

Appendix 4
2024 Four Months Capital Variance Dashboard by Program and Agency
For the Period ended April 30, 2024
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2024 Capital Spending by Program
Community and Social Services

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Children's Services	4M-2024	13.65	2.07	13.65	100.0%	Ⓖ
Court Services	4M-2024	0.16	0.05	0.16	100.0%	Ⓖ
Economic Development and Culture	4M-2024	42.14	3.42	30.96	73.5%	Ⓖ
Parks, Forestry & Recreation	4M-2024	319.46	43.89	272.58	85.3%	Ⓖ
Seniors Services and Long-Term Care	4M-2024	20.16	0.86	19.73	97.8%	Ⓖ
Toronto Shelter and Support Services	4M-2024	81.47	3.84	59.63	73.2%	Ⓖ
Fire Services	4M-2024	17.86	3.91	10.52	58.9%	Ⓕ
Toronto Paramedic Services	4M-2024	16.67	0.83	8.67	52.0%	Ⓕ
TOTAL	4M-2024	511.57	58.88	415.90	81.3%	Ⓖ

For the four months ended April 30, 2024, the capital expenditures for Community and Social Services totalled \$58.9 million of their collective 2024 Approved Capital Budget of \$511.6 million. Spending is expected to increase to \$415.9 million (81.3%) by year-end. 6 programs in this service area has the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

Programs with projected year-end spending rate above 70% are Court Services, Economic Development and Culture, Seniors Services and Long-Term Care, Toronto Shelter and Support Services, Children's Services, and Parks, Forestry & Recreation.

Children's Services (CHS)

Chart 1
2024 Approved Budget by Category (\$Million) \$13.65M

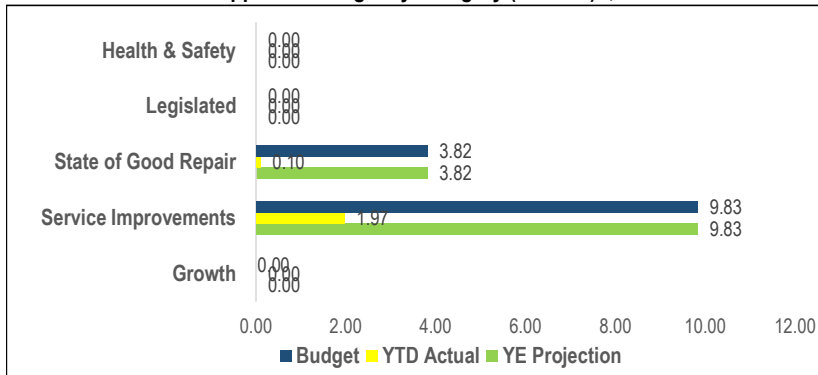


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	
SOG	5
Service Improvement	21
Growth	1
Total # of Projects	27

Chart 2
Project Status - 27

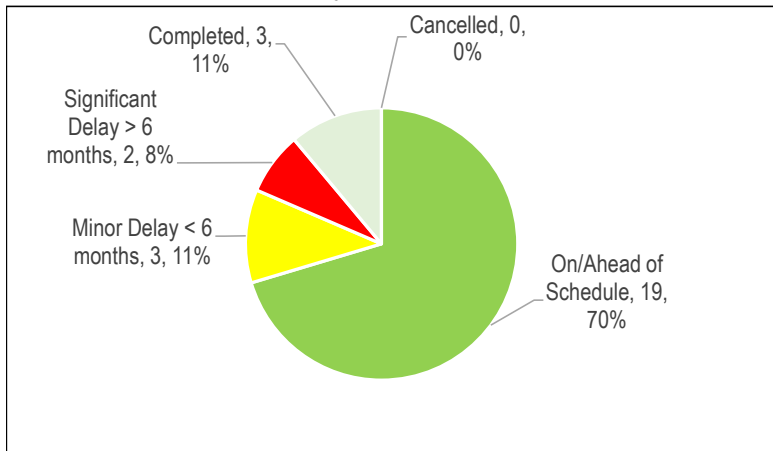


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.006	0.757	0.884		

Key Discussion Points:

- Specific project activities scheduled for completion in 2024 may be delayed due to non-receipt of final invoices, and delay completion of other final finishes. These issues are expected to be resolved in 2024.
- Projects being jointly delivered with other divisions/agencies, and agreements being negotiated with third parties, may be delayed in the preliminary planning phase.

Children's Services (CHS)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS - State of Good Repair 2021	0.027	0.025	92.6%	0.027	100.0%	Ⓖ	Ⓖ		1.366	1.364
TELCCS - State of Good Repair 2022	0.659	0.038	5.8%	0.659	100.0%	Ⓖ	Ⓖ		1.540	0.919
TELCCS - State of Good Repair 2023	0.440	-	0.0%	0.440	100.0%	Ⓖ	Ⓖ		1.044	0.004
TELCCS - State of Good Repair 2024	0.140	0.121	86.4%	0.140	100.0%	Ⓖ	Ⓖ		1.540	0.121
TELCCS - Playground Retrofit 2022	2.550	(0.084)	(3.3%)	2.550	100.0%	Ⓖ	Ⓖ		10.950	4.404
Sub-Total	3.816	0.100	2.6%	3.816	100.0%	-	-		16.440	6.812
Service Improvements										
St. John The Evangelist Catholic School	-	-	-	-	-		Ⓖ		1.966	1.966
Canoe Landing Block 31 Child Care Centre	0.102	-	0.0%	0.102	100.0%	Ⓖ	Y	#1	4.733	4.027
Bridletown Community Centre	0.150	-	0.0%	0.150	100.0%	Ⓖ	R	#2	3.900	-
Stanley Public School	0.324	-	0.0%	0.324	100.0%	Ⓖ	Ⓖ		3.900	3.576
St. Barnabas Catholic School	0.305	-	0.0%	0.305	100.0%	Ⓖ	Y	#1	3.500	3.195
St. Roch Catholic School	0.318	-	0.0%	0.318	100.0%	Ⓖ	Ⓖ		4.000	3.347
St. Bartholomew Catholic School	0.903	-	0.0%	0.903	100.0%	Ⓖ	Ⓖ		4.100	2.681
North East Scarborough Recreation Centre	1.880	0.495	26.3%	1.880	100.0%	Ⓖ	Ⓖ		9.300	4.803
TCH Needle Firway	0.100	-	0.0%	0.100	100.0%	Ⓖ	Ⓖ		8.000	0.075
Mount Dennis Child Care Centre	1.397	0.590	42.2%	1.397	100.0%	Ⓖ	Ⓖ		22.330	18.854
David & Mary Thomson Child Care Centre (Centre 7)	0.050	-	0.0%	0.050	100.0%	Ⓖ	Ⓖ		11.500	-
Gilder/Gilder Satellite Child Care Centre	-	-	-	-	-		Ⓖ		0.740	0.740
Anishnawbe Miziwe Biik Child Care Centre	1.305	0.333	25.5%	1.305	100.0%	Ⓖ	Ⓖ		8.709	5.135
Wallace Emerson Child Care Centre	1.217	0.524	43.1%	1.217	100.0%	Ⓖ	Ⓖ		8.775	2.824
Western North York Child Care Centre	0.242	-	0.0%	0.242	100.0%	Ⓖ	Ⓖ		10.100	0.342
Woodbine Casino Child Care Centre	0.350	-	0.0%	0.350	100.0%	Ⓖ	Y	#3	11.009	-
Alexandra Park Child Care Centre	0.734	-	0.0%	0.734	100.0%	Ⓖ	R	#4	3.078	2.037
Lawrence Heights Child Care Centre	0.152	0.007	4.6%	0.152	100.0%	Ⓖ	Ⓖ		13.000	0.007
3933 Keele Street Child Care Centre	0.050	-	0.0%	0.050	100.0%	Ⓖ	Ⓖ		6.960	-
Willowridge Child Care Centre	0.202	0.021	10.4%	0.202	100.0%	Ⓖ	Ⓖ		1.998	0.070
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	0.050	100.0%	Ⓖ	Ⓖ		2.229	-
Sub-Total	9.831	1.970	20.0%	9.831	100.0%	-	-		143.827	53.679
Growth										
TCS Growing Child Care for Toronto	-	-	-	-	-		Ⓖ		3.796	3.796
Sub-Total	-	-	-	-	-	-	-		3.796	3.796
Total	13.647	2.070	15.2%	13.647	100.0%				164.063	64.287

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 Canoe Landing Block 31 Child Care Centre project and the St. Barnabas Catholic School project are nearing completion, pending final invoicing.

Note # 2:

The Bridletown Community Centre Child Care Centre project, a joint project with YMCA and other community partners, is in the planning stage as funding has been secured.

Note #3:

The Woodbine Casino Child Care Centre project, covered under the Rexdale-Casino Woodbine Community Benefits Agreement, is in the preliminary planning stage with Toronto Community Housing. Feasibility studies have been concluded and a location to build the child care centre has been selected. The project is budgeted for completion in 2027.

Note #4:

The Alexandra Park Child Care Centre project is part of a Toronto Community Housing redevelopment initiative, with an existing centre to be relocated and expanded from 42 to 52 spaces, with additional capacity to accommodate infants. The project is budgeted for completion in 2025.

Court Services

Chart 1
2024 Approved Budget by Category (\$Million) \$0.16M

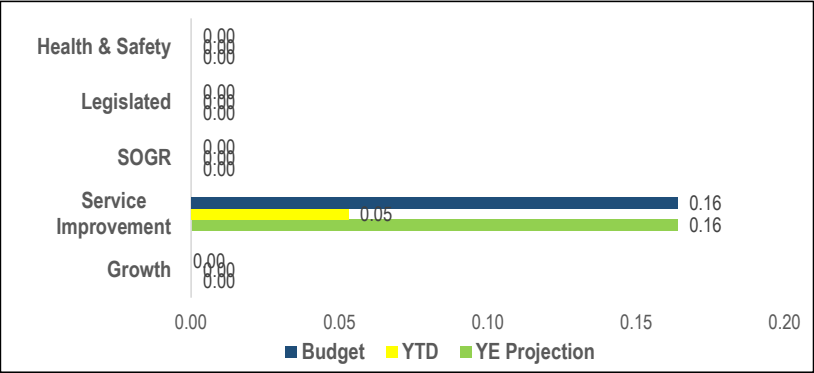


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 1

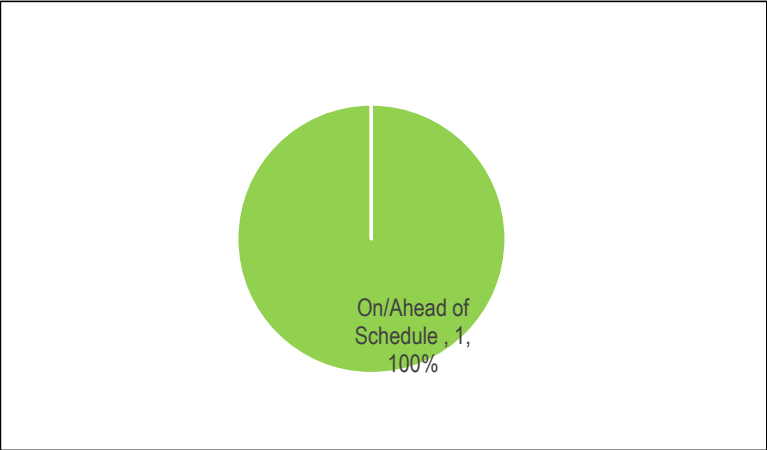


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.16				

Court Services

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Adjudicative Information Management System	0.164	0.053	32.3%	0.164	100.0%	Ⓔ	Ⓔ	#1	0.308	0.197
Sub-Total	0.164	0.053	32.3%	0.164	100.0%	-	-		0.308	0.197
Total	0.164	0.053	32.3%	0.164	100.0%				0.308	0.197

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

A resource has been recruited to undertake project management of the modernization initiatives currently underway to streamline courts administration. Key activities have been focused on the evaluation of proponents and contract negotiation for the development of an adjudicative case management system for the expansion of the City's Administrative Penalty System (APS). Spending will ramp up as project work continues throughout 2024.

Economic Development and Culture (EDC)

Chart 1
2024 Approved Budget by Category (\$Million) \$42.14M

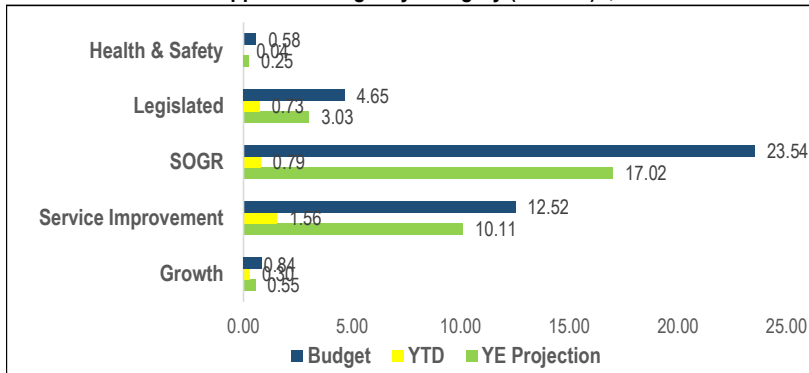


Table 1
2024 Active Projects by Category

Health & Safety	3
Legislated	2
SOGR	10
Service Improvement	9
Growth	1
Total # of Projects	25

Chart 2
Project Status - 25

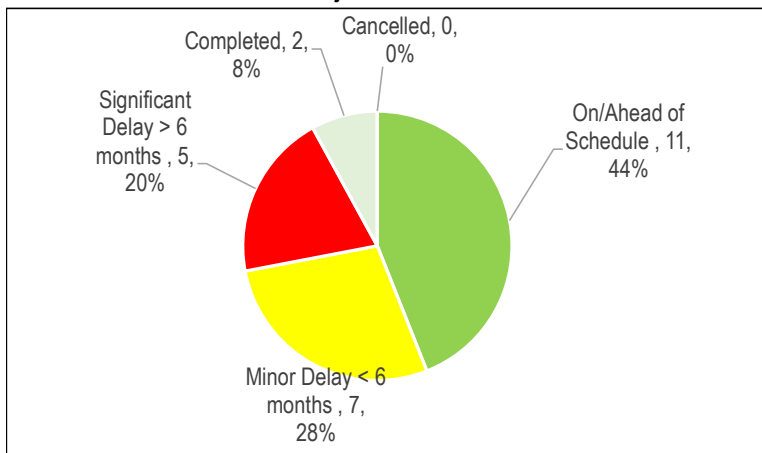


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.90	15.12	12.96	0.16	

Reasons for "Other*" Projects Delay:

- The *Berkeley Theatre - Capital maintenance* project is experiencing delays due to supply chain issues.

Key Discussion Points:

Economic Development and Culture spent \$3.418 million or 8.1% YTD and is projecting to spend \$30.958 million or 73.5% of its 2024 Capital Budget by the end of 2024. Projected underspending of \$11.184 million is mainly attributed by the following:

- The *BIA Equal Share Funding* projects that have been tendered and will either begin construction in early Spring 2024 or have already begun construction will continue to have a completion target date for December 31, 2024. However, Equal Share Projects that have completed the design stage and are slated to be tendered in early Spring 2024 will have a delayed target completion date of December 31, 2025. As of Period 4, \$0.212 million of \$7.270 million has been spent. By year-end, the projected actual is \$5.935 million or 81.6% of \$7.270 million.
- The *Assembly Hall Mechanical* project was originally tendered and cancelled in 2022, when it came in over budget. The scope of work was then reduced, and retendered in early 2023. Due to the timing delay of awarding the purchase order, the project completion date was delayed to Q2 2025 from the originally expected 2023 completion date. As of Period 4, \$0.319 million or 12.6% of \$2.543 million has been spent. By year-end, it is estimated that \$1.001 million or 39.4% of \$2.543 million will be spent.

Economic Development and Culture (EDC)

Key Discussion Points (cont'd):

- The *Legislated Major Maintenance - Alumnae Theatre AODA* required the initial waterproofing project to be paused, in order to consolidate all foundation work. Specifications and drawings were tendered in Q3 2023, with construction starting in Q1 2024 as the tenant's rehearsal and performance schedule was taken into consideration. As of Period 4, no actuals have been incurred, however by year-end, it is estimated that \$1.088 million or 51.1% of \$2.134 million will be spent.
- 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 to create a pedestrian friendly corridor from the AGO to the Waterfront. Design changes and coordination with other projects have attributed to the delay of this project and has pushed the project timeline resulting in the delay of spending to date. Pending an agreement with Toronto Hydro, the project is expected to be tendered in Q4 2024 and construction to begin by Spring 2025, with no projected actuals against the \$1.350 million budget, by year-end.
- The *Service Enhancement - Cedar Ridge Studio Improvements* project was rescheduled for 2024 using future capital funding; as funding from a green energy grant was not secured for adding geothermal heating to the renovation and expansion of the coach house. Geotechnical studies and other preliminary work was completed along with architectural planning design; however, majority of the expenditures are not expect to take place in 2024, as the completion date is expected by Q2 2025. As of Period 4, \$0.003 million of \$1.055 million has been spent. By year-end, it is estimated that \$0.300 million or 28.4% of \$1.055 million will be spent.

Economic Development and Culture (EDC)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Assembly Hall AODA	0.234	0.000	0.0%	0.050	21.4%	Ⓡ	Ⓢ	#1	0.275	0.041
Casa Loma Exterior Restoration	0.003	0.001	15.8%	0.003	100.0%	Ⓢ	Ⓢ		6.054	6.051
Restoration and Preservation of Heritage Elements	0.345	0.037	10.6%	0.200	58.0%	Ⓢ	Ⓢ		0.500	0.192
Sub-Total	0.583	0.037	6.4%	0.253	43.5%	-	-		6.829	6.284
Major Maintenance	1.951	0.025	1.3%	0.641	32.9%	Ⓡ	Ⓢ	#1	4.981	1.354
Restoration and Preservation of Heritage Elements	2.697	0.708	26.2%	2.389	88.6%	Ⓢ	Ⓢ		3.500	0.942
Sub-Total	4.648	0.733	15.8%	3.030	65.2%	-	-		8.481	2.296
BIA Equal Share Funding	7.270	0.212	2.9%	5.935	81.6%	Ⓢ	Ⓢ		14.412	4.234
BIA Financed Funded	1.350	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	2.350	0.000
BIA Planning Act Revenue	1.295	0.049	3.8%	0.798	61.6%	Ⓢ	Ⓡ	#3	6.599	4.664
Collections Care	0.707	0.000	0.0%	0.150	21.2%	Ⓡ	Ⓢ	#1	1.116	0.109
Cultural Infrastructure Development	0.482	0.000	0.0%	0.443	91.9%	Ⓢ	Ⓢ		0.756	0.274
Eglinton Crosstown BIA	0.700	0.000	0.0%	0.300	42.9%	Ⓡ	Ⓢ		1.560	0.000
Streetscape Improvements										
Assembly Hall Mechanical	2.543	0.319	12.6%	1.001	39.4%	Ⓡ	Ⓢ	#1	3.028	1.061
Major Maintenance	1.536	0.003	0.2%	1.361	88.6%	Ⓢ	Ⓢ	#4	3.012	1.478
Restoration and Preservation of Heritage Elements	7.650	0.210	2.8%	7.018	91.7%	Ⓢ	Ⓡ	#5	16.651	7.777
Streetscape Master Plan Program	0.012	0.000	0.0%	0.012	100.0%	Ⓢ	Ⓢ		0.060	0.048
Sub-Total	23.545	0.793	3.4%	17.018	72.3%	-	-		49.544	19.647
BIA Financed Funded	0.150	0.000	0.0%	0.150	100.0%	Ⓢ	Ⓢ		1.100	0.950
Collections Care	0.534	0.014	2.6%	0.534	100.0%	Ⓢ	Ⓢ		0.550	0.029
Commercial Façade Improvement Program	1.288	0.261	20.3%	0.780	60.5%	Ⓢ	Ⓢ		3.063	1.280
Cultural Infrastructure Development	0.009	0.000	0.0%	0.009	100.0%	Ⓢ	Ⓢ		0.444	0.435
Economic Competitiveness Data Mgmt System	0.800	0.057	7.1%	0.540	67.5%	Ⓢ	Ⓡ	#6	1.700	0.401
Indigenous Centre For Innovation And Ent	7.312	1.181	16.1%	6.900	94.4%	Ⓢ	Ⓢ	#3	9.853	3.722
Mural Program	0.265	0.000	0.0%	0.065	24.6%	Ⓡ	Ⓢ		0.400	0.135
Service Enhancement	1.862	0.044	2.4%	1.050	56.4%	Ⓢ	Ⓡ	#6	5.033	1.696
Streetscape Master Plan Program	0.305	0.000	0.0%	0.080	26.2%	Ⓡ	Ⓢ		0.600	0.045
Sub-Total	12.525	1.557	12.4%	10.108	80.7%	-	-		22.743	8.692
Cultural Infrastructure Development	0.842	0.297	35.3%	0.548	65.1%	Ⓢ	Ⓢ	#2	1.149	0.486
Sub-Total	0.842	0.297	35.3%	0.548	65.1%	-	-		1.149	0.486
Total	42.142	3.418	8.1%	30.958	73.5%				88.746	37.405


On Time
On/Ahead of Schedule

On Budget
>70% of Approved Cash Flow

Ⓢ

Ⓢ

Economic Development and Culture (EDC)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Significant Delay > 6 months		< 50% or >100% of Approved Cash Flow								

Note # 1:

The *Assembly Hall AODA*, *Assembly Hall Mechanical*, *Alumnae Theatre - AODA*, and *Collections Facility Mechanical* projects are experiencing delays due to delays in the RFQ/RFP process.

Note # 2:

The *Toronto Entertainment District* and *Museum of Toronto Planning Study* projects are experiencing delays due to co-ordination with other projects.

Note # 3:

The *Shopthequeensway.com* and the *Indigenous Centre for Innovation and Entertainment* are experiencing delays due to site conditions.

Note # 4:

The *Berkeley Theatre - Capital maintenance* project is experiencing delays due to supply chain issues.

Note # 5:

The *Outdoor Public Art - Elevated Wetlands* project is experiencing delays due to procurement issues.

Note # 6:

The *Digital Service Delivery Phase 2* and *Market Gallery* projects are experiencing delays due to insufficient staff resources.

Chart 1
2024 Approved Budget by Category (\$Million) \$319.46M

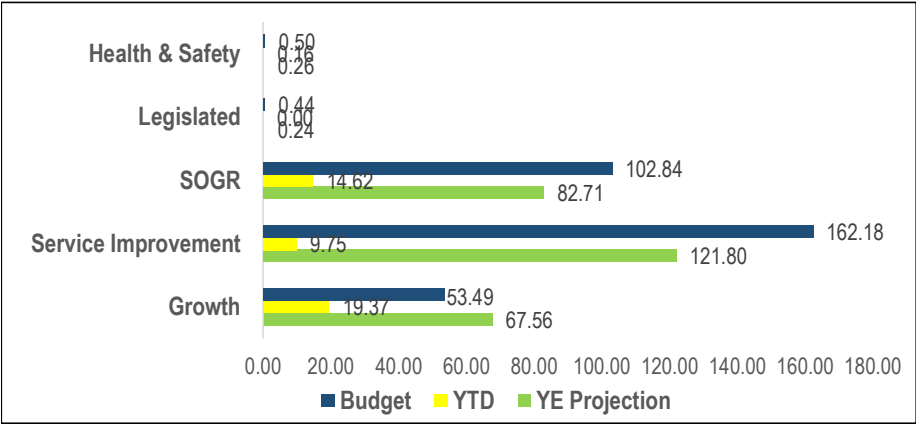


Table 1
2024 Active Projects by Category

Health & Safety	2
Legislated	2
SOGR	57
Service Improvement	180
Growth	70
Total # of Projects	311

Chart 2
Project Status - 311

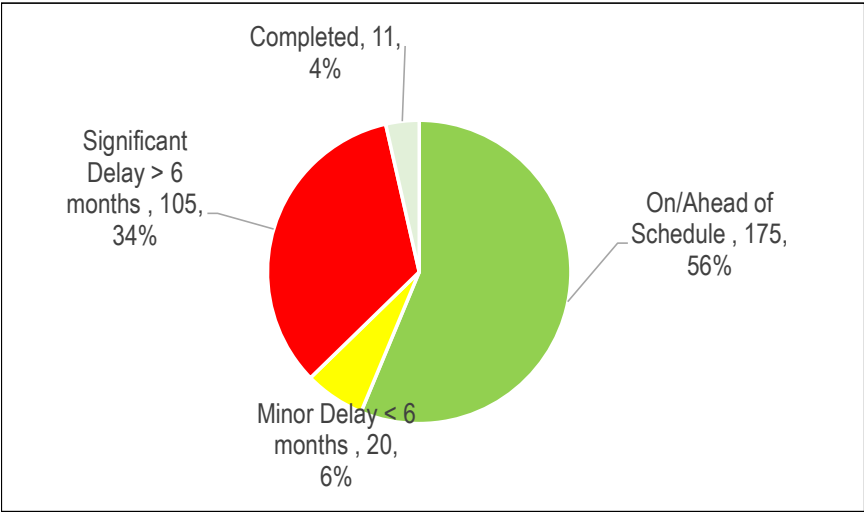


Table 2
Reason for Delay 125

	Significant Delay	Minor Delay
Insufficient Staff Resources	5	2
Procurement Issues	2	
RFQ/RFP Delayed	5	
Contractor Issues	3	
Site Conditions	1	
Co-ordination with Other Projects	64	17
Community Consultation	6	
Other*	19	1
Total # of Projects	105	20

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
158.74	9.57	150.58	0.57	

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 \$43.894 million or 13.7% of the 2024 Approved Capital Budget and is projecting a 2024 year-end spend of \$272.583 million, or 85.3% of its 2024 Approved Capital Budget of \$319.455 million. This includes a 80.4% spend rate or \$82.712 million for State of Good Repair projects.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- Projected under-spending of \$46.872 million is mainly attributed to a number of reasons as follows:
 - ☐ Supply chain impacts and material shortages.
 - ☐ Delays in projects being led or in coordination with partners that are external to PF&R control including TRCA (Franklin's Children's Garden Wetland Restoration), TCHC (Lawrence Heights Parks), Metrolinx (Keeleisdale Park) and other Divisions such as Toronto Water (Market Lane Parkette and Wilket Creek) and Transportation Services (John Street Corridor, 320 Markham and Phoebe Street/Soho Square).
 - ☐ Difficult and long process to advance recruitment of positions given other corporate hiring challenges and priorities
 - ☐ Delays in Procurement and Large Contract Awards due to extended bid periods (Ferry Replacement)
- As of April 30, 2024, Parks, Forestry and Recreation reported 175 projects currently on-track (\$158.744 million) and 11 completed projects. These projects were completed under budget (\$3.607 million out of total budget of \$3.914 million)
- 125 projects (\$160.144 million) experienced delays primarily due to longer than anticipated RFP/RFQ processes, insufficient staff resources, site conditions, contractor issues, 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)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
PARK DEVELOPMENT	0.160	0.136	84.8%	0.160	100.0%	Ⓔ	Ⓔ		0.165	0.141
TRAILS & PATHWAYS	0.342	0.019	5.6%	0.100	29.3%	Ⓓ	Ⓔ	#1	0.485	0.162
Sub-Total	0.502	0.155	30.9%	0.260	51.8%	-	-		1.150	0.780
Legislated										
LAND ACQUISITION	0.442	0.000	0.0%	0.242	54.8%	Ⓜ	Ⓓ	#2	6.654	5.376
Sub-Total	0.442	0.000	0.0%	0.242	54.8%	-	-		15.684	13.266
State of Good Repair										
ARENA	42.134	7.923	18.8%	33.915	80.5%	Ⓔ	Ⓓ	#3	250.579	142.942
COMMUNITY CENTRES	6.789	0.113	1.7%	6.789	100.0%	Ⓔ	Ⓔ		113.687	95.737
ENVIRONMENTAL INITIATIVES	4.681	0.091	1.9%	4.681	100.0%	Ⓔ	Ⓔ		39.963	29.467
OUTDOOR RECREATION CENTRE	2.911	0.029	1.0%	2.199	75.5%	Ⓔ	Ⓓ	#4	30.086	22.383
PARK DEVELOPMENT	5.340	0.323	6.1%	5.340	100.0%	Ⓔ	Ⓔ		46.483	40.438
PARKING LOTS & TENNIS COURTS	1.606	0.001	0.0%	1.606	100.0%	Ⓔ	Ⓔ		36.243	32.096
PLAYGROUNDS/WATERPLAY	1.445	0.026	1.8%	1.445	100.0%	Ⓔ	Ⓔ		19.300	14.543
POOL	8.716	1.863	21.4%	4.884	56.0%	Ⓜ	Ⓜ	#5	70.081	47.472
SPECIAL FACILITIES	15.267	2.749	18.0%	11.461	75.1%	Ⓔ	Ⓓ	#6	144.943	95.737
FACILITY COMPONENTS	12.909	0.766	5.9%	9.350	72.4%	Ⓔ	Ⓓ	#7	68.236	55.004
TRAILS & PATHWAYS	1.043	0.732	70.2%	1.043	100.0%	Ⓔ	Ⓔ		49.503	42.516
Sub-Total	102.841	14.616	14.2%	82.712	80.4%	-	-		875.739	624.932
Service Improvements										
ARENA	0.500	0.078	15.7%	0.350	70.0%	Ⓜ	Ⓓ	#3	27.840	21.514
COMMUNITY CENTRES	1.446	0.433	29.9%	1.162	80.3%	Ⓔ	Ⓔ		98.600	28.988
ENVIRONMENTAL INITIATIVES	1.772	0.000	0.0%	0.802	45.3%	Ⓓ	Ⓓ	#8	18.366	13.310
INFORMATION TECHNOLOGY	17.787	3.551	20.0%	16.429	92.4%	Ⓔ	Ⓔ		83.975	46.341
OUTDOOR RECREATION CENTRE	6.519	0.743	11.4%	3.570	54.8%	Ⓜ	Ⓓ	#4	54.534	29.834
PARK DEVELOPMENT	45.278	2.435	5.4%	29.808	65.8%	Ⓜ	Ⓓ	#9	350.175	205.430
PLAYGROUNDS/WATERPLAY	13.693	1.032	7.5%	10.946	79.9%	Ⓔ	Ⓔ		105.511	70.908
POOL	1.207	0.236	19.6%	7.760	642.9%	Ⓓ	Ⓔ	#5	84.172	20.544
SPECIAL FACILITIES	38.088	0.643	1.7%	17.559	46.1%	Ⓓ	Ⓓ	#6	176.929	20.925
FACILITY COMPONENTS	11.471	0.317	2.8%	9.495	82.8%	Ⓔ	Ⓓ	#7	62.280	19.285
TRAILS & PATHWAYS	1.222	0.015	1.2%	0.722	59.1%	Ⓜ	Ⓔ	#1	30.292	15.353
FIFA	23.200	0.266	1.1%	23.200	100.0%	Ⓔ	Ⓔ	#11	45.245	1.463
Sub-Total	162.183	9.749	6.0%	121.804	75.1%	-	-		1,142.792	498.381
Growth Related										
ARENA	2.081	0.079	3.8%	0.659	31.6%	Ⓓ	Ⓓ	#3	8.600	0.133
COMMUNITY CENTRES	29.164	13.065	44.8%	49.741	170.6%	Ⓓ	Ⓔ	#12	801.849	324.332
LAND ACQUISITION	4.150	4.822	116.2%	5.282	127.3%	Ⓓ	Ⓔ	#2	358.299	118.242
OUTDOOR RECREATION CENTRE	1.162	0.014	1.2%	0.651	56.0%	Ⓜ	Ⓓ	#4	15.254	4.069
PARK DEVELOPMENT	14.034	1.363	9.7%	9.640	68.7%	Ⓜ	Ⓔ	#9	139.422	25.780
PARKING LOTS & TENNIS COURTS	0.627	0.000	0.0%	0.009	1.4%	Ⓓ	Ⓓ	#10	1.625	0.028
PLAYGROUNDS/WATERPLAY	1.624	0.030	1.9%	1.434	88.3%	Ⓔ	Ⓔ		8.219	0.572
POOL	0.644	0.000	0.0%	0.150	23.3%	Ⓓ	Ⓓ	#5	3.938	2.507

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	53.488	19.374	36.2%	67.565	126.3%	-	-		1,338.206	475.663
Total	319.455	43.894	13.7%	272.583	85.3%				3,373.572	1,613.023

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:

TRAILS & PATHWAYS: under-spending of \$0.742 million is projected, including \$0.500 million for the *John Street Corridor* project which is being done in co-ordination with Transportation Services who are the lead on the project, and \$0.242 million for *Cornell Park Lighting*, which is anticipated to be under budget at project completion.

Note # 2:

LAND ACQUISITION: under-spending of \$0.200 million is projected for the *Community Garden (Green Line) Remediation* project due to co-ordination with other projects. Projected 2024 year-end spend under the Growth Related category will exceed 2024 Approved Capital Budget. An in-year adjustment will be made through future quarterly variance reports to reallocate funding to this project.

Note # 3:

ARENA: under-spending of \$9.792 million is anticipated, \$8.219 million for projects under *Critical SOGR to Maintain Service* with work potentially continuing into 2025, and \$0.956 million for *FMP Skating Trail Centennial Park* due to delays in procurement and coordination with other projects.

Note # 4:

OUTDOOR RECREATION CENTRE (ORC): under-spending of \$4.172 million is expected, \$0.950 million for the *Humber Bay Park East New Pavilion* delayed due to redesign requirements; \$1.940 million for co-ordination with other projects (\$0.712 million for the *Sports Field Program*, \$0.479 million for the *Bluffer's Park Washroom Improvements*, \$0.367 million for *Park Lawn Track*, \$0.127 million for the *FMP Basketball Full Court Tom Riley Park*); and \$0.218 million for *FMP Skateboard Park North District Earl Bales Park* due to finalization of the City's Policy for Engaging First Nations in Archaeological Assessments.

Note # 5:

POOL: under-spending of \$0.494 million is projected for the *Davisville Community Pool Design* project due to co-ordination with other projects. Projected 2024 year-end spend under the Service Improvements category will exceed 2024 Approved Capital Budget. An in-year adjustment will be made through future quarterly variance reports to reallocate funding to this projects.

Note # 6:

SPECIAL FACILITIES: under-spending of \$24.335 million is projected, including \$17.302 million for *Ferry Fleet Replacement* due to delays in finalizing contract award; \$4.364 million for the *2018 Wind Storm Damages* due to coordination with other projects, and \$2.914 million for the *High Park Forestry School Building* which is finalizing the design phase before proceeding to procurement.

Note # 7:

FACILITY COMPONENTS: under-spending of \$5.535 million is projected for the co-ordination of various projects, including \$2.500 million for projects under *Critical Imminent Service Disruption* with work potentially continuing into 2025, \$1.787 million for *Various Parks and Buildings Accessibility* and \$0.750 million for *Facility Rehab* projects which are being done in co-ordination with CREM.

Note # 8:

ENVIRONMENTAL INITIATIVES: under-spending of \$0.970 million is expected, including \$0.960 million for the *Wilket Creek Phase 3* project which is being done in coordination with Toronto Water.

Note # 9:

PARK DEVELOPMENT: under-spending of \$19.863 million is projected, \$7.559 million for co-ordination with other projects [\$1.861 million for the *Lower Garrison Creek Construction (Mouth of the Creek)*, \$1.448 million for *Market Lane Parkette Construction*, \$1.317 million for *Toronto Island Park Master Plan Implementation*], and \$1.268 million due to extended community consultation (\$0.507 million for *66 Spadina/51 Sussex Avenue Above Base Park Development*, \$0.439 million for *Victoria Memorial Square Improvements*).

Note #10:

PARKING LOTS & TENNIS COURTS: under-spending of \$0.619 million is expected, \$0.517 million for the *FMP Tennis Courts without Lights at Muirlands Park* project due to extended community consultation, \$0.070 million for the *FMP Tennis Court Complex with Lights* and \$0.032 million for the *FMP Tennis Court Complex without Lights* due to coordination with site identification.

Note #11:

FIFA: the project is progressing and awaiting the Multi Party Agreement to be finalized and signed. Centennial Park has been confirmed as the main Training Site. Given the initial delays in project startup, the design and construction phase timelines are tightened to meet the deadlines imposed for the games

Note #12

COMMUNITY CENTRES: projected 2024 year-end spend under the Growth Related category will exceed 2024 Approved Capital Budget. An in-year adjustment will be made through future quarterly variance reports to reallocate funding to this projects.

Seniors Services and Long-Term Care (HOM)

Chart 1
2024 Approved Budget by Category (\$Million) (\$20.16)

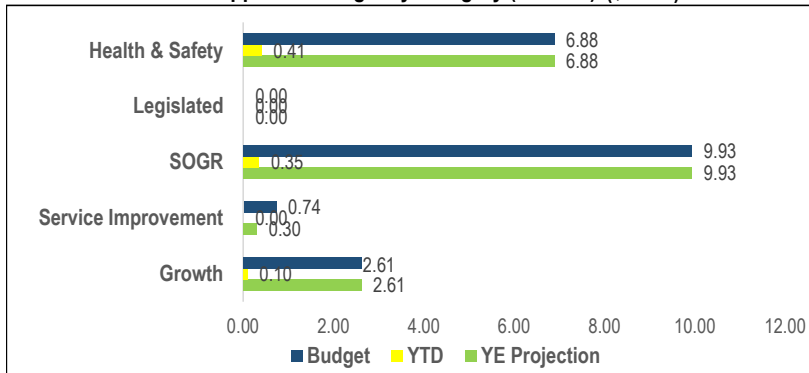


Table 1
2024 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	6
Service Improvement	2
Growth	1
Total # of Projects	12

Chart 2
Project Status - 12

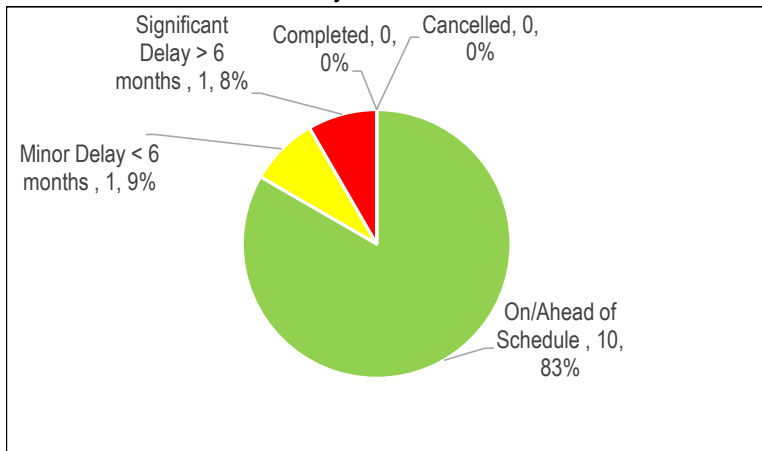


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.69	0.49	0.98		

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Building Health & Safety - 2021	0.780	0.013	1.6%	0.780	100.0%	Ⓔ	Ⓔ		2.116	1.349
Building Health & Safety - 2022	1.274	0.370	29.1%	1.274	100.0%	Ⓔ	Ⓔ		2.115	1.212
Building Health & Safety - Ongoing	4.827	0.023	0.5%	4.827	100.0%	Ⓔ	Ⓔ		14.845	0.041
Sub-Total	6.881	0.406	5.9%	6.881	100.0%	-	-		19.076	2.601
Building SOGR - 2020	1.893	0.088	4.6%	1.893	100.0%	Ⓔ	Ⓔ		7.065	5.260
Building SOGR - 2021	3.385	0.027	0.8%	3.385	100.0%	Ⓔ	Ⓔ		6.607	3.249
Building SOGR - 2022	1.417	0.200	14.1%	1.417	100.0%	Ⓔ	Ⓔ		12.024	4.879
Building SOGR - Ongoing	1.275	0.029	2.2%	1.275	100.0%	Ⓔ	Ⓔ		10.753	0.185
SPIF Community Parkland - Cummer Lodge	0.983	0.004	0.4%	0.983	100.0%	Ⓔ	Ⓖ	#1	1.815	0.004
SPIF Community Parkland - Kipling Acres	0.983	0.004	0.4%	0.983	100.0%	Ⓔ	Ⓔ		1.815	0.004
Sub-Total	9.935	0.351	3.5%	9.935	100.0%	-	-		40.080	13.581
eWorkorder System	0.485	0.005	0.0%	0.050	10.3%	Ⓖ	Ⓕ	#2	0.650	0.170
Time & Attendance System Review	0.250	0.000	0.0%	0.250	100.0%	Ⓔ	Ⓔ		0.250	0.000
Sub-Total	0.735	0.005	0.6%	0.300	40.8%	-	-		0.900	0.170
4610 Finch Ave East Redevelopmen	2.611	0.098	13.9%	2.611	100.0%	Ⓔ	Ⓔ		175.970	2.015
Sub-Total	2.611	0.098	3.8%	2.611	100.0%	-	-		175.970	2.015
Total	20.162	0.861	4.3%	19.727	97.8%				236.026	18.367

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

SPIF Community Parkland project at site Cummer Lodge has been deemed unsuitable due to limited land availability to meet intended scope. A revised project scope is currently being reviewed by the Ministry.

Note # 2:

Projected year-end underspend reflects temporary pause of the project due to 2023 solution outcome no longer aligning to envisioned goals. A re-examination of the project scope is being conducted against the changes in the business.

Toronto Shelter and Support Services (SHL)

Chart 1
2024 Approved Budget by Category (\$Million) \$81.47M

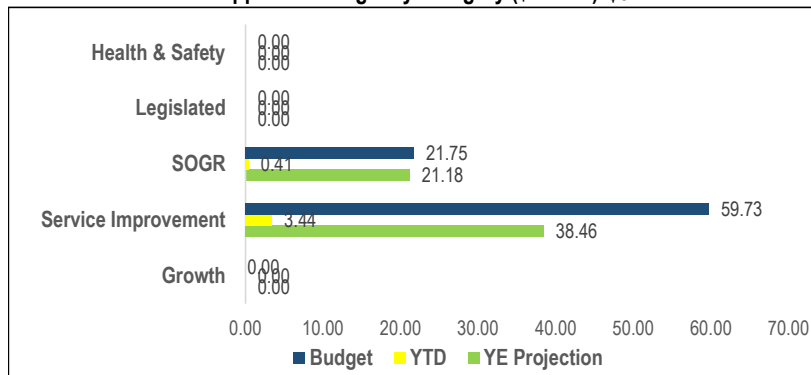


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	9
Growth	
Total # of Projects	10

Chart 2
Project Status - 10

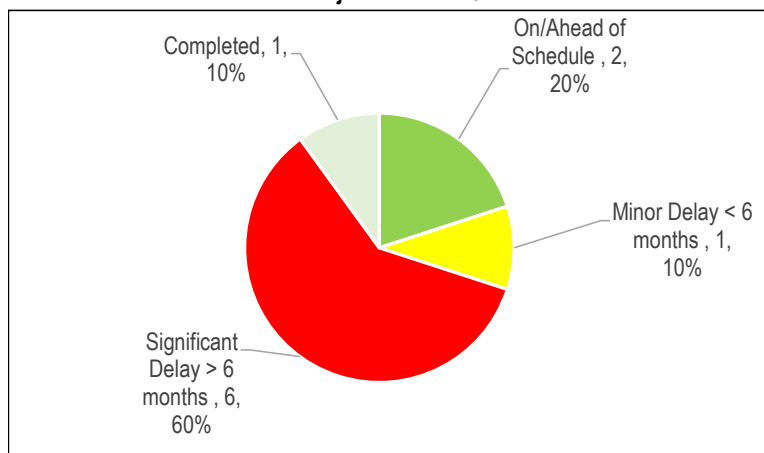


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed	1	1
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	3	
Total # of Projects	6	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.52	21.75	47.06	0.14	

Reasons for "Other*" Projects Delay:

- Office Modernization Project: Operational constraints resulting from understaffing at design vendor and changing site priorities.
- SMIS Software Review: Waiting to finalize specifications outlined by Auditor General which is expected to be completed by the end of 2024.
- Spadina Project: Designs are being revisited due to cost escalations between initial cost estimates and Class D cost estimate.

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
TSSS - SOGR	21.745	0.407	1.9%	21.175	97.4%	Ⓞ	Ⓢ	#10	21.745	0.407
Sub-Total	21.745	0.407	1.9%	21.175	97.4%	-	-		21.745	0.407
George Street Revitalization (GSR)	22.329	0.888	4.0%	15.426	69.1%	Ⓢ	Ⓡ	#1	684.942	93.710
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	13.664	1.007	7.4%	5.382	39.4%	Ⓡ	Ⓡ	#2	120.139	86.218
COVID - 19 Resilience Response	3.428	1.149	33.5%	2.712	79.1%	Ⓞ	Ⓞ	#3	15.261	9.965
AODA	5.789	0.147	2.5%	3.000	51.8%	Ⓢ	Ⓡ	#4	13.518	1.970
Office Modernization Project	1.668	0.164	9.8%	0.500	30.0%	Ⓡ	Ⓡ	#5	3.931	1.647
Central Intake Call Centre	0.142	0.047	33.1%	0.047	33.1%	Ⓡ	Ⓞ	#6	1.865	1.770
SMIS Study	0.100	0.000	0.0%	0.050	50.0%	Ⓢ	Ⓡ	#7	0.100	0.000
Spadina Project	3.514	0.000	0.0%	2.250	64.0%	Ⓢ	Ⓡ	#8	6.778	0.000
Winter Plan	9.091	0.034	0.4%	9.091	100.0%	Ⓞ	Ⓞ	#9	14.720	0.034
Sub-Total	59.725	3.436	5.8%	38.458	64.4%	-	-		861.255	195.313
Total	81.470	3.843	4.7%	59.633	73.2%				883.000	195.720

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 - GSR

GSR Transition: Difficulties experienced in acquiring and renovating sites to transition clients out of Seaton House have so far delayed the project. 2024 approved cashflows will support construction at 76 Church St. and 2299 Dundas. 76 Church is expected to be completed by the end of Q3-2024. Construction at 2299 Dundas had a delayed start and is expected to be completed in Q4-2025.

GSR Main: The RFP process was placed on hold while the City analyzes the updated cost estimates for the project as a whole. A staff report was approved by council in January 2024 (EX11.9) and staff will report back to the Executive Committee in Q3-2024 with recommendation for maximizing the value for money of the current approve project budget. Preliminary estimates for construction completion is Feb 2030.

Note # 2 - HSID:

Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q4-2024. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Delays have changed the overall project completion to December 2026.

Note # 3 - COVID-19 Resiliency:

Multiple sites are projected to be completed in 2024. Several sites are currently in design phase and expected to be completed in 2025 as planned.

Note # 4 - AODA:

City owned Shelter sites are experiencing delays attributed to understaffing and vendor issues. Overall project is still expected to be completed by the end of 2025.

Note # 5 - Office Modernization Project:

Two sites fully delivered and installed in Q1-2024 with two more sites entering tender phase in 2024. Three additional sites have been identified for office modernization and the anticipated completion is Q3-2024. Due to significant delays in staffing capacity and contractual issues, remaining DOS sites have been deferred to 2025. Overall projected will be completed at the end of 2025 as planned.

Note # 6 - Central Intake Call Centre:

Central Intake successfully implemented the Workforce Management module of Verint software and continues to onboard new users accordingly without issue. Earlier encountered procurement challenges have been resolved and the division is forecasting operational licensing needs for future years and planning accordingly.

Note # 7 - SIMS Study:

Waiting to finalize specifications outlined by AG which is expected to be completed by the end of 2024.

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 8 - Spadina Project:

Designs are being revisited due to cost escalations between initial cost estimates and Class D cost estimate. Delays have changed the overall project expected completion date to December 2026.

Note # 9 - Winter Plan:

Because winter sites are operational through all of Q1 winter fit up and construction work to take place Q2-Q4 as planned.
The project is expected to be completed by Q4-2025.

Note # 10 - TSSS SOGR:

Multiple small scopes have been identified within the BCAs and scheduled to be completed in 2024 as planned.
Major scopes are currently underway which include Net zero requirements, Security upgrades and Fire Life & Safety Scopes. All are expected to be completed by 2025.

Fire Services (FIR)

Chart 1
2024 Approved Budget by Category (\$Million) \$17.86M

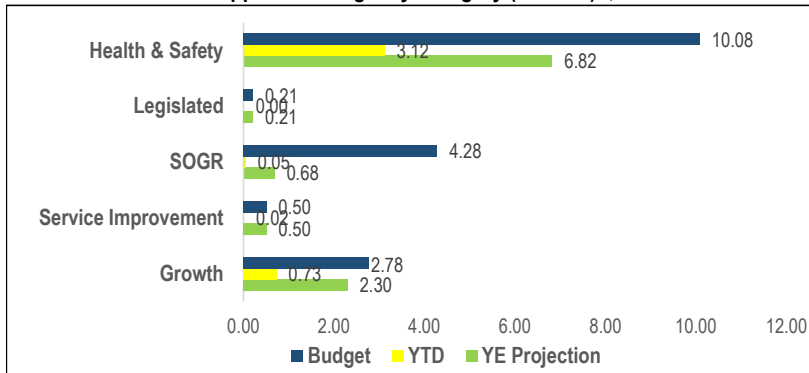


Table 1
2024 Active Projects by Category

Health & Safety	17
Legislated	4
SOGR	7
Service Improvement	2
Growth	2
Total # of Projects	32

Chart 2
Project Status - 32

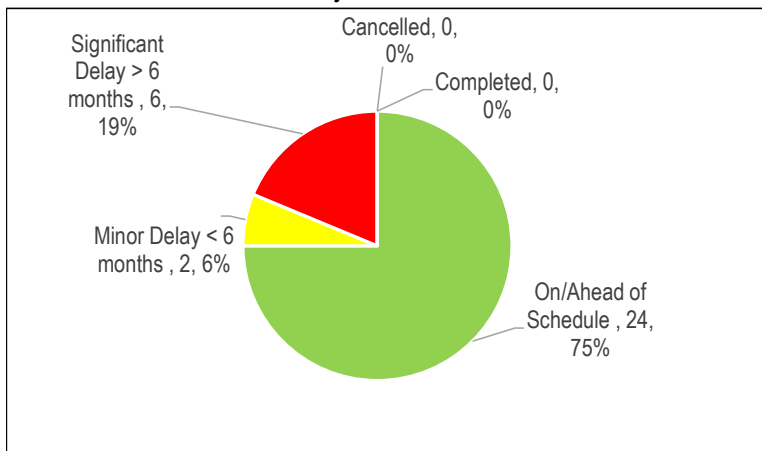


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.45	0.50	8.90		

Reasons for "Other*" Projects Delay:

- Fire Prevention Technology Integration - Project was delayed due to competing priorities with other initiatives, it is expected that the project will be fully spent by year end.
- Toronto Radio Infrastructure Project (TRIP) - The project team continues to work with the CISO to determine appropriate security posture relative to the vendors proposal. Forecasts may be increased in future reporting.
- Flemingdon Park is delayed as there is a need to confirm the parking requirements with Create TO and with the local school board.

Key Discussion Points:

- Of the 32 TFS projects, 72% or 23 are on time, with 28% or 9 are delayed.
- Of the \$17.9 million budget, significant projects include: Stationware Decontamination for \$3.8 million; Toronto Radio Infrastructure Project (TRIP) for \$3.0 million; Mobile Radio Lifecycle for \$2.7 million the Husar Building expansion for \$2.5 million; and 28 other small equipment projects of \$5.8 million
- TFS is carrying forward \$9.4 million of unspent funds from 2023 into 2024 and future years to fund the 10 Capital Plan.

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Breathing Air Compressor Repl-2021	0.032	0.000	0.0%	0.032	100.0%	Ⓔ	Ⓔ		0.080	0.048
Breathing Air Compressor-2022	0.081	0.065	80.4%	0.081	100.0%	Ⓔ	Ⓔ		0.081	0.065
Breathing Air Compressors Replacement 2023	0.167	0.065	39.0%	0.167	100.0%	Ⓔ	Ⓔ		0.253	0.065
Mobile Radios Lifecycle Replacement-2023	2.700	2.115	78.3%	2.700	100.0%	Ⓔ	Ⓔ		2.700	2.115
NEXT GENERATION 911 PROJECT	0.114	0.000	0.0%	0.114	100.0%	Ⓔ	Ⓔ		1.864	1.750
LIVE FIRE TRAINING SIMULATOR	0.011	0.000	0.0%	0.011	100.0%	Ⓔ	Ⓔ		0.650	0.425
Replacement of thermal imaging cameras -2021	0.459	0.346	75.3%	0.350	76.2%	Ⓔ	Ⓔ		1.450	0.787
Mobile Driver Simulator	0.185	0.000	0.0%	0.185	100.0%	Ⓔ	Ⓔ		0.185	0.000
45mm and 65mm Jacketed Fire Hose Upgrade	0.942	0.526	55.8%	0.920	97.6%	Ⓔ	Ⓔ		1.350	0.934
FIRE STATION DIGITAL SIGNAGE TURN OUT TI	0.024	0.000	0.0%	0.024	100.0%	Ⓔ	Ⓔ		0.130	0.106
Emergency Medical Bags	0.175	0.000	0.0%	0.175	100.0%	Ⓔ	Ⓔ		0.175	0.000
Compact Powered Suction	0.275	0.000	0.0%	0.000	0.0%	Ⓕ	Ⓕ	#1	0.275	0.000
Bunker Suit Washer/Extractor Installations	0.373	0.000	0.0%	0.147	39.4%	Ⓕ	Ⓕ	#2	0.420	0.047
PPE Decontamination Equipment-Phase 2	0.538	0.000	0.0%	0.220	40.9%	Ⓕ	Ⓕ	#2	0.943	0.000
Stationwear Decontamination Equipment-Phase 2	3.819	0.000	0.0%	1.506	39.4%	Ⓕ	Ⓕ	#2	3.819	0.000
Fireboat Dock Repair (Station 334)	0.123	0.000	0.0%	0.123	100.0%	Ⓔ	Ⓔ		0.393	0.000
Fire Station 145 Apparatus Bay Enhancement	0.065	0.000	0.0%	0.065	100.0%	Ⓔ	Ⓔ		0.065	0.000
Sub-Total	10.085	3.117	30.9%	6.821	67.6%	-	-		14.833	6.341
REPLACEMENT OF HUSAR EQUIPMENT-2023	0.002	0.000	0.0%	0.001	49.9%	Ⓕ	Ⓔ	#3	0.050	0.048
Replacement of HUSAR Equipment -2024	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	0.012	0.000	0.0%	0.012	100.0%	Ⓔ	Ⓔ		0.130	0.118
Sub-Total	0.215	0.000	0.0%	0.214	99.5%	-	-		0.380	0.165
Training Simulators and Fac Rehab - 2023	0.077	0.029		0.077		Ⓔ	Ⓔ		0.100	0.052
Training Simulators and Fac Rehab - 2024	0.100	0.000		0.100		Ⓔ	Ⓔ		0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	3.011	0.000		0.000		Ⓕ	Ⓕ	#4	8.489	3.150
CAD Upgrade	0.888	0.019		0.300	33.8%	Ⓕ	Ⓕ	#5	1.960	1.091
TORONTO FIRE ACADEMY AUDITORIUM CHAIRS	0.012	0.000	0.0%	0.012	100.0%				0.115	0.103

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Feasibility Study - Flemington Station	0.146	0.000	0.0%	0.146	100.0%	Ⓖ	Ⓖ		0.185	0.039
West Training Burn House Repairs	0.047	0.000	0.0%	0.047	100.0%	Ⓖ	Ⓖ		0.125	0.078
Sub-Total	4.282	0.048	1.1%	0.683	15.9%	-	-		11.074	4.513
Service Improvements										
Fire Prevention Technology Integration	0.154	0.016	10.6%	0.154	100.0%	Ⓖ	Ⓨ	#6	1.010	0.872
Flemington Park New Fire Station & Trucks	0.350	0.000	0.0%	0.350	100.0%	Ⓖ	Ⓨ	#7	16.300	0.000
Sub-Total	0.504	0.016	3.2%	0.504	100.0%	-	-		17.310	0.872
HUSAR Buidling Expansion- Change in Scope	2.478	0.729		2.000	80.7%	Ⓖ	Ⓖ		7.900	6.151
Feasibility Study of Fire Academy	0.300	0.003	0.9%	0.300	100.0%	Ⓖ	Ⓖ		0.300	0.003
Sub-Total	2.778	0.732	26.3%	2.300	82.8%	-	-		8.200	6.154
Total	17.863	3.913	21.9%	10.521	58.9%				51.797	18.045

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

64.182 30.212

12.385 12.167

Note # 1:

Project completion requires securing medical equipment, which is has been delayed due to scheduling issues with the supplier; as a result of this delay, the project is now scheduled for completion in 2025.

Note # 2:

Design work is underway, with construction and installation projected to be completed in 2025.

Note # 3:

Final equipment components to be received in 2024, with the project to be completed under budget.

Note # 4:

The project team continues to work with the CISO to determine appropriate security posture relative to the vendor's proposal. A clearer indication and expenditure forecast is expected in the next reporting cycle.

Note # 5:

Pre-requisite network provisioning has been delayed, within the receipt of deliverables delayed until Q3, 2024. As a result of these unanticipated delays a project will be delayed until 2025.

Note # 6:

Project was delayed due to competing priorities with other initiatives; the project is projected to be fully spent by year end.

Note # 7:

Delays in confirming parking requirements with Create TO and with the local school board have resulted in a delay of this project.

Toronto Paramedic Services (AMB)

Chart 1
2024 Approved Budget by Category (\$Million) \$16.67M

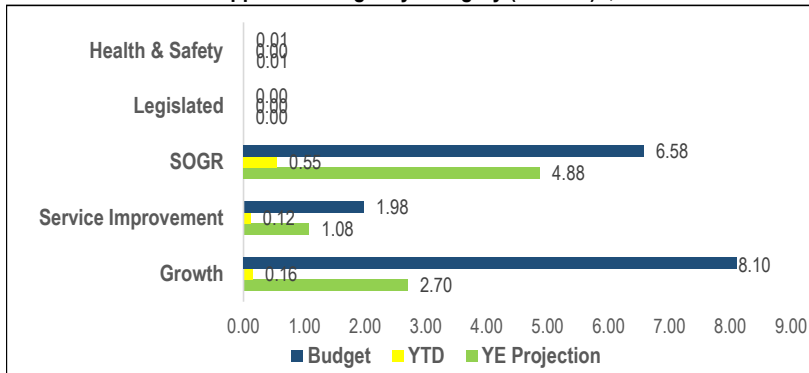


Table 1
2024 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	8
Service Improvement	2
Growth	13
Total # of Projects	24

Chart 2
Project Status - 24

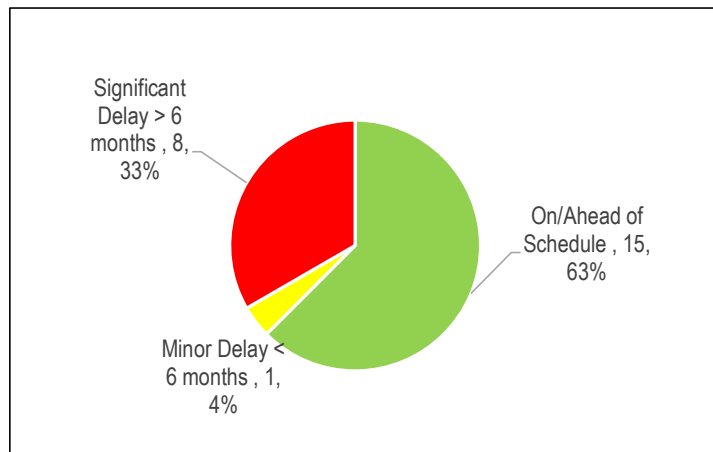


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	3	
Contractor Issues	3	1
Site Conditions	1	
Co-ordination with Other Projects	2	
Community Consultation		
Other*		
Total # of Projects	9	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.21	0.70	6.77		

Key Discussion Points:

- The Multi-Function Station # 2 project for \$0.197 million has experienced delays associated with the expropriation of 350 Progress Ave property to the City, as well the need for modifications to the preliminary facility design. The construction of this project has been rephased to accommodate design and the issuance of the building permit.
- The Ambulance Post projects continue to face delays due to construction issues and scope changes required to modify some of the facilities to better accommodate program needs.
- The Future Strategic Staging locations and Asset tracking project is underspent due to delays with TSD and ITAPP applications.
- Toronto Paramedic Services spent \$0.825 million, or 5.0% of its 2024 Approved Capital Budget of \$16.670 million at the end of April.
- The program is projecting to spend 52.0% of the 2024 capital plan by year-end, with significant delays in the Ambulance Post and Multi-Function Station projects, primarily due to design revisions, co-ordination with other City divisions and RFP considerations.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2024 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	0.011	0.000	0.0%	0.011	100.0%	Ⓖ	Ⓖ		6.500	6.489
Sub-Total	0.011	0.000	0.0%	0.011	100.0%	-	-		6.500	6.489
State of Good Repair										
Mobile Data Communications - 2022	0.095	0.000	0.0%	0.095	100.0%	Ⓖ	Ⓖ		2.100	2.005
Mobile Data Communications - 2023	0.256	0.049	19.0%	0.256	100.0%	Ⓖ	Ⓖ		0.300	0.092
Mobile Data Communications - 2024	1.800	0.000	0.0%	1.300	72.2%	Ⓖ	Ⓖ		1.800	0.016
Medical Equipment Replacement	1.192	0.478	40.1%	0.892	74.8%	Ⓖ	Ⓖ		7.323	6.609
Portable Radio Replacement	1.800	0.000	0.0%	1.300	72.2%	Ⓖ	Ⓖ		1.009	1.009
Dispatch Consol Replacement	0.446	0.000	0.0%	0.246	55.2%	Ⓐ	Ⓐ	#1	4.392	2.136
Next Generation 9-1-1	0.337	0.025	7.4%	0.237	70.3%	Ⓖ	Ⓖ		1.850	0.138
CAD Upgrade	0.650	0.000	0.0%	0.550	84.6%	Ⓖ	Ⓖ		0.650	0.000
Sub-Total	6.576	0.552	8.4%	4.876	74.1%	-	-		19.424	12.006
Capital Asset Management Planning	1.282	0.116	9.1%	0.982	76.6%	Ⓖ	Ⓖ		2.528	1.326
Future Strategic Staging Locations	0.700	0.000	0.0%	0.100	14.3%	Ⓐ	Ⓐ	#2	1.300	0.000
Sub-Total	1.982	0.116	5.9%	1.082	54.6%	-	-		3.828	1.326
Multi-Function Station # 2 - Construction	0.198	0.055	28.0%	0.198	100.0%	Ⓖ	Ⓖ		80.585	3.108
Multi-Function Station # 2 Facility - TPS	0.000	0.000	0.0%	0.000	100.0%	Ⓖ	Ⓖ		2.100	0.122
Additional ERV 2022	0.227	0.088	38.6%	0.227	100.0%	Ⓖ	Ⓖ		1.170	1.030
Additional ERV 2023	0.780	0.000	0.0%	0.680	87.2%	Ⓖ	Ⓖ		0.780	0.000
Additional ERV 2024	0.780	0.000	0.0%	0.680	87.2%	Ⓖ	Ⓖ		0.780	0.000
Ambulance Post - 30 Queens Plate Drive	1.931	0.015	0.8%	0.531	27.5%	Ⓐ	Ⓐ	#3	2.848	0.432
Ambulance Post - 330 Bering Ave.	0.396	0.006	1.4%	0.096	24.2%	Ⓐ	Ⓐ	#4	0.700	0.311
Ambulance Post # 3 (Don Mills)	0.125	0.000	0.0%	0.025	20.0%	Ⓐ	Ⓐ	#5	3.000	0.000
Ambulance Post # 4 (Finch Ave.)	0.125	0.000	0.0%	0.025	20.0%	Ⓐ	Ⓐ	#6	2.000	0.000
Rivalda Stores	0.890	0.000	0.0%	0.090	10.2%	Ⓐ	Ⓐ	#7	0.950	0.060
Multi-Function Station #3 (Bay St.)	1.227	-0.006	-0.5%	0.027	2.2%	Ⓐ	Ⓐ	#8	0.465	0.032
Multi-Function Station #5 (Dyas Rd.)	1.370	0.000	0.0%	0.070	5.1%	Ⓐ	Ⓐ	#9	10.000	0.030
Equipment & Garage - 1116 King St. W	0.050	0.000	0.0%	0.050	100.0%	Ⓖ	Ⓖ		10.000	0.000
Sub-Total	8.100	0.157	1.9%	2.700	33.3%	-	-		115.378	5.124
Total	16.670	0.825	5.0%	8.670	52.0%				145.130	24.944
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>										

Note # 1:

Canada-wide service upgrades have stretched the vendor's capacity, resulting in vendor delays in delivering system maintenance and required system upgrades. This project is now projected to be substantially completed by 2025.

Note # 2:

This project has been delayed, reflecting the need to co-ordinate the Technology Services Division (TSD) and the Information Technology Authorization Procurement Plan (ITAPP) processes, which are internal I&T requirements. In April 2024, an RFP was submitted for I&T approval, with confirmation anticipated by Q3 2024.

Note # 3:

Following community planning consultations, the facility required a significant redesign, which is anticipated to be completed in the fall of 2024. It is anticipated that the building permit will be issued by Dec, 2024, with the project going to tender for a general contractor in Q1, 2025.

Note # 4:

This project is nearing completion, pending decisions on structural modifications to the garage bays, which will enhance facility functionality. The completion of this project is anticipated in 2026.

Note # 5:

This project is in the design stage, with construction projected to begin in 2025, with occupancy planned for 2027.

Note # 6:

The preliminary design is being completed, with the construction contract anticipated to be tendered in 2024; construction is projected to commence in Q3 or Q4, 2025.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 7:
Due to AODA funding reductions, the construction required to complete this project was delayed until 2024; PS is currently in discussions with the AODA Project Director to allow the program to supplement the AODA's budget shortfall. PS is proceeding with the construction of the office space, including the AODA upgrades. The proposed work plan has been approved, with completion anticipated in 2025.

Note # 8:
The construction has been delayed, pending the transfer of the property to the City. Once the property-transfer issues are resolved, significant construction is anticipated to begin within the next 18 months.

Note # 9:
The complete occupancy of the site is delayed, as other divisions relocate to other locations; once the other divisions relocate, an RFP for the property modifications will be issued.

**2024 Capital Spending by Program
Infrastructure Services**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Transit Expansion	4M-2024	402.06	4.41	318.60	79.2%	Ⓞ
Transportation Services	4M-2024	682.20	56.88	530.22	77.7%	Ⓞ
TOTAL	4M-2024	1,084.26	61.28	848.82	78.3%	Ⓞ

For the four months ended April 30, 2024, the capital expenditures for Infrastructure Services totalled \$61.3 million of their collective 2024 Approved Capital Budget of \$1084.3 million. Spending is expected to increase to \$848.8 million (78.3%) by year-end. 2 programs in this service area has the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

Programs with projected year-end spending rate above 70% are Transportation Services, and Transit Expansion.

Transportation Services (TRN)

Chart 1
2024 Approved Budget by Category (\$M) \$682.2M

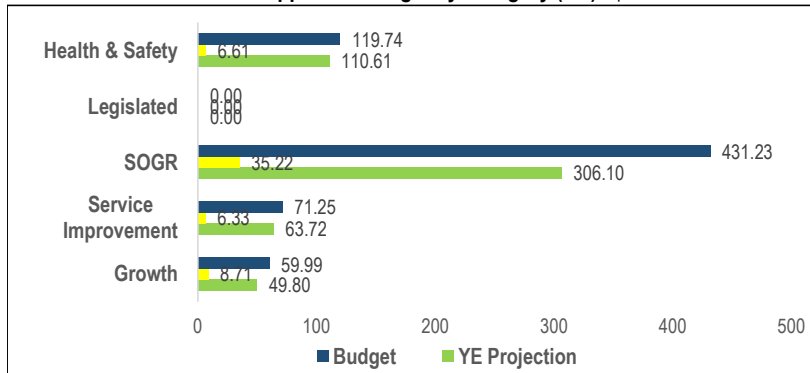


Table 1
2024 Active Projects by Category

Health & Safety	4
Legislated	
SOG	15
Service Improvement	15
Growth	19
Total # of Projects	53

Chart 2
Project Status - 53

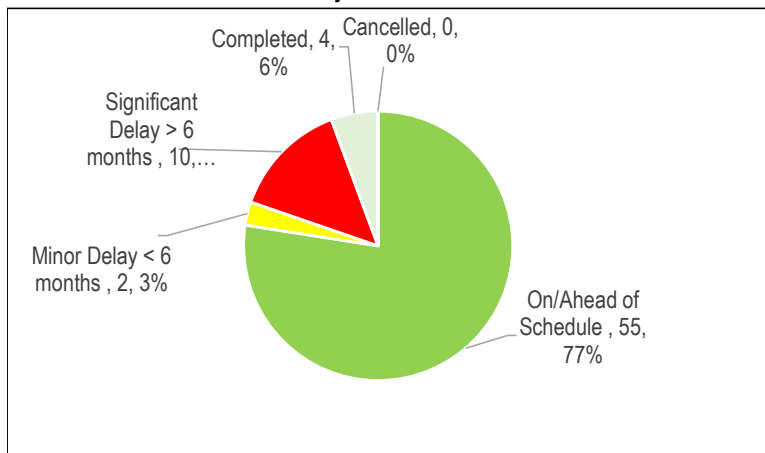


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	1
Community Consultation		
Other*	8	1
Total # of Projects	10	2

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
668.41	3.80	9.99		

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (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.

Transportation Services (TRN)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
City Bridge Rehabilitation (Critical)	81.379	2.452	0.0%	77.310	95.0%	Ⓒ	Ⓒ		259.668	175.961
Glen Road Pedestrian Bridge	8.393	0.486	0.0%	6.714	80.0%	Ⓒ	Ⓒ		27.486	12.832
Guide Rail Program	1.700	0.021	0.0%	1.445	85.0%	Ⓒ	Ⓒ		12.473	7.843
Road Safety Plan	28.271	3.655	0.0%	25.138	88.9%	Ⓒ	Ⓒ			
Sub-Total	119.743	6.615	5.5%	110.607	92.4%	-	-		299.627	196.636
City Bridge Rehabilitation	35.621	11.826	0.0%	33.840	95.0%	Ⓒ	Ⓒ	#1	2,307.755	477.293
Critical Interim Road Rehabilitation	10.000	0.153	0.0%	8.500	85.0%	Ⓒ	Ⓒ			
Ditch Rehabilitation & Culvert Reconstruction	2.500	0.031	0.0%	2.000	80.0%	Ⓒ	Ⓒ			
Don Valley Parkway Rehabilitation	5.058	0.033	0.0%	4.299	85.0%	Ⓒ	Ⓒ			
Dufferin Street Bridge Rehabilitation	1.400	0.003	0.0%	0.003	0.2%	Ⓖ	Ⓖ			
F.G. Gardiner	192.486	9.982	0.0%	106.617	55.4%	Ⓐ	Ⓒ			
Facility Improvements	4.000	1.052	0.0%	3.200	80.0%	Ⓒ	Ⓒ			
Laneways	1.939	0.295	0.0%	1.842	95.0%	Ⓒ	Ⓒ			
Local Road Rehabilitation	75.109	5.385	0.0%	71.354	95.0%	Ⓒ	Ⓒ			
Major Road Rehabilitation	70.233	4.986	0.0%	49.163	70.0%	Ⓐ	Ⓒ			
Major SOGR Pooled Contingency	6.589	0.663	0.0%	5.271	80.0%	Ⓒ	Ⓒ			
Retaining Walls Rehabilitation	4.421	0.316	0.0%	3.537	80.0%	Ⓒ	Ⓒ			
Sidewalks	15.788	0.266	0.0%	12.630	80.0%	Ⓒ	Ⓒ			
Signs & Markings Asset Management	2.282	0.222	0.0%	1.940	85.0%	Ⓒ	Ⓒ			
Traffic Plant Requirements / Signal Asset Management	3.800	0.010	0.0%	1.900	50.0%	Ⓐ	Ⓐ			
Sub-Total	431.226	35.222	8.2%	306.096	71.0%	-	-		2,307.755	477.293
Cycling Infrastructure	29.703	3.479	0.0%	28.218	95.0%	Ⓒ	Ⓒ	#2	2.685	1.228
Eglinton Connects	3.400	0.000	0.0%	3.230	95.0%	Ⓒ	Ⓒ			
Engineering Studies	6.000	1.325	0.0%	4.838	80.6%	Ⓒ	Ⓒ			
Green Streets Improvement	1.000	0.000	0.0%	0.700	70.0%	Ⓐ	Ⓒ			
Jane Street Crossing	0.800	0.000	0.0%	0.640	80.0%	Ⓒ	Ⓒ			
King Street Transit Priority	0.500	0.000	0.0%	0.400	80.0%	Ⓒ	Ⓒ			
Mapping & GIS Repository	0.539	0.083	0.0%	0.512	95.0%	Ⓒ	Ⓒ			
MoveTO	7.000	0.802	0.0%	6.650	95.0%	Ⓒ	Ⓒ			
Neighbourhood Improvements	5.053	0.053	0.0%	4.488	88.8%	Ⓒ	Ⓒ			
Rockcliffe Flood Mitigation	0.300	0.000	0.0%	0.240	80.0%	Ⓒ	Ⓒ			
Surface Network Transit Plan	1.908	0.211	0.0%	0.393	20.6%	Ⓖ	Ⓖ			
System Enhancements for Road Repair & Permits	1.700	0.242	0.0%	1.360	80.0%	Ⓒ	Ⓒ			
TO360 Wayfinding	0.917	0.138	0.0%	0.734	80.0%	Ⓒ	Ⓒ			
Traffic Congestion Management	0.579	0.000	0.0%	0.058	10.0%	Ⓖ	Ⓒ			
West Toronto Rail Path Extension	11.850	0.000	0.0%	11.258	95.0%	Ⓒ	Ⓒ	#3	117.650	1.778
Sub-Total	71.249	6.333	8.9%	63.718	89.4%	-	-		243.879	68.500
Agincourt Improvement	0.200	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	#4	20.246	0.018
Beecroft Extension	0.400	0.002	0.0%	0.040	10.0%	Ⓖ	Ⓖ	#5		
Broadview Extension	0.000	0.011	0.0%	0.011			Ⓒ		14.000	0.445
Emery Village Improvements	0.500	0.000	0.0%	0.250	50.0%	Ⓐ	Ⓖ	#6	4.679	0.393
John Street Revitalization Project	1.000	0.076	0.0%	0.076	7.6%	Ⓖ	Ⓖ	#7	62.464	5.874
Lawrence-Allen Revitalization Project	0.500	0.193	0.0%	0.350	70.0%	Ⓐ	Ⓒ		16.136	4.913
Legion Road Extension & Grade Separation	0.260	0.011	0.0%	0.208	80.0%	Ⓒ	Ⓒ			
Metrolinx Additional Infrastructure	3.000	0.001	0.0%	2.400	80.0%	Ⓒ	Ⓒ		18.693	6.961
North York Service Road	0.500	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	#8	37.794	33.628
Peel and Gladstone	3.340	1.177	0.0%	1.570	47.0%	Ⓖ	Ⓖ	#9		
Port Union Road	10.300	0.611	0.0%	8.240	80.0%	Ⓒ	Ⓒ		12.955	4.526
Rean to Kenaston - New Road	1.735	0.014	0.0%	1.648	95.0%	Ⓒ	Ⓒ		11.413	6.355
Scarlett / St. Clair / Dundas	3.040	0.447	0.0%	2.888	95.0%	Ⓒ	Ⓒ		57.716	10.113

Transportation Services (TRN)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Six Points Interchange Redevelopment	0.500	0.007	0.0%	0.350	70.0%	Y	Ⓢ		74.936	66.229
St. Clair TMP	18.000	0.877	0.0%	17.100	95.0%	Ⓢ	Ⓢ			
Steeles Widening (Tapscott Rd - Beare Rd)	0.561	0.014	0.0%	0.393	70.0%	Y	Ⓢ		93.191	1.145
Work for TTC & Others	15.000	5.264	0.0%	14.256	95.0%	Ⓢ	Ⓢ			
Yonge Street Revitalization	0.150	0.000	0.0%	0.015	10.0%	Ⓢ	Ⓢ	#10		
Yonge Tomorrow	1.000	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#11		
Sub-Total	59.986	8.706	14.5%	49.795	83.0%	-	-		424.222	140.599
Total	682.204	56.876	8.3%	530.216	77.7%				3,275.482	883.028

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

Note # 1:

Design is delayed due to on-going discussions with Metrolinx regarding coordination of work with Ontario Line.

Note # 2:

Jane Rapid TO construction is delayed as a result of additional consultation time required to complete design.

Note # 3:

Project to be completed in 2024. Anticipate in-year transfer of funds to further advance the MoveTO initiative.

Note # 4:

Detailed design is delayed due additional time required to finalize Environmental Assessment assignment.

Note # 5:

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

Note # 6:

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

Note # 7:

Project delayed as additional time is required to update design to reflect changes in surrounding infrastructure.

Note # 8:

Design works delayed as due to limited submissions for tender call.

Note # 9:

Construction is behind schedule due to delays in the delivery of materials for bioswales and design changes to avoid conflict with utilities.

Note # 10:

Design is delayed due to unforeseen conflict from high-pressure oil pipeline encountered with the Beecroft Extension Project.

Note # 11:

Design tender is delayed as additional time is required to finalize tender call documents.

**2024 Capital Spending by Program
Development and Growth Services**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
City Planning	4M-2024	8.36	0.99	6.59	78.8%	Ⓞ
Housing Secretariat	4M-2024	701.71	12.14	627.96	89.5%	Ⓞ
Waterfront Revitalization Initiative	4M-2024	206.56	34.60	154.16	74.6%	Ⓞ
TOTAL	4M-2024	916.63	47.73	788.71	86.0%	Ⓞ
<div> <div>■ >70%</div> <div>■ between 50% and 70%</div> <div>■ < 50% or > 100%</div> </div>						

For the four months ended April 30, 2024, the capital expenditures for Development and Growth Services totalled \$47.7 million of their collective 2024 Approved Capital Budget of \$916.6 million. Spending is expected to increase to \$788.7 million (86.0%) by year-end. 3 programs in this service area have the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets. Programs with projected year-end spending rate above 70% are City Planning, Housing Secretariat, and Waterfront Revitalization Initiative.

City Planning (URB)

Chart 1
2024 Approved Budget by Category (\$Million) \$8.36M

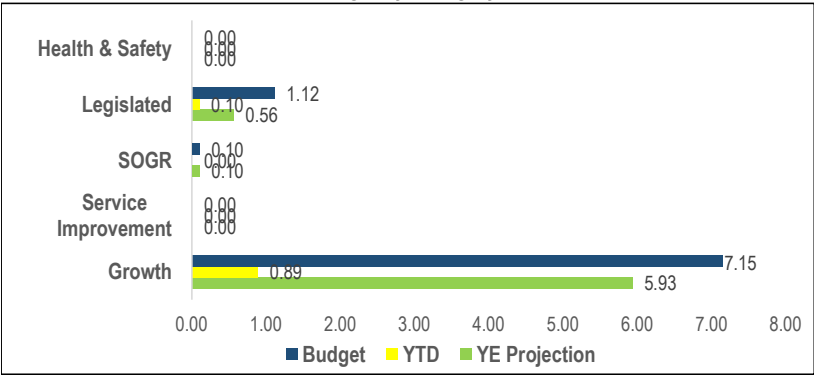


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	1
Service Improvement	
Growth	15
Total # of Projects	18

Chart 2
Project Status - 18

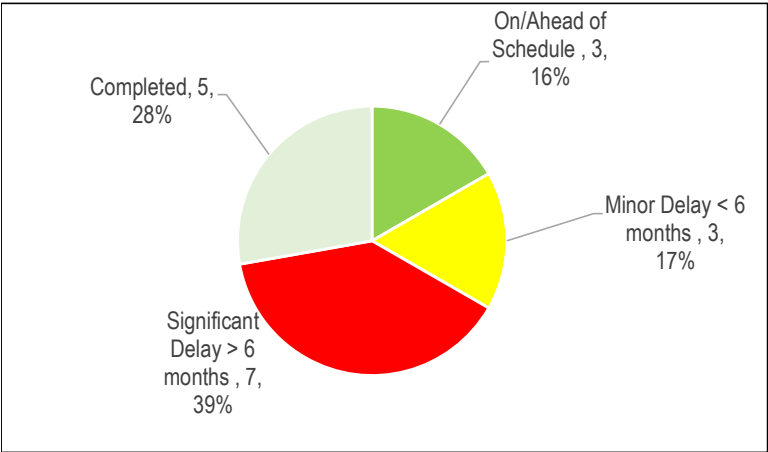


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	3
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	6	
Total # of Projects	7	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.30	2.42	2.64	0.01	

Reasons for "Other*" Projects Delay:

- Five Year Review of the Official Plan: Pending Ministry of Municipal Affairs and Housing approval on Council adopted Official Plan Amendments.
- Studies: Division is ensuring that workplan requirements are fully met prior to project completion.

City Planning (URB)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Five Year Review of the Official Plan	0.691	0.063	9.1%	0.263	38.0%	Ⓡ	Ⓨ	#1	3.355	2.229
Official Plan Conformity Review	0.424	0.035	8.2%	0.297	70.1%	ⓐ	ⓐ		0.545	0.150
Sub-Total	1.115	0.098	8.8%	0.560	50.2%	-	-		3.900	2.379
St. Lawrence Market North - Heritage Interpretation Plan	0.100	0.000	0.0%	0.100	100.0%	ⓐ	Ⓡ	#2	0.200	0.099
Sub-Total	0.100	0.000	0.0%	0.100	100.0%	-	-		0.200	0.099
Growth Studies	2.909	0.337	11.6%	2.145	73.7%	ⓐ	Ⓨ	#3	11.067	5.889
Transportation & Transit Studies	0.733	0.061	8.3%	0.482	65.8%	Ⓨ	Ⓨ	#3	1.746	0.559
Heritage Studies	0.708	0.186	26.3%	0.506	71.5%	ⓐ	Ⓨ	#3	1.700	0.964
Places - Civic Improvements	2.797	0.304	10.9%	2.797	100.0%	ⓐ	ⓐ		25.312	15.790
Sub-Total	7.147	0.888	12.4%	5.930	83.0%	-	-		39.825	23.202
Total	8.363	0.986	11.8%	6.590	78.8%				43.925	25.681

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:

Awaiting Ministry of Municipal Affairs and Housing approval on Council adopted Official Plan Amendments that would trigger up to 11 Regeneration Area studies.

Note # 2:

Site Conditions.

Note # 3:

Some RFQ/RFP Delays. For projects that have started, staff are ensuring that workplan requirements are fully met prior to project completion.