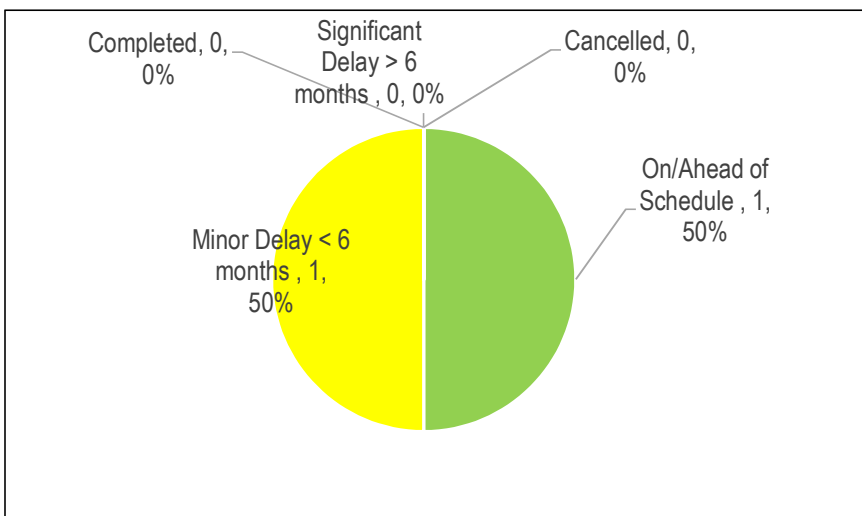


Table 2

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*		
<b>Total # of Projects</b>		<b>1</b>

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.21	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.
- A Community Advisory Committee has been formed and City staff are planning to report back to City Council with recommended new names to rename Dundas Street. Therefore, the signage project will be further delayed until City staff submit final recommendations for consideration by City Council in 2023.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>8.339</b>
Legislated Project Name YONGE DUNDAS SQUARE SIGN	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓢ	#1	0.100	0.000
<b>Sub-Total</b>	<b>0.100</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.100</b>	<b>100.0%</b>	-	-		<b>0.100</b>	<b>0.000</b>
SOGR Project Name SOGR Project Name	0.205	0.000	0.0%	0.205	100.0%	Ⓞ	Ⓞ		0.205	0.000
<b>Sub-Total</b>	<b>0.205</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.205</b>	<b>100.0%</b>	-	-		<b>0.205</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>0.305</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.305</b>	<b>100.0%</b>				<b>0.305</b>	<b>8.339</b>

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

**Note # 1:**

A Community Advisory Committee has been formed and City staff are planning to report back to City Council with recommended new names to rename Dundas Street. Therefore, the signage project will be further delayed until City staff submit final recommendations for consideration by City Council in 2023.

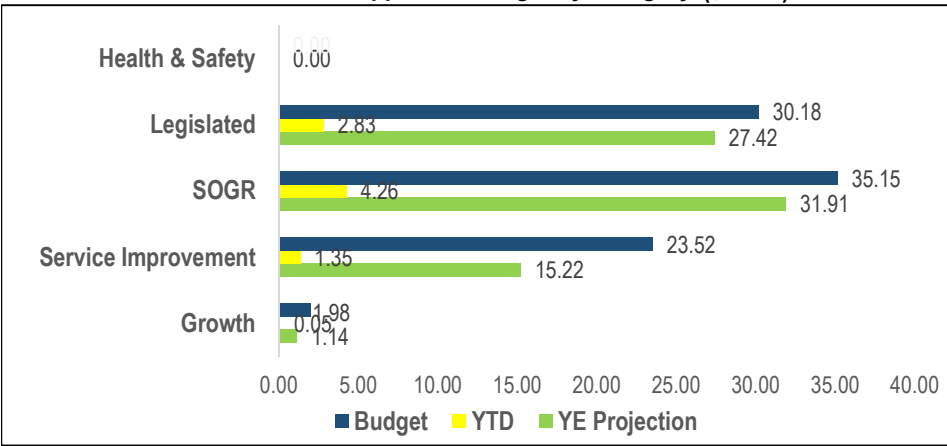
**2023 Capital Spending by Program  
Rate Supported Programs**

Program		2023 Approved Cash Flow	2023 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWMS	4M-2023	90.82	8.49	75.69	83.3%		Ⓢ
TPA	4M-2023	82.46	4.41	75.83	92.0%		Ⓢ
Toronto Water	4M-2023	1,388.98	184.06	1,197.51	86.2%		Ⓢ
<b>TOTAL</b>	4M-2023	1,562.26	196.96	1,349.03	86.4%		Ⓢ

For the four months ended April 30, 2023, the capital expenditures for Rate Supported Programs totalled \$197.0 million of their collective 2023 Approved Capital Budget of \$1562.3 million. Spending is expected to increase to \$1349.0 million (86.4%) by year-end. 3 programs in this service area have the projected year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

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

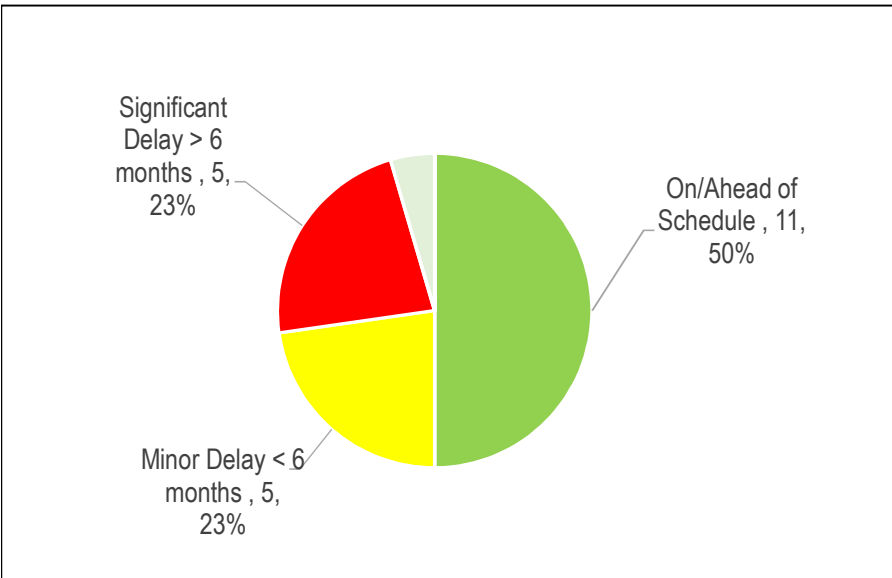
**Chart 1**  
2023 Approved Budget by Category (\$90.82)



**Table 1**  
2023 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	7
Service Improvement	10
Growth	2
<b>Total # of Projects</b>	<b>22</b>

**Chart 2**  
Project Status - 22



**Table 2**

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	4	4
<b>Total # of Projects</b>	<b>5</b>	<b>5</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
63.24	17.37	10.21		

**\* 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.
- **Major delay for SWM IT Application Initiatives; Dufferin Waste Facility Site Improvement; Renewable Natural Gas & Fleet Technology Enhancements** (see Notes 1, 2, 3 & 4 on "Projects by Category")
- **Minor delay for Collection Yard Asset Management** - The Bermondsey Yard, Yonge Yard and Yard General projects are overall on track. However, the Ingram Yard project which is the bulk of the anticipated yearly spending is slightly delayed due to an additional scope being added. Projecting overspend due to bids for the following projects came in higher than expected; INY GARAGE RETROFIT CNG, BTY Building & Site Elements Rehab and BTY EXTERIOR LIGHTING IMPROVEMENTS-E and the following two projects were accelerated to 2023; YOY ROOF REHAB-C project and the YOY HVAC"

**Solid Waste Management (SOL)**

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
Green Lane Landfill	19.801	1.006	5.1%	19.801	100.0%	Ⓞ	Ⓞ		221.974	134.641
Perpetual Care of Landfills	9.178	1.811	19.7%	7.559	82.4%	Ⓞ	Ⓞ		95.681	54.240
Landfill Capacity Development	1.200	0.008	0.7%	0.055	4.6%	Ⓡ	Ⓨ		2.500	0.363
<b>Sub-Total</b>	<b>30.179</b>	<b>2.826</b>	<b>9.4%</b>	<b>27.415</b>	<b>90.8%</b>	-	-		<b>320.155</b>	<b>189.243</b>
<b>State of Good Repair</b>										
Collection Yard Asset Management	6.452	0.135	2.1%	6.078	94.2%	Ⓞ	Ⓨ		19.764	4.579
Transfer Station Asset Management	23.014	3.760	16.3%	22.330	97.0%	Ⓞ	Ⓞ		243.519	73.404
Diversion Facilities Asset Management	0.187	0.039	21.1%	0.123	65.8%	Ⓨ	Ⓡ		8.906	2.735
Organics Processing Facility Asset Management	4.043	0.325	8.0%	3.012	74.5%	Ⓞ	Ⓞ		32.187	2.718
Dufferin Waste Facility Site Improvement	0.872	0.000	0.0%	0.368	42.2%	Ⓡ	Ⓡ	#1	49.632	1.037
Renewable Natural Gas	0.345	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.891	0.000
New Fleet	0.236	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ		1.702	0.520
<b>Sub-Total</b>	<b>35.149</b>	<b>4.260</b>	<b>12.1%</b>	<b>31.911</b>	<b>90.8%</b>	-	-		<b>356.599</b>	<b>84.991</b>
<b>Service Improvements</b>										
CNG Refuel Station Installation	0.018	0.000	0.0%	0.019	106.5%	Ⓡ	Ⓞ		1.100	1.035
Diversion Systems	3.471	0.406	11.7%	3.025	87.1%	Ⓞ	Ⓞ		136.270	52.929
Landfill Gas Utilization	0.028	0.003	11.8%	0.019	68.6%	Ⓨ	Ⓞ		68.512	0.466
Construction of Biogas Utilization at Disco & Dufferin	0.068	0.006	8.5%	0.044	64.6%	Ⓨ	Ⓞ		11.834	3.113
Long Term Waste Management Strategy	8.659	0.530	6.1%	5.381	62.2%	Ⓨ	Ⓨ		55.135	22.732
SWM IT Application Initiatives	8.065	0.199	2.5%	4.462	55.3%	Ⓨ	Ⓡ	#3	43.881	7.385
IT Corporate Initiatives	1.529	0.046	3.0%	0.649	42.4%	Ⓡ	Ⓞ		10.155	8.004
Two-Way Radio Replacement	0.000	0.000		0.000			Ⓞ		3.175	0.631
Fleet Technology Enhancements	0.739	0.027	3.6%	0.380	51.4%	Ⓨ	Ⓡ	#4	3.850	0.198
Engineering Planning Studies	0.938	0.136	14.5%	1.240	132.2%	Ⓡ	Ⓞ		9.821	3.945
<b>Sub-Total</b>	<b>23.515</b>	<b>1.354</b>	<b>5.8%</b>	<b>15.220</b>	<b>64.7%</b>	-	-		<b>343.734</b>	<b>100.438</b>
<b>Growth Related</b>										
Dufferin OP Facility	1.156	0.021	1.8%	0.070	6.0%	Ⓡ	Ⓞ		80.608	80.173
Disco OP Facility	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ			
Organics Processing Facility	0.821	0.033	4.0%	1.072	130.6%	Ⓡ	Ⓨ		135.982	0.563
<b>Sub-Total</b>	<b>1.977</b>	<b>0.054</b>	<b>2.7%</b>	<b>1.142</b>	<b>57.7%</b>	-	-		<b>216.590</b>	<b>80.736</b>
<b>Total</b>	<b>90.820</b>	<b>8.494</b>	<b>9.4%</b>	<b>75.687</b>	<b>83.3%</b>				<b>1,237.079</b>	<b>455.409</b>

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

- Note # 1:**  
**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 causing delay. Expected completion in 2027. Due to these delays construction will only start in Q4 2023
- Note # 2:**  
**Renewable Natural Gas -** Project has yet not started. Remedial efforts will need to be undertaken at Keele Valley Landfill before work on a RNG facility can proceed. Project is delayed. PM and site Manager are reviewing options.
- Note # 3:**



## Solid Waste Management (SOL)

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**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.

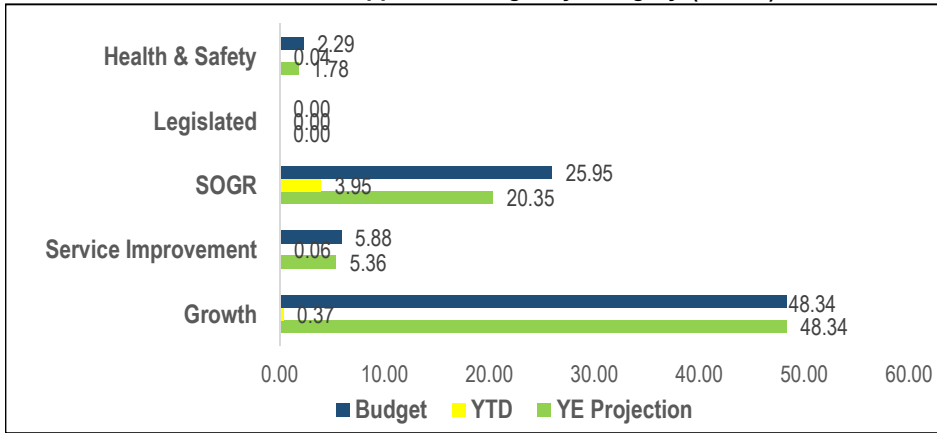
Specifically, previously incurred delays related to CSW018-04 (Transfer Station Efficiencies) have impacted timing of project spend; Project activities still on track for go live in late Q2 2023. Team is working on preparing for on-site project activities and is finalizing reports, including EPR-related reporting requirements. Cyber assessment processes are being initiated as well. Project is now progressing on track as per the contract's new project plan.

TSD has indicated no spend against 8 SWMS sub-projects (CSW018-05/06/11/16/21/26/29/41) in 2023. Sub-projects are either cancelled or completed or delayed > 6 months.

### 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. Current pilots will be reported upon by year end.

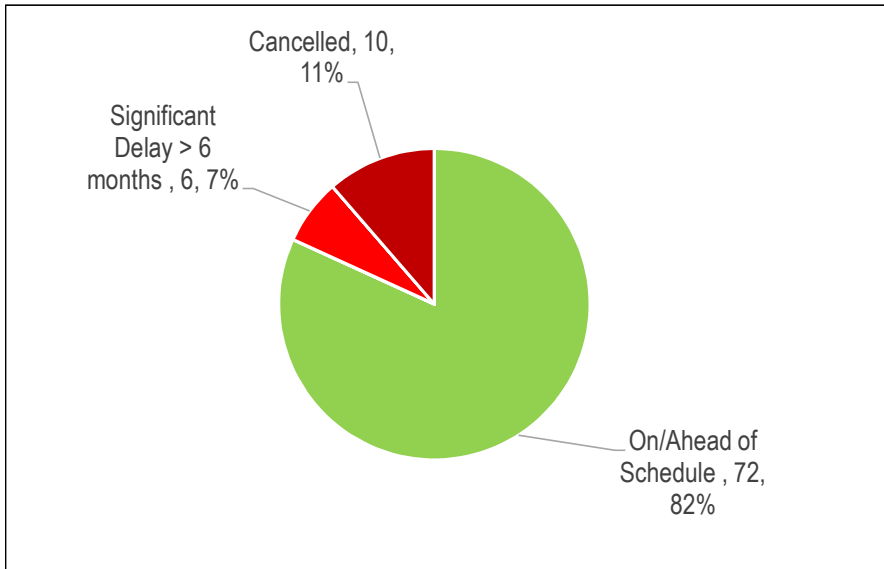
**Chart 1**  
2023 Approved Budget by Category (\$82.46)



**Table 1**  
2023 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	34
Service Improvement	23
Growth	27
<b>Total # of Projects</b>	<b>88</b>

**Chart 2**  
Project Status - 88



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
68.39		14.07		

Reasons for "Other\*" Projects Delay: N/A

Toronto Parking Authority (TPA)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
HEALTH SAFETY EMERGENCY GENERATORS (CPK466-01)	0.810	0.028	3.5%	0.300	37%	Ⓜ	Ⓢ		0.810	0.028
HEALTH SAFETY FIRE STOPPING (CPK466-02)	0.000	0.000		0.000					0.000	0.000
*Security Projects (CCTV, Access Control (CPK450-01)	1.344	0.013	0.9%	1.344	100%	Ⓢ	Ⓢ		2.970	1.638
CCTV Cameras (CPK401-01)	0.140	0.000	0.0%	0.140	100%	Ⓢ	Ⓢ		0.075	0.033
<b>Sub-Total</b>	<b>2.294</b>	<b>0.041</b>	<b>1.8%</b>	<b>1.785</b>	<b>77.8%</b>	-	-		<b>3.855</b>	<b>1.699</b>
<b>State of Good Repair</b>										
STATION REFURBISHMENT (CPK462-07)	0.000	0.000		0.000					0.000	0.000
CONSULTANT RETAINER FOR DESIGN AT FM SIT (CPK463-07)	0.602	0.021	3.5%	0.602	100.0%	Ⓢ	Ⓢ		0.602	0.021
CONSTRUCTION ROCKCLIFFE BLVD/CONNEL ST (CPK463-06)	0.000	0.000		0.000					0.000	0.000
CP 43 STAIRWELL REHABILITATION (CPK353-01)	3.777	0.007	0.2%	2.002	53.0%	Ⓜ	Ⓢ		3.777	0.172
CP58 GARAGE MODERNIZATION (CPK463-10)	2.975	0.033	1.1%	1.130	38.0%	Ⓜ	Ⓢ		2.975	0.033
ENGINEERING SERVICES 2023 (CPK463-03)	2.500	0.000	0.0%	1.568	62.7%	Ⓜ	Ⓢ		2.500	0.000
CP68 GARAGE MODERNIZATION (CPK463-11)	2.560	0.055	2.2%	2.560	100.0%	Ⓢ	Ⓢ		2.560	0.055
CP43 GARAGE MODERNIZATION (CPK463-09)	2.397	0.027	1.1%	2.397	100.0%	Ⓢ	Ⓢ		2.397	0.027
BUILDING CONDITION ASSESSMENTS 2023 (CPK463-13)	1.572	0.121	7.7%	0.600	38.2%	Ⓜ	Ⓢ		1.572	0.121
CP 68 STAIRWELL REHABILITATION (CPK463-01)	1.705	1.009	59.2%	1.705	100.0%	Ⓢ	Ⓢ		1.705	1.009
CP286 GARAGE MAJOR REPAIRS (CPK463-04)	1.160	0.011	1.0%	1.160	100.0%	Ⓢ	Ⓢ		1.160	0.011
HYDRO CONNECTION FEE (CPK468-04)	1.322	0.155	11.8%	1.322	100.0%	Ⓢ	Ⓢ		1.322	0.155
PAY AND DISPLAY (CPK460-01)	0.000	0.000		0.000					0.000	0.000
WAYFINDING (CPK465-07)	0.638	0.109	17.1%	0.638	100.0%	Ⓢ	Ⓢ		0.638	0.109
SURFACE LOT CONDITION ASSESSMENT 2023 (CPK463-02)	0.400	0.000	0.0%	0.400	100.0%	Ⓢ	Ⓢ		0.400	0.000
DEVELOPMENT OF GREEN P FACILITY STANDARD (CPK464-05)	0.075	0.000	0.0%	0.075	100.0%	Ⓢ	Ⓢ		0.075	0.000
CP246 DECOMMISSION (CPK463-05)	0.118	0.000	0.0%	0.118	100.0%	Ⓢ	Ⓢ		0.118	0.000
CLIVEDEN DEMO AND SURFACE LOT EXPANSION (CPK464-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓢ	Ⓢ		0.050	0.000
WAYFINDING BIKE SHARE (CPK462-04)	0.162	0.000	0.0%	0.162	100.0%	Ⓢ	Ⓢ		0.162	0.000
METRO HALL (CPK464-07)	0.064	0.000	0.0%	0.064	100.0%	Ⓢ	Ⓢ		0.064	0.000
*CP 36 Exhaust Fan, Drain, Concrete* (CPK337-01)	0.342	0.032	9.5%	0.342	100.0%	Ⓢ	Ⓢ		3.100	0.113
CP 11 Structural Concrete Repairs (CPK381-02)	0.188	0.169	89.8%	0.188	100.0%	Ⓢ	Ⓢ		0.345	0.373
CP 277 Permanent Construction Surface Lo (CPK254-01)	0.088	0.049	55.7%	0.084	94.9%	Ⓢ	Ⓢ		2.855	2.904
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.001	0.001	100.0%	0.001	100.0%	Ⓢ	Ⓢ		0.000	0.001
CP 36 Priority Repairs (CPK449-01)	0.269	0.230	85.4%	0.269	100.0%	Ⓢ	Ⓢ		1.000	0.676
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.001	0.001	100.0%	0.001	100.0%	Ⓢ	Ⓢ		0.000	0.001
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.050	0.000	0.0%	0.050	100.0%	Ⓢ	Ⓢ		0.550	0.316
CP 673 Construction of new surface lot (CPK261-01)	0.563	0.239	42.4%	0.563	100.0%	Ⓢ	Ⓢ		3.145	2.513
CP 68 Stairwell Rehabilitation (CPK384-01)	0.034	0.000	0.0%	0.034	100.0%	Ⓢ	Ⓢ		0.300	0.088
CP58 Garage Restoration (CPK374-02)	0.015	0.015	100.0%	0.015	100.0%	Ⓢ	Ⓢ		5.000	1.678
CP68 Tenant HVAC units (CPK438-01)	0.450	0.000	0.0%	0.450	100.0%	Ⓢ	Ⓢ		0.000	0.000
Surface Lot Condition Assessment (CPK435-01)	0.138	0.000	0.0%	0.138	100.0%	Ⓢ	Ⓢ		0.400	0.271
Garage Condition Assessments (CPK443-01)	0.067	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	4	0.000	0.000
CP 43 Stairwell Rehabilitation (CPK353-02)	1.663	1.663	100.0%	1.663	100.0%	Ⓢ	Ⓢ		0.000	1.663
<b>Sub-Total</b>	<b>25.946</b>	<b>3.949</b>	<b>15.2%</b>	<b>20.350</b>	<b>78.4%</b>	-	-		<b>38.771</b>	<b>12.311</b>
<b>Service Improvements</b>										
DG4 REFURBISHMENT TO ACCEPT 2027 CC (CPK465-05)	2.082	0.000	0.0%	2.082	100.0%	Ⓢ	Ⓢ		2.082	0.000
DG4 REPLACEMENT (CPK465-01)	0.000	0.000		0.000					0.000	0.000
COMMUNITY BIKE PARKING PILOT (CPK462-03)	0.000	0.000		0.000					0.000	0.000
PARKING MANAGEMENT SYSTEM MODERNIZATION (CPK465-06)	0.660	0.000	0.0%	0.660	100.0%	Ⓢ	Ⓢ		0.660	0.000
REIMAGING THE MONITORING STATION (CPK463-08)	0.200	0.000	0.0%	0.200	100.0%	Ⓢ	Ⓢ		0.200	0.000
TPA WEBSITE REDESIGN (CPK464-04)	0.000	0.000		0.000				2	0.000	0.000
DIGITAL PAYMENTS SOLUTION: MOBILE APP, R (CPK464-02)	1.000	0.000	0.0%	0.575	57.5%	Ⓜ	Ⓢ		1.000	0.000
GREEN EV THE FLEET (CPK465-02)	0.221	0.000	0.0%	0.221	100.0%	Ⓢ	Ⓢ		0.221	0.000
SCRUBBER REPLACEMENT (CPK465-03)	0.000	0.000		0.000				3	0.000	0.000
INNOVATION HUBS X2 (CPK464-06)	0.142	0.000	0.0%	0.142	100.0%	Ⓢ	Ⓢ		0.142	0.000
SWEEPER REPLACEMENT (CPK465-04)	0.000	0.000		0.000				3	0.000	0.000
LTE Upgrade (CPK436-01)	0.030	0.000	0.0%	0.030	100.0%	Ⓢ	Ⓢ		0.525	0.495
LPR / Pay-By-Plate Project (CPK376-01)	0.270	0.000	0.0%	0.270	100.0%	Ⓢ	Ⓢ		1.000	0.230
*Mobile Equipment -Mobile equip, small eq (CPK461-01)	0.285	0.034	12.1%	0.285	100.0%	Ⓢ	Ⓢ		0.550	0.300
Fleet Vehicles for Operations-Fleet Vehi (CPK456-01)	0.067	0.000	0.0%	0.067	100.0%	Ⓢ	Ⓢ		0.250	0.183
End user equipment refresh (CPK447-01)	0.271	0.000	0.0%	0.271	100.0%	Ⓢ	Ⓢ		0.100	0.029
Mobile Communications and Network Equip (CPK452-01)	0.050	0.000	0.0%	0.050	100.0%	Ⓢ	Ⓢ		0.250	0.000
Network Security Monitoring Appliance/Se (CPK392-02)	0.016	0.000	0.0%	0.016	100.0%	Ⓢ	Ⓢ		0.100	0.065
Network switches (CPK395-03)	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.100	0.000
CP36 - M1 Shop - Facilities Maintenance (CPK446-01)	0.175	0.021	11.8%	0.075	43.0%	Ⓜ	Ⓢ		0.200	0.045
SAP BI tool (CPK367-02)	0.313	0.000	0.0%	0.313	100.0%	Ⓢ	Ⓢ		1.500	0.529
4 Year Bike Share Expansion (CPK439-01)	0.000	0.000		0.000					5.117	2.125
Bike Share Equipment Purchase (CPK459-02)	0.000	0.000		0.000					0.000	0.000
<b>Sub-Total</b>	<b>5.882</b>	<b>0.055</b>	<b>0.9%</b>	<b>5.357</b>	<b>91.1%</b>				<b>13.996</b>	<b>4.002</b>
<b>Growth Related</b>										
Electrification Bike Share (CPK462-05)	0.000	0.000		0.000					0.000	0.000
Bike Share Installation Cost (Formerly SHIFT Installation Costs) (CPK462-)	2.168	0.000	0.0%	2.168	100.0%	Ⓢ	Ⓢ		2.168	0.000
BIKE SHARE EQUIPMENT PURCHASE (CPK462-01)	11.179	0.004	0.0%	11.179	100.0%	Ⓢ	Ⓢ		11.179	0.004
BATTERY SWAPPING PROGRAM AND FACILITY (CPK462-06)	0.000	0.000		0.000					0.000	0.000
ST. LAWRENCE MARKET NORTH (CPK422-01)	14.000	0.000	0.0%	14.000	100.0%	Ⓢ	Ⓜ	1	14.000	0.000

Toronto Parking Authority (TPA)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
EV CHARGING PROGRAM - OFFSTREET (CPK467-02)	7.831	0.000	0.0%	7.831	100.0%	⊕	⊕		7.831	0.000
EV CONSULTANTS ON-STREET (CPK468-02)	2.050	0.204	9.9%	2.050	100.0%	⊕	⊕		2.050	0.204
EV CHARGING PROGRAM ON-STREET (CPK468-01)	1.462	0.000	0.0%	1.462	100.0%	⊕	⊕		1.462	0.000
EV CONSULTANTS PHASE 2 OFFSTREET (CPK467-04)	1.755	0.027	1.5%	1.755	100.0%	⊕	⊕		1.755	0.027
ACQUISITION ST LAWRENCE MARKET NORTH GAR (CPK422-02)	1.190	0.000	0.0%	1.190	100.0%	⊕	⊕	1	1.190	0.000
EV PURCHASE FROM THESL FOR 47 ON-STREET (CPK468-03)	0.976	0.000	0.0%	0.976	100.0%	⊕	⊕		0.976	0.000
ACQUISITION - BESSARION COMMUNITY CENTRE (CPK371-02)	0.462	0.006	1.3%	0.462	100.0%	⊕	⊕		0.462	0.006
COMMISSIONING AGENT FOR NEW JVS (CPK469-01)	0.050	0.000	0.0%	0.050	100.0%	⊕	⊕		0.050	0.000
EV CONSULTANTS PHASE 3 UTILITY SUE INVES (CPK467-05)	0.220	0.000	0.0%	0.220	100.0%	⊕	⊕		0.220	0.000
BIKE SHARE PRODUCT INNOVATION (CPK462-02)	0.000	0.000	0.0%	0.000					0.000	0.000
EV FAST CHARGING STATION PROTOTYPE DESIG (CPK467-06)	0.200	0.000	0.0%	0.200	100.0%	⊕	⊕		0.200	0.000
PUROLATOR INSTALLATIONS X4 (CPK464-03)	0.000	0.000	0.0%	0.000			⊖		0.000	0.000
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.128	0.000	0.0%	0.128	100.0%	⊕	⊕		0.128	0.000
ACQUISITION - ETOBICOKE CIVIC CENTRE (CPK403-01)	0.021	0.000	0.0%	0.021	100.0%	⊕	⊕		0.021	0.000
EV CHARGING DATA AND FINANCIALS (CPK467-01)	0.000	0.000	0.0%	0.000					0.000	0.000
CP 15 (JV) 50 CUMBERLAND ST. REDEVELOPME (CPK293-01)	0.021	0.000	0.0%	0.021	100.0%	⊕	⊕		6.073	0.016
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-01)	0.021	0.000	0.0%	0.021	100.0%	⊕	⊕		9.439	0.000
CP 282 (JV) 838 BROADVIEW AVENUE (CPK408-01)	0.011	0.000	0.0%	0.011	100.0%	⊕	⊕		2.030	0.071
CP212 CP227 (JV) 363 ADELAIDE AND 105 S (CPK359-01)	0.017	0.000	0.0%	0.017	100.0%	⊕	⊕		8.971	0.068
2022 TPA & Natural Resources Canada EV P (CPK434-01)	0.484	0.126	26.0%	0.484	100.0%	⊕	⊕		0.749	0.809
Acquisition - Bessarion Community Centre (CPK371-01)	4.000	0.000	0.0%	4.000	100.0%	⊕	⊕	1	4.702	4.013
O'Connor on-street integrated EV design and construction (CPK468-05)	0.092	0.000	0.0%	0.092	100.0%	⊕	⊕		0.000	0.000
<b>Sub-Total</b>	<b>48.339</b>	<b>0.367</b>	<b>0.8%</b>	<b>48.339</b>	<b>100.0%</b>				<b>75.657</b>	<b>5.218</b>
<b>Total</b>	<b>82.460</b>	<b>4.411</b>	<b>5.3%</b>	<b>75.830</b>	<b>92.0%</b>				<b>132.278</b>	<b>23.230</b>

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 August 2023 for Bessarion and December 2023 for St. Lawrence.

**Note # 2:**

The project for TPA WEBSITE REDESIGN (CPK464-04) has been delayed greater than 6 months due to Co-ordination with Other Projects and review of scope by new CIO.

**Note # 3:**

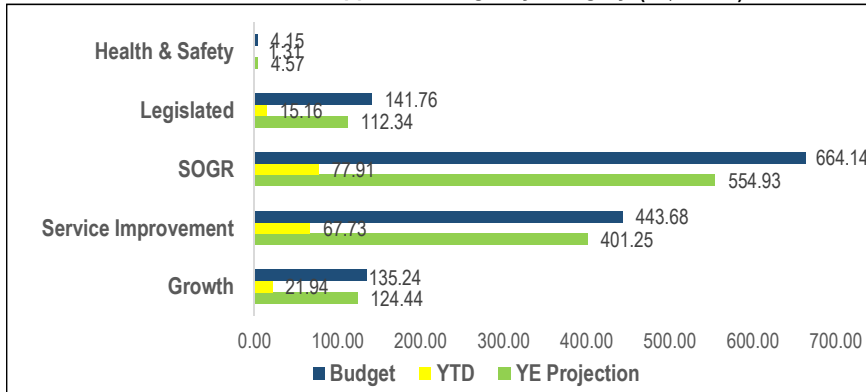
The projects for SCRUBBER REPLACEMENT (CPK465-03) & SWEEPER REPLACEMENT (CPK465-04) are delayed greater than 6 months due to contractor issues and the order lead time being greater than 1 year.

**Note # 4:**

The projects for Garage Condition Assessments (CPK443-01) are delayed greater than 6 months due to Co-ordination with Other Projects. Current SOGR is underway on several car parks and further assessments on others will be done in later part of the year.

Toronto Water (TW)

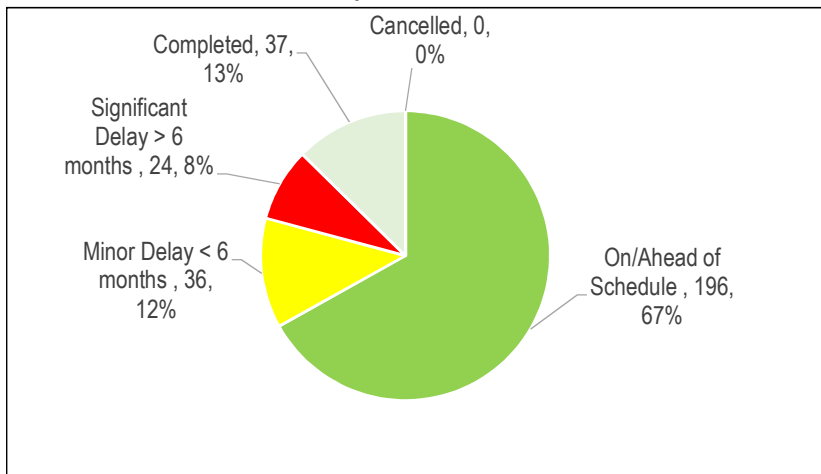
**Chart 1**  
2023 Approved Budget by Category (\$1,388.98)



**Table 1**  
2023 Active Projects by Category

Health & Safety	3
Legislated	7
SOGR	21
Service Improvement	17
Growth	11
<b>Total # of Projects</b>	<b>59</b>

**Chart 2**  
Project Status - 59



**Table 2**

Reason for Delay	60	
	Significant Delay	Minor Delay
Insufficient Staff Resources	3	3
Procurement Issues	3	4
RFQ/RFP Delayed	2	1
Contractor Issues	2	7
Site Conditions	1	7
Co-ordination with Other Projects	1	5
Community Consultation		
Other*	12	9
<b>Total # of Projects</b>	<b>24</b>	<b>36</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,202.92	136.76	43.52	5.77	

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

- There were minor or major delays for approximately 21 projects due to extended or pending scoping or design phase in order to assess infrastructure and other requirements, issues experienced during procurement phase, pending completion of shop drawings for pre-purchased equipment, pending condition assessments and need to develop procurement plan, need to collect data to address excess soil regulations, prolonged approval phase, additional time to acquire required permits, and/or combination of several factors listed above.

**Key Discussion Points:**

- As of April 30, for year-end, Toronto Water is projecting spending of \$1.198 billion or 86.2% of the 2023 Approved Capital Budget of \$1.389 billion. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2023 of 85.0%
- 58.3% or \$810.048 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2023
- \$1.209 billion or 79.5% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.

## Toronto Water (TW)

### Key Discussion Points (cont'd):

- The following multi-year projects account for year to date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$63.438 million or 11.4% of the 2023 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$21.389 million or 12.8% of the 2023 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$11.673 million or 14.5% of the 2023 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$6.634 million or 15.4% of the 2023 Approved Capital Budget); Wet Weather Flow (\$17.748 million or 15.1% of the 2023 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$12.668 million or 20.5% of the 2023 Approved Capital Budget); Trunk Sewer projects (\$7.245 million or 12.5% of the 2023 Approved Budget); Improvements at Water Treatment Plants which include capital investment at Clark, Harris, Horgan, and Island Treatment Plants (\$3.720 million or 8.6% of the 2023 Approved Capital Budget); Basement Flooding Program (\$36.046 million or 16.3% of the 2023 Approved Capital Budget); and Other Capital Projects (\$3.497 million or 8.7% of the 2023 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)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Ashbridges Bay Treatment Plant	1.413	0.782	55.3%	2.480	175.5%	R	G	#1	38.164	33.400
FJ Horgan Treatment Plant	0.125	-	0.0%	0.040	32.0%	R	R	#3	0.579	-
Humber Wastewater Treatment	2.610	0.533	20.4%	2.045	78.4%	G	G		6.988	1.341
<b>Sub-Total</b>	<b>4.148</b>	<b>1.315</b>	<b>31.7%</b>	<b>4.565</b>	<b>110.1%</b>	-	-		<b>45.731</b>	<b>34.741</b>
<b>Legislated</b>										
Ashbridges Bay Treatment Plant	59.214	7.054	11.9%	46.433	78.4%	G	Y	#2	557.233	432.772
Highland Creek Treatment Plant	10.874	3.174	29.2%	10.539	96.9%	G	G		123.345	101.566
Humber Wastewater Treatment	7.573	0.238	3.1%	4.658	61.5%	Y	R	#3	69.707	54.351
Island Treatment Plant	1.813	0.005	0.2%	1.460	80.5%	G	G		113.921	23.480
Pumping Stations & Forcemains	7.500	1.347	18.0%	6.393	85.2%	G	G		77.748	27.723
Water Service Replacement	54.736	3.346	6.1%	42.811	78.2%	G	G		429.320	305.482
WT - Storage & Treatment	0.050	-	0.0%	0.043	85.0%	G	G		1.675	1.525
<b>Sub-Total</b>	<b>141.760</b>	<b>15.162</b>	<b>10.7%</b>	<b>112.336</b>	<b>79.2%</b>	-	-		<b>1,372.949</b>	<b>946.899</b>
<b>State of Good Repair</b>										
Ashbridges Bay Treatment Plant	95.208	10.279	10.8%	75.805	79.6%	G	G		2,152.444	407.916
RL Clark Treatment Plant	0.441	0.035	7.9%	0.429	97.3%	G	G		18.336	14.113
RC Harris Treatment Plant	2.506	0.243	9.7%	1.458	58.2%	Y	R	#3	64.363	57.437
Highland Creek Treatment Plant	36.270	5.247	14.5%	28.042	77.3%	G	G		285.633	136.137
FJ Horgan Treatment Plant	5.876	0.160	2.7%	2.614	44.5%	R	R	#3	24.162	6.977
Humber Wastewater Treatment	21.442	4.348	20.3%	20.041	93.5%	G	G		434.624	235.029
Island Treatment Plant	2.531	0.012	0.5%	2.434	96.2%	G	G		53.698	35.053
Linear Engineering	116.949	18.049	15.4%	102.316	87.5%	G	G		949.753	656.887
Pumping Stations & Forcemains	11.409	0.288	2.5%	9.507	83.3%	G	G		86.709	28.817
Sewer Rehabilitation	84.624	11.796	13.9%	73.513	86.9%	G	G		868.726	546.681
Sewer Replacement	17.642	0.664	3.8%	14.592	82.7%	G	G		114.278	47.341
Trunk Sewers	21.747	1.386	6.4%	16.506	75.9%	G	Y	#2	409.075	194.290
Trunk Watermains	6.496	0.259	4.0%	1.860	28.6%	R	Y	#2	40.838	5.364
Watermain Rehabilitation	71.090	0.282	0.4%	64.903	91.3%	G	G		815.732	659.417
Watermain Replacement	106.036	19.270	18.2%	101.216	95.5%	G	G		856.755	584.134
Water Service Replacement	5.747	0.024	0.4%	5.747	100.0%	G	G		48.683	33.367
WT - Storage & Treatment	34.142	4.217	12.4%	21.585	63.2%	Y	R	#3	220.330	122.961
WTP - Plantwide	7.574	0.716	9.5%	1.483	19.6%	R	R	#3	79.833	20.218
WWF - Implementation Projects	1.227	0.008	0.7%	0.493	40.2%	R	Y	#2	82.259	35.112
WWF - Stream Restoration	14.373	0.621	4.3%	9.586	66.7%	Y	R	#3	139.621	67.954
Yards & Facilities	0.810	0.005	0.6%	0.795	98.1%	G	G		5.321	3.895
<b>Sub-Total</b>	<b>664.140</b>	<b>77.910</b>	<b>11.7%</b>	<b>554.925</b>	<b>83.6%</b>	-	-		<b>7,751.173</b>	<b>3,899.100</b>
<b>Service Improvements</b>										
Ashbridges Bay Treatment Plant	8.957	2.892	32.3%	8.829	98.6%	G	G		57.250	35.328
Water Meter Program (AMR)	5.023	1.839	36.6%	5.023	100.0%	G	G		243.374	226.230
Business & Technology Support	22.047	1.007	4.6%	17.393	78.9%	G	G		122.354	63.103
Basement Flooding Program	221.330	36.046	16.3%	200.228	90.5%	G	G		2,152.624	621.084
RC Harris Treatment Plant	1.312	0.023	1.8%	0.198	15.1%	R	R	#3	12.665	2.202
Highland Creek Treatment Plant	33.302	3.252	9.8%	29.411	88.3%	G	G		307.145	57.290
FJ Horgan Treatment Plant	1.492	-	0.0%	1.305	87.5%	G	G		9.213	2.369
Humber Wastewater Treatment	11.322	1.516	13.4%	9.202	81.3%	G	G		90.051	25.226
Island Treatment Plant	3.381	0.576	17.0%	2.442	72.2%	G	G		9.161	5.346
Linear Engineering	3.129	0.232	7.4%	1.896	60.6%	Y	Y	#2	20.915	7.606
Trunk Sewers	1.253	-	0.0%	1.000	79.8%	G	G		16.819	-
Trunk Watermains	0.304	0.028	9.3%	0.225	74.0%	G	G		8.788	7.452
WT - Storage & Treatment	1.465	0.649	44.3%	1.244	84.9%	G	G		44.019	40.769
WTP - Plantwide	15.740	1.950	12.4%	13.658	86.8%	G	G		193.150	16.551
WWF - Implementation Projects	81.722	10.820	13.2%	78.920	96.6%	G	G		760.414	514.460

Toronto Water (TW)

Projects by Category (Million)	2023 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
WWF -TRCA	20.380	6.299	30.9%	20.158	98.9%	Ⓞ	Ⓞ		159.404	144.595
Yards & Facilities	11.524	0.597	5.2%	10.117	87.8%	Ⓞ	Ⓞ		137.597	39.708
<b>Sub-Total</b>	<b>443.684</b>	<b>67.727</b>	<b>15.3%</b>	<b>401.248</b>	<b>90.4%</b>	-	-		<b>4,344.943</b>	<b>1,809.319</b>
<b>Growth Related</b>										
Ashbridges Bay Treatment Plant	2.885	0.382	0.000	4.610	159.8%	Ⓡ	Ⓞ	#1	210.555	3.898
Island Treatment Plant	0.271	-	-	0.300	110.7%	Ⓡ	Ⓞ	#1	19.355	0.307
Linear Engineering	0.871	0.049	0.000	0.771	88.5%	Ⓞ	Ⓞ		3.350	0.946
New Service Connections	51.162	6.031	0.000	44.703	87.4%	Ⓞ	Ⓞ		525.415	418.516
New Sewers	28.262	3.441	0.000	23.542	83.3%	Ⓞ	Ⓞ		86.864	27.049
Pumping Stations & Forcemains	2.301	0.399	0.000	2.301	100.0%	Ⓞ	Ⓞ		23.417	21.386
Trunk Sewers	13.685	3.825	0.000	12.745	93.1%	Ⓞ	Ⓞ		763.316	6.317
Trunk WM	16.810	7.512	0.000	21.365	127.1%	Ⓡ	Ⓞ	#1	115.920	50.726
Water Efficiency Plan	0.593	0.051	0.000	0.532	89.7%	Ⓞ	Ⓞ		13.713	12.161
Watermain Replacement	15.913	0.253	0.000	12.067	75.8%	Ⓞ	Ⓞ		165.471	108.681
WT - Storage & Treatment	2.491	0.003	0.000	1.500	60.2%	Ⓢ	Ⓡ	#3	7.206	0.049
<b>Sub-Total</b>	<b>135.244</b>	<b>21.945</b>	<b>16.2%</b>	<b>124.436</b>	<b>92.0%</b>	-	-		<b>1,934.582</b>	<b>650.036</b>
<b>Total</b>	<b>1,388.976</b>	<b>184.058</b>	<b>13.3%</b>	<b>1,197.511</b>	<b>86.2%</b>				<b>15,449.378</b>	<b>7,340.095</b>

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 ahead of forecast including Aeration Tank 12 and 13 at Ashbridges Bay Wastewater Treatment Plant, North Toronto Wastewater Treatment Plant electrical upgrades, Island Water Treatment Plant Photovoltaic System and Downsview Main Construction Project. Appropriate acceleration of funding will be included in the Toronto Water 2023 Capital Budget and 2024-2032 Capital Plan Adjustments Report for period ending April 30, 2023.

**Note # 2:**

Minor project delays are due to one or combination of the following reasons: need to extend design phase and/or address site conditions (Cast Iron Trunk Replacement within the Trunk Watermains Program, Western Beaches Retrofit Project within the Wet Weather Flow Program Area), pending completion of design to address infrastructure needs (Trunk Sewer Rehabilitation - 2019 projects), vendor performance related delays (Disinfection System Construction project at Ashbridges Bay Wastewater Treatment Plant), and need to develop scope and insufficient staff resources (Asset Management System Implementation project).

**Note # 3:**

Major project delays are due to one or combination of various technical issues as well as complexity of projects, including need to revise scope (FJ Horgan Water Treatment Plant Chemical Systems and Service Water Modifications), extended/pending design completion (Humber Wastewater Treatment Plant Odour Control Implementation - Phase 1 Project, FJ Horgan Treatment Plant Ozonation System Rehabilitation), extended procurement phase (RC Harris Water Treatment Plant Heritage Masonry and Architectural Restoration), pending acquisition of required permits (Scarborough Reservoir Surge Tank) and equipment (Plantwide Water Treatment Projects), insufficient delivery resources and prolonged approval stage (Critical Stream Restoration Repairs within Wet Weather Flow Program Area), consultant performance related delays (Emergency Standby Power at RC Harris Water Treatment Plant), and extended award phase (Downsview Pumping Station Construction project).