

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended December 31, 2023
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**2023 Capital Spending by Program
Community and Social Services**

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
Children's Services	4M-2023	15.06	3.92	98.8%		Ⓒ
	Q2-2023	15.06	5.69	95.5%	↓	Ⓒ
	Q3-2023	18.48	8.43	89.6%	↓	Ⓒ
	YE-2023	19.88	16.89	84.9%	↓	Ⓒ
Court Services	4M-2023	0.31	0.03	100.0%		Ⓒ
	Q2-2023	0.31	0.06	100.0%	□	Ⓒ
	Q3-2023	0.31	0.10	48.7%	↓	Ⓖ
	YE-2023	0.31	0.14	46.9%	↓	Ⓖ
Economic Development and Culture	4M-2023	43.14	1.56	70.6%		Ⓒ
	Q2-2023	43.31	3.12	66.4%	↓	Ⓐ
	Q3-2023	43.41	7.28	57.5%	↓	Ⓐ
	YE-2023	43.42	16.81	38.7%	↓	Ⓖ
Parks, Forestry & Recreation	4M-2023	251.50	27.25	75.1%		Ⓒ
	Q2-2023	251.82	48.45	71.1%	↓	Ⓒ
	Q3-2023	256.21	93.93	66.4%	↓	Ⓐ
	YE-2023	260.34	210.43	80.8%	↑	Ⓒ
Seniors Services and Long-Term Care	4M-2023	31.02	1.14	70.9%		Ⓒ
	Q2-2023	31.02	1.62	54.3%	↓	Ⓐ
	Q3-2023	31.02	3.94	33.2%	↓	Ⓖ
	YE-2023	31.02	9.21	29.7%	↓	Ⓖ
Toronto Shelter and Support Services	4M-2023	47.51	6.05	83.1%		Ⓒ
	Q2-2023	47.51	10.03	73.6%	↓	Ⓒ
	Q3-2023	47.51	15.56	62.9%	↓	Ⓐ
	YE-2023	48.04	24.86	51.7%	↓	Ⓐ
Fire Services	4M-2023	16.84	1.49	77.7%		Ⓒ
	Q2-2023	16.84	2.89	78.1%	↑	Ⓒ
	Q3-2023	16.84	5.77	70.4%	↓	Ⓒ
	YE-2023	17.13	9.92	57.9%	↓	Ⓐ
Toronto Employment & Social Services	4M-2023	1.19	0.13	58.5%		Ⓐ
	Q2-2023	1.19	0.33	57.0%	↓	Ⓐ
	Q3-2023	1.19	0.49	57.0%	↑	Ⓐ
	YE-2023	1.19	0.59	49.4%	↓	Ⓖ
Toronto Paramedic Services	4M-2023	36.10	0.78	76.2%		Ⓒ
	Q2-2023	36.10	1.11	35.7%	↓	Ⓖ
	Q3-2023	36.75	9.21	38.3%	↑	Ⓖ
	YE-2023	36.77	10.87	29.5%	↓	Ⓖ
TOTAL	4M-2023	442.67	42.34	76.2%		Ⓒ
	Q2-2023	443.15	73.30	68.0%	↓	Ⓐ
	Q3-2023	451.71	144.70	61.7%	↓	Ⓐ
	YE-2023	458.12	299.72	65.4%	↑	Ⓐ

For the twelve months ended December 31, 2023, the capital expenditures for Community and Social Services totalled \$299.7 million of their collective 2023 Approved Capital Budget of \$458.1 million. 2 programs in this service area have the year-end spending rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with year-end spending rate above 70% are Children's Services and Parks, Forestry & Recreation.

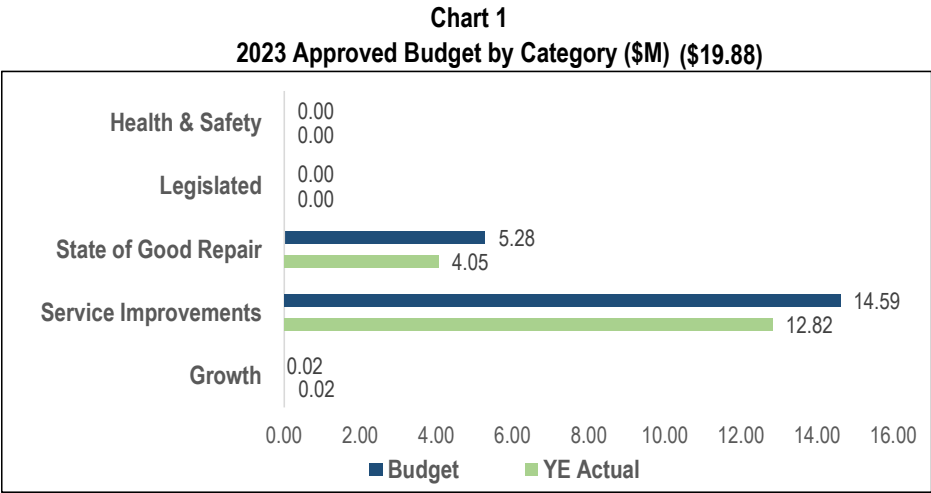


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	13
Growth	1
Total # of Projects	18

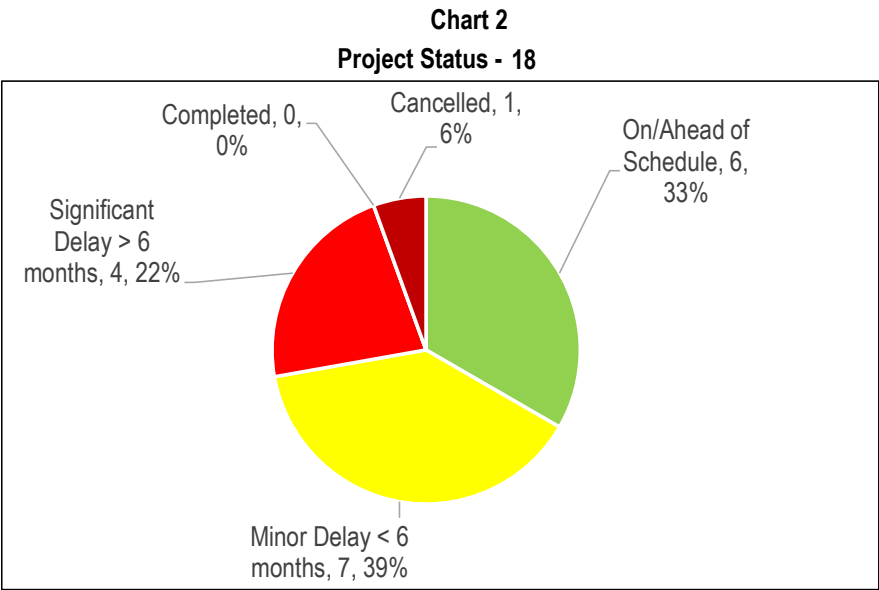


Table 2
Reason for Delay

	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	1
Contractor Issues		4
Site Conditions	1	1
Co-ordination with Other Projects	2	1
Community Consultation		
Other*		
Total # of Projects	4	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.586	5.817	1.462		0.017

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- Specific project activities scheduled for completion in 2023 were delayed due to non-receipt of final invoices, delays in contractor licensing, litigation 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)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS - State of Good Repair 2021	0.130	0.103	79.2%	Ⓞ	Ⓨ		1.366	1.339
TELCCS - State of Good Repair 2022	0.422	0.264	62.6%	Ⓨ	Ⓨ		1.540	0.881
TELCCS - Playground Retrofit 2022	3.680	3.680	100.0%	Ⓞ	Ⓞ		6.100	4.488
TELCCS - State of Good Repair 2023	1.044	0.004	0.4%	Ⓡ	Ⓡ	#3	1.044	0.004
Sub-Total	5.276	4.051	76.8%	-	-		10.050	6.712
Service Improvements								
Stanley Public School	0.393	0.069	17.6%	Ⓡ	Ⓨ	#4	3.900	3.576
St. Barnabas Catholic School	0.045	0.045	100.0%	Ⓞ	Ⓞ		3.500	3.195
St. Roch Catholic School	0.318	-	0.0%	Ⓡ	Ⓡ	#5	4.000	3.347
St. Bartholomew Catholic School	1.022	0.669	65.5%	Ⓨ	Ⓨ	#5	3.800	2.681
North East Scarborough Recreation Centre	2.437	2.437	100.0%	Ⓞ	Ⓞ		8.800	4.308
Mount Dennis Child Care Centre	3.700	3.129	84.6%	Ⓞ	Ⓨ	#2	19.830	18.264
David & Mary Thomson Child Care Centre (Centre 7)	0.050	-	0.0%	Ⓡ	Ⓡ	#6	5.000	-
Anishnawbe Miziwe Biik Child Care Centre	3.062	3.062	100.0%	Ⓞ	Ⓞ		8.709	4.802
Wallace Emerson Child Care Centre	1.325	1.325	100.0%	Ⓞ	Ⓞ		8.200	2.300
Alexandra Park Child Care Centre	2.037	2.037	100.0%	Ⓞ	Ⓞ		2.271	2.037
3933 Keele Street Child Care Centre	0.050	-	0.0%	Ⓡ	Ⓨ	#7	0.200	-
Willowridge Child Care Centre	0.100	0.048	48.0%	Ⓡ	Ⓨ	#8	1.495	0.048
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	Ⓡ	Ⓡ	#7	2.229	-
Sub-Total	14.589	12.821	87.9%	-	-		71.934	44.558
Growth								
TCS Growing Child Care for Toronto	0.017	0.017	100.0%	Ⓞ	Ⓡ	#9	4.764	3.796
Sub-Total	0.017	0.017	100.0%	-	-		4.764	3.796
Total	19.882	16.889	84.9%				86.748	55.066

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 TELCCS - State of Good Repair 2021 project was delayed due to supply shortages and timing delays in the completion of work. Issues will be resolved in 2024.

Note # 2:

Both the TELCCS - State of Good Repair 2022 project and Mount Dennis Childcare Centre project are delayed due to ongoing contractor issues which are in the process of being resolved.

Note # 3:

The TELCCS SOGR 2023 project was delayed due to having to find a temporary spot for relocation.

Note # 4:

The Stanley Public School project was delayed due to the need to issue a procurement change order.

Note # 5:

The St. Roch Catholic School and the St. Bartholomew Catholic School projects experienced ongoing co-ordination issues with the School Board, with the issues expected to be resolved by 2024 YE.

Note # 6:

The David & Mary Thomson Child Care Centre project is delayed due to ongoing co-ordination issues with other City Divisions & Agencies which is expected to be resolved by 2024.

Children's Services (CHS)

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

Note #7

Both 3933 Keele Street Childcare Centre and 150 Queens Wharf Rd (New EarlyON No. 17) projects are in the early planning stages and funding is expected to be used in 2024.

Note #8

The Willowridge Childcare Centre had delays in contractor documentation for design and planning. Issues have been resolved and construction will start in 2024.

Note # 9:

The TCS Growing Child Care for Toronto project has been cancelled and carry forward funding is budgeted for project closure, with unspent funds to be returned to source to support other capital needs.

Court Services

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

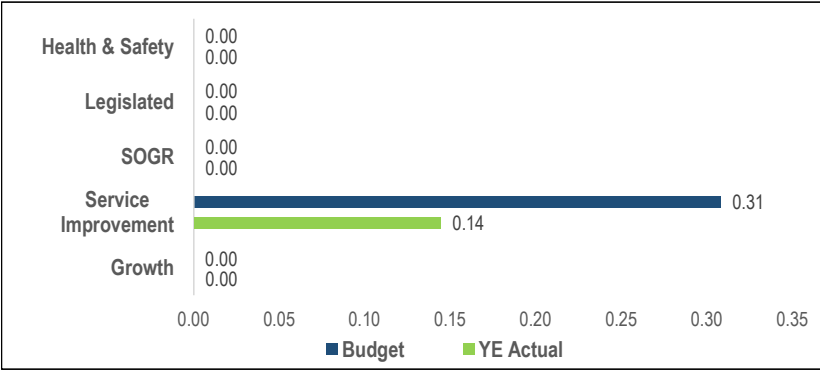


Table 1
2023 Active Projects by Category

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

Chart 2
Project Status - 1

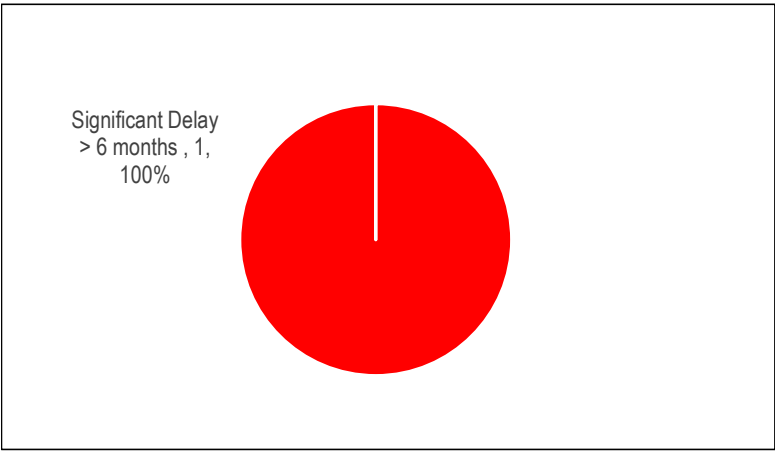


Table 2

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

Table 3
Projects Status (\$M)

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

Court Services

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Adjudicative Information Management System	0.308	0.144	46.9%	Ⓡ	Ⓡ	#1	0.308	0.144
Service Improvement Project Name					Ⓢ	#4		
Sub-Total	0.308	0.144	46.9%	-	-		0.308	0.144
Total	0.308	0.144	46.9%				0.308	0.144

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

Ⓢ
Ⓢ
Ⓡ

On Budget
Between 50% and 70%

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.

Chart 1

2023 Approved Budget by Category (\$M) \$43.42M

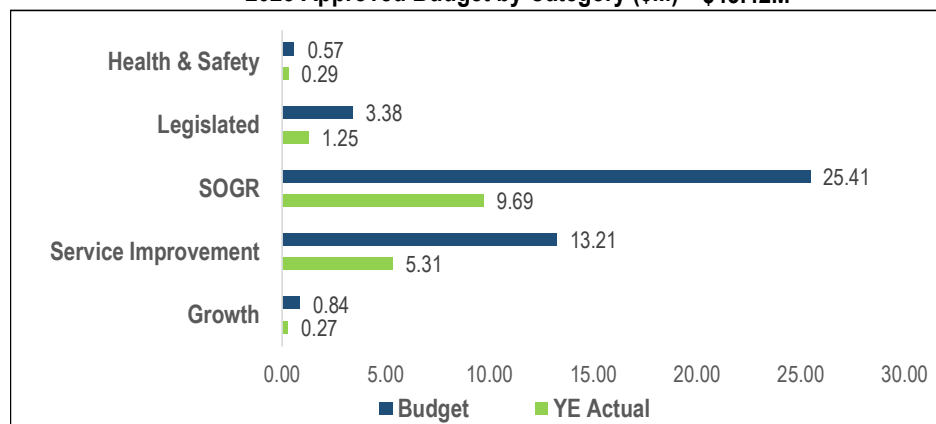


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 28

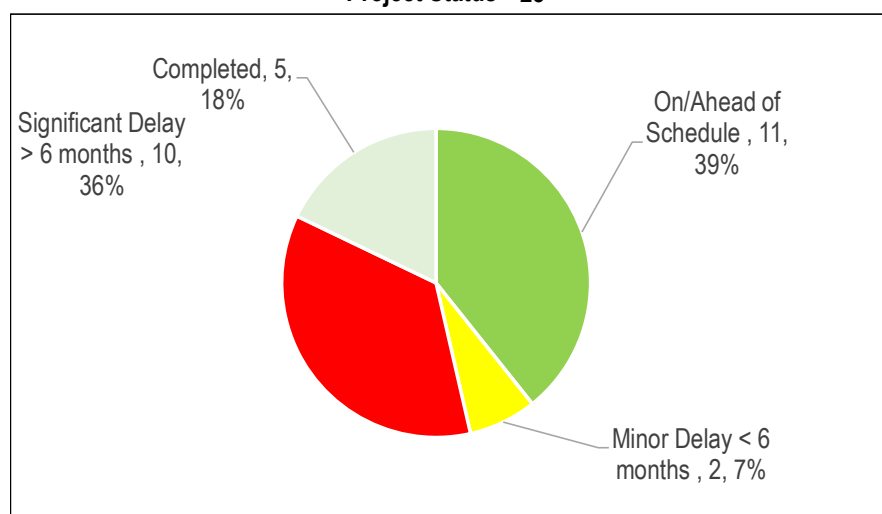


Table 2

Reason for Delay

12

	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed	3	
Contractor Issues		1
Site Conditions	1	1
Co-ordination with Other Projects	3	
Community Consultation	1	
Other*	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
13.61	1.36	27.68	0.78	

Reasons for "Other*" Projects Delay:

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

Economic Development and Culture (EDC)

Key Discussion Points (cont'd):

Economic Development and Culture spent \$16.815 million or 38.7% of its 2023 Council Approved Capital Budget by the end of 2023.

Underspending of \$26.607 million is mainly attributed to the following:

- The *BIA Equal Share Funding* initiatives, as part of SOGR program encompasses a spectrum of projects with distinct trajectories. Select projects met the targeted completion of December 31, 2023. Other projects part of the which have not yet begun construction are still expected to be completed in 2024. By year-end of 2023, actuals are 48.5% or \$4.400 million of \$9.080 million. Unspent cash flow funding of \$4.680 million has been carried forward to 2024.
- The *BIA Financed Funded - 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 no spending in 2023. Procurement is well underway with the project expected to be tendered in Spring 2024 and construction to begin in Summer 2024. Unspent cash flow funding of \$2.350 million has been carried forward to 2024.
- The *Theatre Passé Muraille* project, which requires capital improvement to meet AODA compliance standards, has been tendered several times. The project was re-tendered for work in 2023 and construction started at the end of the Q2. The work was substantially complete by Q4 although supply chain delays resulted in final millwork installation being postponed until Q2 2024. The project is expected to be completed in 2024. By year-end of 2023, the actuals are 59.4% or \$0.699 million of \$1.176 million. Unspent cash flow funding of \$0.477 million has been carried forward to 2024.
- The *Indigenous Centre for Innovation and Entrepreneurship* project experienced a delay in construction due to the contractor having to arrange services from a sub-contractor to complete part of the project. Construction has started and is now anticipated to be complete by Q4 2024. By year-end of 2023, the actuals are 36.6% or \$2.540 million of \$6.953 million. Unspent cash flow funding of \$4.412 million has been carried forward to 2024.
- The projects making up the *Restoration and Preservation of Heritage Elements* program are experiencing delays for various reasons such as site conditions, contractor issues and insufficient staffing resources. By year-end of 2023, 25.1% or \$1.806 million of \$7.182 million has been spent. Unspent cash flow funding of \$5.376 million has been carried forward to 2024.

Economic Development and Culture (EDC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Assembly Hall AODA	0.269	0.035	13.0%	Ⓡ	Ⓢ	#1	0.275	0.041
Casa Loma Exterior Restoration	0.104	0.100	96.7%	Ⓢ	Ⓢ		6.054	6.051
Restoration and Preservation of Heritage Elements	0.200	0.155	77.4%	Ⓢ	Ⓢ		0.500	0.192
Sub-Total	0.573	0.290	50.7%	-	-		6.829	6.284
Cultural Infrastructure Development	0.471	0.108	23.1%	Ⓡ	Ⓢ	#2	1.538	1.176
Major Maintenance	1.762	0.461	26.2%	Ⓡ	Ⓡ		4.981	1.354
Restoration and Preservation of Heritage Elements	1.150	0.683	59.4%	Ⓢ	Ⓢ		3.500	0.942
Sub-Total	3.383	1.253	37.0%	-	-		10.019	3.472
BIA Equal Share Funding	9.080	4.400	48.5%	Ⓡ	Ⓢ	#3	13.090	8.172
BIA Financed Funded	2.350	0.000	0.0%	Ⓡ	Ⓡ	#4	2.350	0.000
BIA Planning Act Revenue	2.309	1.610	69.7%	Ⓢ	Ⓡ	#5	5.463	3.736
Collections Care	0.332	0.076	22.8%	Ⓡ	Ⓢ	#6	0.666	0.109
Cultural Infrastructure Development	0.522	0.034	6.5%	Ⓡ	Ⓡ	#7	1.510	1.026
Eglinton Crosstown BIA Streetscape Improvements	0.180	0.000	0.0%	Ⓡ	Ⓡ	#8	1.560	0.000
Major Maintenance	3.447	1.768	51.3%	Ⓢ	Ⓡ		7.419	4.118
Restoration and Preservation of Heritage Elements	7.182	1.806	25.1%	Ⓡ	Ⓡ		16.565	8.592
Streetscape Master Plan Program	0.012	0.000	0.0%	Ⓡ	Ⓢ		0.060	0.048
Sub-Total	25.414	9.694	38.1%	-	-		48.683	25.801
BIA Financed Funded	1.089	0.938	86.2%	Ⓢ	Ⓢ	#9	1.100	0.950
BIA Special Project	0.189	0.095	50.0%	Ⓡ	Ⓢ		0.568	0.473
Collections Care	0.145	0.011	7.9%	Ⓡ	Ⓢ		0.550	0.029
Commercial Façade Improvement Program	1.598	0.931	58.3%	Ⓢ	Ⓢ		2.543	1.781
Cultural Infrastructure Development	0.009	0.000	0.0%	Ⓡ	Ⓢ		0.946	0.934
Economic Competitiveness Data Mgmt System	0.696	0.146	21.0%	Ⓡ	Ⓢ		1.700	0.401
Indigenous Centre For Innovation And Ent	6.953	2.541	36.5%	Ⓡ	Ⓡ	#10	9.853	3.104
Mural Program	0.248	0.183	73.6%	Ⓢ	Ⓢ		0.400	0.334
Refurbishment and Rehabilitation	0.000	-0.001			Ⓢ		0.099	0.098
Service Enhancement	2.130	0.418	19.6%	Ⓡ	Ⓡ	#11	4.533	1.696
Streetscape Master Plan Program	0.155	0.050	32.3%	Ⓡ	Ⓢ		0.180	0.075
Sub-Total	13.211	5.311	40.2%	-	-		22.472	9.875
Growth Related								
Cultural Infrastructure Development	0.841	0.266	31.7%	Ⓡ	Ⓡ	#12	2.133	0.855
Sub-Total	0.841	0.266	31.7%	-	-		2.133	0.855
Total	43.422	16.814	38.7%				90.136	46.288

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

Economic Development and Culture (EDC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 1:

The *Assembly Hall Mechanical and AODA* project experienced delays due to the original tender coming in over budget. The scope of work was reduced, and the project retendered early in the year. There were delays in the issuance of a PO, and the project completion, originally expected for end of 2023, has been delayed to Q2 2024.

Note # 2:

The *Theatre Passé Muraille* project experienced delays due issues requiring multiple reissuances of the tender. The project was re-tendered for work in 2023 and construction started at the end of the Q2. The work was substantially complete by Q4 although supply chain delays resulted in final millwork installation being postponed until Q2 2024.

Note # 3:

The *BIA Financed Funding Toronto Entertainment District* project experienced delays due to design changes and coordination with other projects that have pushed the project timeline behind resulting in no spending in 2023. Procurement is well underway with the project expected to be tendered in Q4 2024 and construction to begin in Spring 2025.

Note # 4:

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

Note # 5:

The *Cultural Infrastructure Development - Guild Revitalization Log Cabin* project is delayed due to a required relocation of the structure. survey of the site and revised arborist's report are underway in order to inform the project review and approval by the TRCA. The project will be tendered in Q2 2024, with completion planned for the end of 2024.

Note # 6:

The *Eglinton Crosstown Streetscape Improvement Program* project is delayed as the program is in it's first year of planning, and it was only able to have a consultant on board at year-end, development of streetscape masterplan(s) is to be finalized by Q4 2024.

Note # 7:

The *Alumnae Theatre Waterproofing and AODA* project is delayed due to the tenant pausing the project so that all foundation work could be consolidated. Specifications and drawings were tendered in Q3 2023, with planned construction start for Q1 2024 scheduled around the tenant's rehearsal and performance schedule.

Note # 8:

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. The re-scoped design and tender was completed at the end of 2023, with conservation work anticipated to commence in Q2 2024.

Note # 9:

The *Wexford Heights BIA Gateway Park* project is delayed due to site conditions from unexpected debris on the site requiring it to be removed before the final installation.

Note # 10:

The *Indigenous Centre for Innovation and Entrepreneurship* project experienced a delay in construction due to the contractor having to arrange services from a sub-contractor to complete part of the project. Construction has started and is now anticipated to be complete by Q4 2024.

Note # 11:

The *Fort York Exhibits* project experienced delays due to co-ordination with other projects.

Economic Development and Culture (EDC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 12:

The *Museum of Toronto Planning Study* project experienced delays due to timing of the community engagement regarding use of the space with Indigenous communities being led by Heritage Planning.

Chart 1

2023 Approved Budget by Category (\$M) \$260.34M

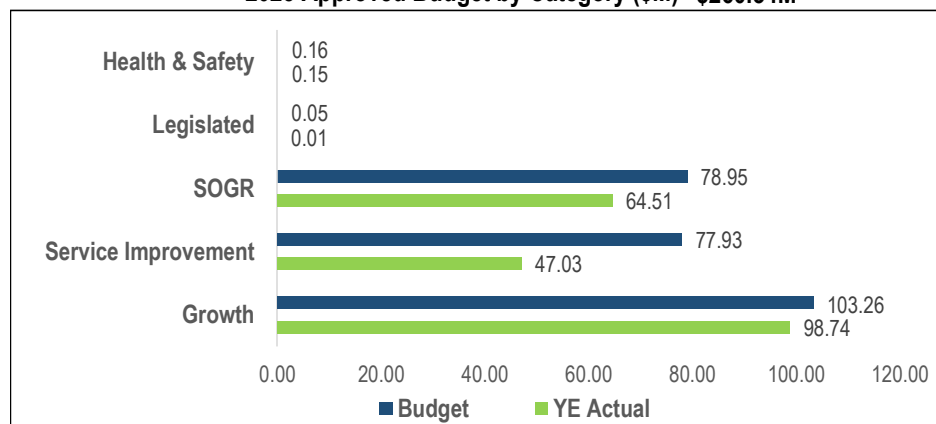


Table 1

2023 Active Projects by Category

Health & Safety	2
Legislated	3
SOGR	51
Service Improvement	189
Growth	64
Total # of Projects	309

Chart 2

Project Status - 309

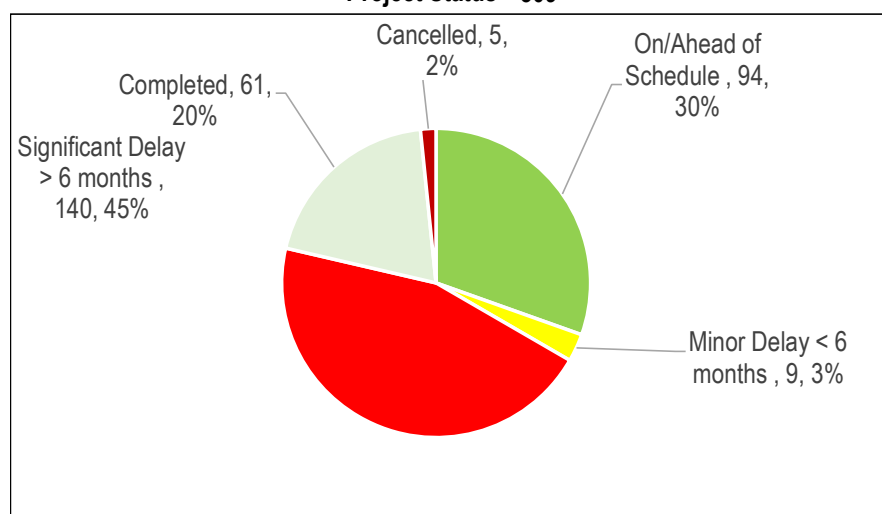


Table 2

Reason for Delay

149

	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues	3	
RFQ/RFP Delayed	5	
Contractor Issues	3	
Site Conditions	3	
Co-ordination with Other Projects	93	5
Community Consultation	7	1
Other*	22	2
Total # of Projects	140	9

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
157.00	3.08	88.83	11.02	0.41

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 \$210.43 million or 80.8% of its 2023 Approved Capital Budget of \$260.34 million. This includes a 81.7% spend rate or \$64.51 million for State of Good Repair projects (SOGR), including \$46.25 million or 94.8% on the Capital Asset Management Program for SOGR.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- The year-end underspending of \$49.91 million is mainly attributed to a number of reasons as follows:
 - ❑ Supply chain impacts and material shortages.
 - ❑ Delays in projects being led by partners that are external to PF&R control including Developers (Wallace Emerson), TRCA (Franklin's Children's Garden Wetland Restoration), TCHC (Lawrence Heights Parks), other Divisions such as Transportation Services (East Don Trail, 320 Markham and Phoebe Street/Soho Square), and Metrolinx (Keelestone Park and Riverdale Park East and Lower Don).
 - ❑ 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) and bids exceeding the available budget and necessary retendering (Davisville Pool)
- Larger Service Improvement and Growth Related projects with significant cash flow are advancing in 2023, which has increased PFR spend rate (i.e. construction of Ethennonnhawahstihnen CC, North East Scarborough CC, Lower Yonge CC, Love Park/York Off Ramp Park, Wallace Emerson Galleria, etc).
- As of December 31, 2023, Parks, Forestry and Recreation reported 94 projects currently on-track (\$157.00 million) and 61 completed projects completed on budget (\$80.51 million out of total budget of \$80.78 million) including Acquisition 5-25 Wellesely ST W14-16 BR, Wellesely CC Pool Design and Construction, City Wide Environmental Initiatives, College Park Artificial Ice Rink (AIR), Grand Manitoba Site Remediation-Mystic, and Western North York New CC Design .
- 149 projects (\$91.91 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)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
PARK DEVELOPMENT	0.015	0.005	33.3%	Ⓡ	Ⓡ	#1	0.165	0.005
SPECIAL FACILITIES	0.000	0.000					0.500	0.477
TRAILS & PATHWAYS	0.143	0.143	100.0%	Ⓢ	Ⓢ		0.485	0.143
Sub-Total	0.158	0.148	93.7%	-	-		1.150	0.625
COMMUNITY CENTRES	0.000	0.000					1.425	0.937
LAND ACQUISITION	0.049	0.006	13.1%	Ⓡ	Ⓡ	#2	6.654	5.376
SPECIAL FACILITIES	0.000	0.000					6.680	6.144
FACILITY COMPONENTS	0.000	0.000					0.925	0.809
Sub-Total	0.049	0.006	13.1%	-	-		15.684	13.266
ARENA	20.928	18.743	89.6%	Ⓢ	Ⓡ	#3	184.994	135.019
COMMUNITY CENTRES	5.249	5.249	100.0%	Ⓢ	Ⓢ		101.243	95.624
ENVIRONMENTAL INITIATIVES	3.642	2.564	70.4%	Ⓢ	Ⓡ	#4	36.963	29.376
LAND ACQUISITION	0.000	0.000					6.637	6.596
OUTDOOR RECREATION CENTRE	1.703	0.454	26.7%	Ⓡ	Ⓡ	#5	27.524	22.354
PARK DEVELOPMENT	5.518	5.166	93.6%	Ⓢ	Ⓡ	#1	41.483	40.104
PARKING LOTS & TENNIS COURTS	0.281	0.281	100.0%	Ⓢ	Ⓢ		33.565	32.096
PLAYGROUNDS/WATERPLAY	0.382	0.262	68.5%	Ⓢ	Ⓡ	#6	18.775	14.517
POOL	7.149	7.149	100.0%	Ⓢ	Ⓢ		58.129	45.203
SPECIAL FACILITIES	24.635	16.889	68.6%	Ⓢ	Ⓢ	#7	130.834	92.988
FACILITY COMPONENTS	8.262	6.547	79.2%	Ⓢ	Ⓡ	#8	57.036	54.178
TRAILS & PATHWAYS	1.204	1.204	100.0%	Ⓢ	Ⓢ		44.807	41.784
Sub-Total	78.953	64.508	81.7%	-	-		741.989	609.838
ARENA	0.916	0.742	81.0%	Ⓢ	Ⓢ		27.840	21.435
COMMUNITY CENTRES	1.889	1.676	88.7%	Ⓢ	Ⓢ		96.109	28.556
ENVIRONMENTAL INITIATIVES	1.756	0.772	43.9%	Ⓡ	Ⓡ	#4	15.530	13.310
INFORMATION TECHNOLOGY	12.426	7.331	59.0%	Ⓢ	Ⓡ	#9	83.414	42.790
LAND ACQUISITION	0.000	0.000					3.112	2.876
OUTDOOR RECREATION CENTRE	6.589	5.330	80.9%	Ⓢ	Ⓢ		53.034	32.090
PARK DEVELOPMENT	20.724	16.130	77.8%	Ⓢ	Ⓢ		334.956	202.972
PARKING LOTS & TENNIS COURTS	0.000	0.000					1.761	1.610
PLAYGROUNDS/WATERPLAY	10.198	9.836	96.5%	Ⓢ	Ⓢ		92.917	69.862
POOL	5.820	0.211	3.6%	Ⓡ	Ⓡ	#10	62.112	20.308
SPECIAL FACILITIES	9.735	2.034	20.9%	Ⓡ	Ⓡ	#7	103.729	20.283
FACILITY COMPONENTS	5.305	1.582	29.8%	Ⓡ	Ⓡ	#8	39.030	18.967
TRAILS & PATHWAYS	1.374	0.192	13.9%	Ⓡ	Ⓡ	#11	23.572	15.338
FIFA	1.197	1.197	100.0%	Ⓢ	Ⓢ	#12	15.082	1.197
Sub-Total	77.928	47.033	60.4%	-	-		952.198	491.593
Growth Related								
ARENA	0.389	0.048	12.2%	Ⓡ	Ⓡ	#3	8.600	0.054
COMMUNITY CENTRES	52.909	52.258	98.8%	Ⓢ	Ⓢ		771.649	311.233
LAND ACQUISITION	33.437	33.075	98.9%	Ⓢ	Ⓢ		358.299	113.410
OUTDOOR RECREATION CENTRE	1.127	0.290	25.7%	Ⓡ	Ⓡ	#5	5.418	1.056

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
PARK DEVELOPMENT	14.027	12.675	90.4%	Ⓒ	Ⓒ		117.504	24.422
PARKING LOTS & TENNIS COURTS	0.284	0.012	4.1%	Ⓔ	Ⓔ	#13	1.000	0.028
PLAYGROUNDS/WATERPLAY	0.394	0.139	35.2%	Ⓔ	Ⓔ	#6	3.250	0.542
POOL	0.688	0.244	35.4%	Ⓔ	Ⓔ	#10	3.938	2.507
Sub-Total	103.256	98.739	95.6%	-	-		1,269.658	453.251
Total	260.343	210.434	80.8%				2,980.679	1,568.573

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:

PARK DEVELOPMENT: under-spent by \$6.045million which includes \$4.439 million for the co-ordination with other projects (\$1.000 million for the *Bathurst Quay Canada Malting* project, \$0.180 million for the *St. James Town Open Space Design* which is being done in co-ordination with TCHC, \$0.194 million for the *Huron Washington Park Improvements* in partnership with the University of Toronto); \$0.102 million due to additional community consultation (\$0.047 million for *Runnymede Park Improvements*, \$0.025 million for *Oakcrest Park Development*, \$0.019 million for *Barbara Hall Park Development*, \$0.011 million for *Bob Acton Park Improvements*); and \$1.022 million for projects cancelled (\$0.263 million for *Bisset Park*) or completed under budget at year-end.

Note # 2:

LAND ACQUISITION: Division spent 98.8% of the budget, with under-spending of \$0.218 million for *76 Coral Gable Drive* and \$0.144 million for the *5-25 Wellesley Street* acquisitions that are now complete.

Note # 3:

ARENA: under-spent by \$2.700 million, due to the coordination with other projects (\$2.185 million for *CAMP SOGR for Arenas*, \$0.174 million for the *High Park AIR Garage for Zamboni* and \$0.156 million for *FMP Skating Trail in Centennial Park*) and \$0.185 million for *FMP Artificial Ice Rink Design* due to insufficient staff resources.

Note # 4:

ENVIRONMENTAL INITIATIVES: under-spent by \$2.063 million, including \$1.582 million for the co-ordination with other projects (\$0.829 million for the *City Wide Environmental Initiatives*, \$0.187 million for the *Highland Creek Trail Phase 3A*, \$0.142 million for *Ravine Trail Wayfinding*); and \$0.249 million for *Community Access to Ravines* due to contractor issues.

Note # 5:

OUTDOOR RECREATION CENTRE (ORC): under-spent by \$3.295 million, of which \$2.130 million is for co-ordination with other projects (\$1.000 million for the *Sports Field Program*, \$0.249 million for the *Capital Asset Management Program for State of Good Repair (SOGR) of Outdoor Recreation Centres*, \$0.179 million for the *Bluffer's Park Washroom Improvements*); and \$0.470 million for the *FMP Skateboard Park North District Earl Bales Park* which has been impacted by delays to finalization of City's Policy for Engaging First Nations in Archaeological Assessments.

Note # 6:

PLAYGROUNDS / WATERPLAY: under spent by \$0.737 million, including \$0.307 million for the co-ordination with other projects (\$0.120 million for *CAMP SOGR Waterplays*, \$0.047 million for the *Fred Hamilton Playground Wading Pool Conversion*, \$0.044 million for *Ward 19 Splash Pad in Dentonia Park*), and \$0.255 million for the *FMP Ward 24 Splash Pad in Scarborough Village Park* due to RFP delays.

Note # 7:

SPECIAL FACILITIES: under-spent by of \$15.447 million, including \$7.888 million for the coordination with other projects (\$6.700 million for the *2018 Wind Storm Damages* and \$0.654 million for the *2017 High Lake Effect Flooding Damages* projects, both being done with TRCA) and \$7.145 million for Replacement of *Ferry Boat #1 and #2 and Infrastructure* due to delays in procurement and an extended bidding period.

Note # 8:

FACILITY COMPONENTS: under-spent by \$5.438 million for the co-ordination of various projects, including \$2.037 million for *Various Parks and Buildings Accessibility*, \$0.960 million for *Facility Rehabilitation*, and \$1.367 million for the *Accessibility of Riverdale Park and Lower Don* which is being done in co-ordination with Metrolinx and requires multiple permits for construction.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 9:

INFORMATION TECHNOLOGY (IT): under-spent by of \$5.095 million, including \$3.262 million for the *Registration, Permitting & Licensing (CLASS)* project which was delayed due to the timing of contract award, which required approval of General Government Committee in May and City Council in June 2023.

Note # 10:

POOL: under-spent by \$6.053 million, including \$5.821 million for *Davisville Community Pool* due delays in contract award since the single bid received far exceeded the available budget, requiring a re-tendering.

Note # 11:

TRAILS & PATHWAYS: under-spent by \$1.182 million, including \$0.674 million for the *East Don Trail Construction* project which is being done in co-ordination with Transportation Services who are the lead on the project.

Note #12:

FIFA: the project is progressing but is delayed as the Multi Party Agreement has not been finalized and signed. Centennial Park has been confirmed as the main Training Site. Given this initial delay, the design and construction phase timelines will be tightened to meet the deadlines imposed for the games.

Note #13:

PARKING LOTS & TENNIS COURTS: under spent by \$0.272 million related to the *FMP Tennis Courts without Lights at Muirlands Park* project due to additional community consultation.

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

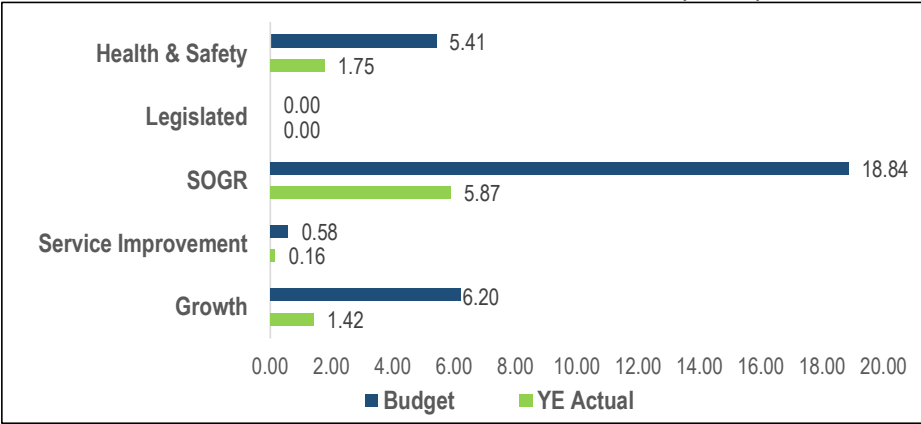


Table 1
2023 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	6
Service Improvement	2
Growth	2
Total # of Projects	15

Chart 2
Project Status - 15

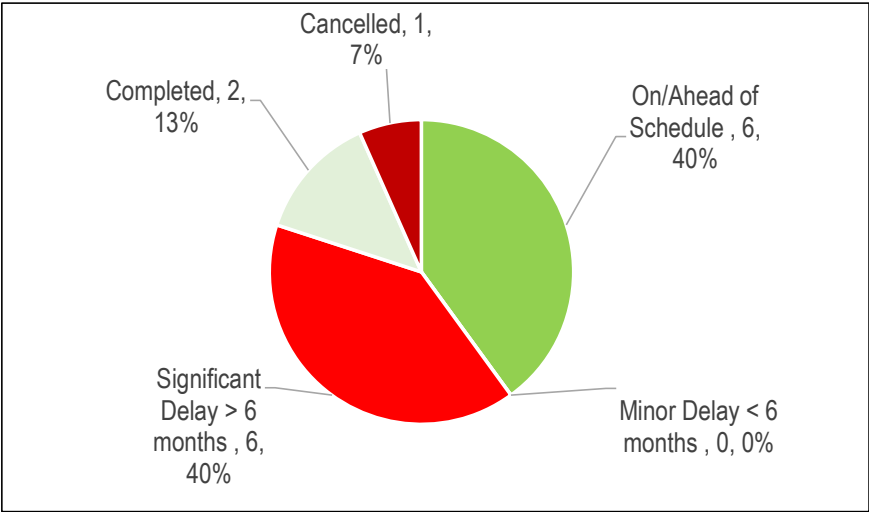


Table 2
Reason for Delay 6

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.28		23.09	0.65	3.00

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Building Health & Safety - 2020	0.340	0.340	100.0%	Ⓞ	Ⓞ		1.625	1.625
Building Health & Safety - 2021	1.057	0.277	26.2%	Ⓡ	Ⓡ	#1	2.116	1.336
Building Health & Safety - 2022	2.084	0.810	38.9%	Ⓡ	Ⓡ	#1	2.115	0.841
Building Health & Safety - Ongoing	1.615	0.018	1.1%	Ⓡ	Ⓡ	#1	5.845	0.018
Building H&S COVID-19 Infrastructure 2021	0.309	0.309	100.0%	Ⓞ	Ⓞ		2.300	2.300
Sub-Total	5.405	1.755	32.5%	-	-		14.001	6.120
State of Good Repair								
Building SOGR - 2020	2.437	0.545	22.4%	Ⓡ	Ⓡ	#2	7.065	5.172
Building SOGR - 2021	3.874	0.489	12.6%	Ⓡ	Ⓡ	#2	6.607	3.222
Building SOGR - 2022	12.024	4.679	38.9%	Ⓡ	Ⓡ	#2	12.024	4.679
Building SOGR - Ongoing	0.200	0.156	78.1%	Ⓞ	Ⓞ		10.753	0.156
SPIF Community Parkland - Cummer Lodge	0.150	0.000	0.0%	Ⓡ	Ⓞ	#3	1.815	0.000
SPIF Community Parkland - Kipling Acres	0.150	0.000	0.0%	Ⓡ	Ⓞ	#3	1.815	0.000
Sub-Total	18.835	5.869	31.2%	-	-		40.080	13.230
Service Improvements								
eWorkorder System	0.325	0.165	50.7%	Ⓢ	Ⓞ		0.650	0.165
Time & Attendance System Review	0.250	0.000	0.0%	Ⓡ	Ⓞ	#4	0.250	0.000
Sub-Total	0.575	0.165	28.7%	-	-		0.900	0.165
Growth Related								
4610 Finch Ave East Redevelopment	3.200	1.417	44.3%	Ⓡ	Ⓞ	#5	172.970	1.917
251 Esther Shiner Blvd Seed Funding	3.000	0.000	0.0%	Ⓡ	Ⓡ	#6	3.000	0.000
Sub-Total	6.200	1.417	22.9%	-	-		175.970	1.917
Total	31.016	9.205	29.7%				230.951	21.432

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

Ⓞ

Ⓢ

Ⓡ

On Budget

Between 50% and 70%

Note # 1:

Year-end underspend is primarily due to procurement issues from supply chain disruptions, shifts in suppliers and poor response to RFQs resulting in finding a qualified bidders which impacted projects such as: Boiler replacements at True Davidson Acres and Wesburn Manor, Roam Alert System replacements in all 10 homes and a Building Automated System upgrade project at Cummer Lodge.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 2:

Year-end underspend is primarily due to procurement issues from supply chain disruptions, poor response to RFQs resulting in finding a qualified bidders which impacted projects and scope redefinition of phase 2 construction work at Castlview to ensure that work is coordinately effectively with other projects.

Note # 3:

Initial project planning has been completed at both sites, design work has begun to prepare a preliminary concept plan for Kipling Acres.

Note # 4:

Project is lead by PPEB/TSD. TSD project team is currently working on procurement with minimal input expected from divisions.

Note # 5:

Project is in the design development and zoning application phase with a focus on issuance of Ministry preliminary design for review in Q1 of 2024 as well as working with City planners on the required rezoning application. Year-end underspend reflects minor delays resulted from additional stakeholdering and market analysis required by design development.

Note # 6:

Project is closed due to site deemed unsuitable for a number of factors based on risks and site assessment. Ongoing work with CreateTO continues to identify lands that meet the SSLTC criteria for a LTC home.

Chart 1
2023 Approved Budget by Category (\$M) \$48.04M

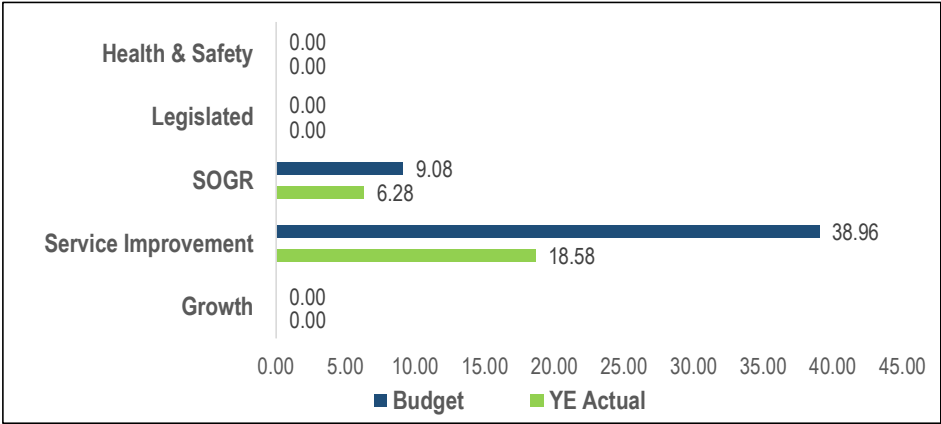


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	10
Growth	
Total # of Projects	11

Chart 2
Project Status - 11

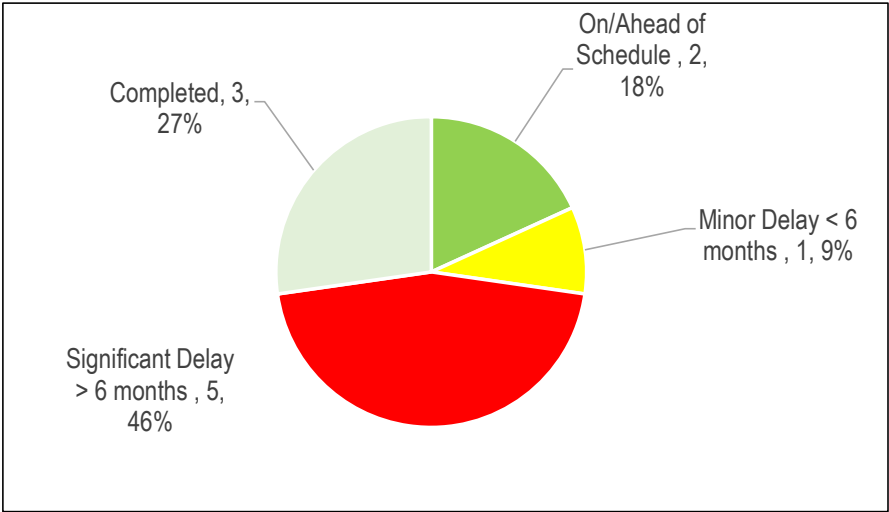


Table 2

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

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.70	0.81	31.95	1.58	

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 AG which is expected to be completed by the end of 2024

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
TSSS - SOGR	9.081	6.281	69.2%	Y	R	#8	9.081	6.282
Sub-Total	9.081	6.281	69.2%	-	-		9.081	6.282
Service Improvements								
George Street Revitalization (GSR)	19.087	7.823	41.0%	R	R	#1	671.009	92.821
Housing and Shelter Infrastructure	9.948	6.834	68.7%			#2	120.139	85.211
Development (Formerly, Addition of 1000 New Shelter Beds)				Y	G			
COVID - 19 Resilience Response	3.757	2.946	78.4%	G	G	#3	15.261	8.815
AODA	1.405	0.170	12.1%	R	R	#4	8.100	1.822
Office Modernization Project	2.278	0.381	16.7%	R	R	#5	3.931	1.483
Central Intake Call Centre	0.808	0.415	51.4%	Y	Y	#6	2.115	1.723
SMIS Study	0.100	0.000	0.0%	R	R	#7	0.100	0.000
Eva's Satellite 25 Canterbury	0.751	0.000	0.0%	R	G	#9	0.800	0.049
Women's Residence 674 Dundas	0.360	0.000	0.0%	R	G	#10	0.500	0.140
Strachan House Redevelopment	0.466	0.007	1.5%	R	G	#11	0.500	0.042
Sub-Total	38.960	18.576	47.7%	-	-		822.455	192.106
Total	48.041	24.857	51.7%				831.536	198.388

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
Between 50% and 70%

Note # 1:

Difficulties experienced in acquiring and renovating sites to transition clients out of Seaton House have so far delayed the project. 2023 approved cashflows will support construction and RFP-related expenditures at two transition sites, 76 Church St. and 2299 Dundas. Currently experiencing further complications at 76 Church, however expected completion by the end of Q2-2024. The RFP process was placed on hold while the City analyzes the updated cost estimates for the project as a whole. Staff report was approved by the 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.

Note # 2:

The last two sites, 233 Carlton and 67 Adelaide encountered unexpected construction delays in 2023. Construction at 233 Carlton, the precursor for 67 Adelaide, began in Q1-2023 with completion slated for Q3-2024. The design tender package for 67 Adelaide is being finalized and expected to be released in Q1-2024. Project completion is anticipated in December 2025.

Note # 3:

Project has made significant progress across 13 sites. 10 sites are completed and 3 remaining sites are in closeout stage, projected to be completed in Q3-2024.

Note # 4:

City owned Shelter sites are experiencing delays attributed to understaffing and consultant vendor issues. Project remains on track to be completed by 2025.

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 5:

Three sites delayed due to shipment and staffing constraints originally planned to be completed in 2023, now expected to be completed by Q3-2024. Funds budgeted for one site was given a delay to 2025, therefore funds have been redirected to 4 additional office modernization initiatives which are expected to be completed by Q3-2025.

Note # 6:

The Workforce Management module of the Verint software package has been deployed according to the SOW document. Will be completed in Q1-2024 and transitioned into Operations.

Note # 7:

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

Note # 8:

SOGR projects in 2023 concentrated on Critical and High Risk and health & safety scopes. Various Climate Resiliency, Health and Safety and other SOGR projects have been completed across the City. CMHC funding was received in 2023 which was allocated to 3 sites. These three sites were delayed due to designs/RFP issues but expect to be completed by 2025.

Note # 9, 10 & 11:

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

Fire Services (FIR)

Chart 1
2023 Approved Budget by Category (\$M) \$17.14M

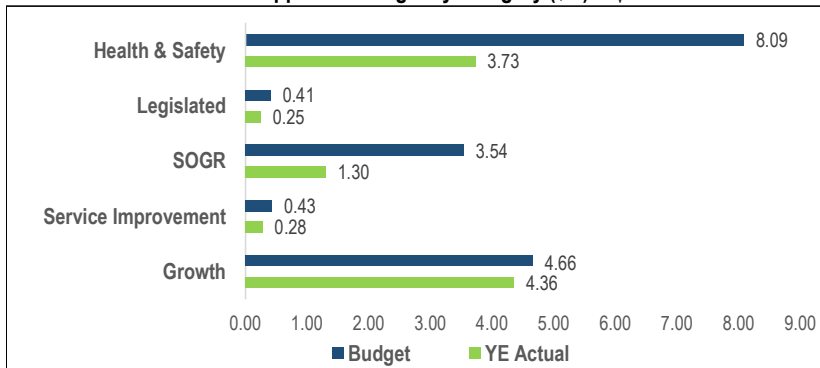


Table 1
2023 Active Projects by Category

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

Chart 2
Project Status - 28

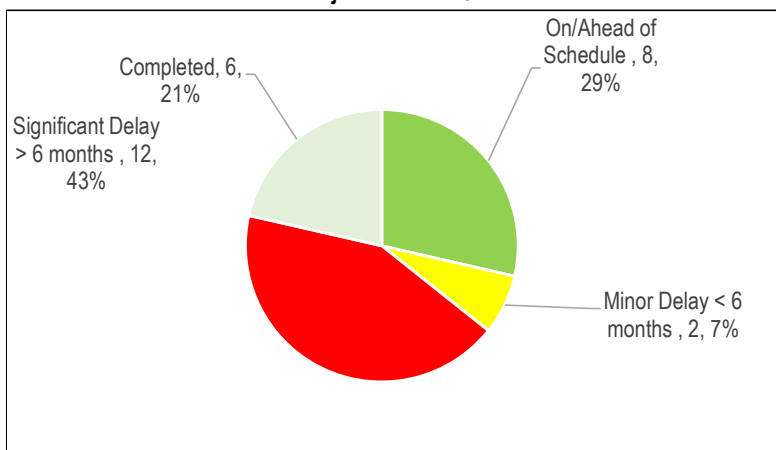


Table 2

Reason for Delay	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	2	
RFQ/RFP Delayed	2	
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Projects	1	
Community Consultation		
Other*	4	2
Total # of Projects	12	2

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.51	0.51	8.20	0.91	

Fire Services (FIR)

- > The *Breathing Compressor Replacement 2021* project has successfully installed three filtration systems, with underspent funds to be carried forward into 2024.
- > The *Training Simulators & Facilities & Facilities Rehab 2023* project has been underway since early 2023, with final project components to be delivered in Q3 or 4 in 2024.
- > The *Toronto Radio Infrastructure Project (TRIP)* project modifications were completed in 2023; issues related to cyber security concerns have delayed the project completion into 2024, as TFS is working with the Office of the Chief Information Officer to determine appropriate actions.
- > The *CAD Upgrade* project has been delayed due to technical complexities associated with project enhancements; while a portion of the work is projected to be completed by Q3, 2024, work continues on architectural changes and consultation with public safety partners.
- > The *Fire Prevention Technology Integration* project requires co-ordination with City project partners, which has delayed the project completion due to the need to integrate reporting; the project is on track for completion in early 2024.
- > The *Feasibility Study of Fire Academy* project is a joint initiative with Create TO that requires reviewing various sites for relocation of the academy. As several sites are under review, a draft study is anticipated in Q2, 2024 with the project recommendations anticipated to be available by year-end 2024.

Key Discussion Points (cont'd):

- > Of the 28 TFS projects, 49% or 14 are on time or completed, with 51% or 14 delayed.
- > Of the \$17.1 million budget, significant projects include; IT system upgrades for \$6.3 million; the Husar Building expansion for \$4.4 million; and 24 other small equipment projects of \$6.4 million
- > TFS is carrying forward \$7.1 million of unspent funds from 2023 to fund future year needs.

Fire Services (FIR)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
			60.0%	Y	Y			
Breathing Air Compressor Replacement 2022	0.081	0.000	0.0%	R	R	2	0.081	0.000
Breathing Air Compressors 2023	0.083	0.000	0.0%	R	R	2	0.233	0.000
Mobile Radios Lifecycle Replacement 2023	2.700	0.000	0.0%	R	R	3	2.700	0.000
Next Generation 911 Project	1.400	1.400	100.0%	G	G		1.750	1.750
Live Fire Training Simulator	0.647	0.635	98.2%	G	G		0.650	0.639
Replacement of Thermal Imaging Cameras	0.600	0.441	73.5%	G	G		1.450	0.441
Lifecycle Replacement of Gas Metres 2023	0.100	0.100	99.8%	G	G		0.100	0.100
Mobile Driver Simulator	0.185	0.000	0.0%	R	R	4	0.185	0.000
45mm and 65mm Jacketed Fire Hose Upgrade	1.350	0.408	30.2%	R	R	5	1.350	0.408
Bunker Suit Washer Extractor Installation	0.130	0.047	36.1%	R	R	6	0.420	0.047
Fire Station Digital Signage Turn Out Timers	0.130	0.106	81.5%	G	G		0.130	0.106
Special Operations Dome Ventilation	0.600	0.548	91.3%	G	G		0.600	0.548
Sub-Total	8.086	3.733	46.2%	-	-		9.729	4.087
Legislated								
			95.6%	G	G		0.050	0.048
			0.0%	R	R	7	0.150	0.000
			100.0%	G	G		0.115	0.102
			90.8%	G	G		0.130	0.118
Sub-Total	0.412	0.248	60.1%	-	-		0.445	0.268
State of Good Repair								
			99.9%	G	G		0.081	0.081
			23.0%	R	R	8	0.100	0.023
			34.6%	R	R	9	8.489	3.150
			88.8%	G	G		0.121	0.100
			28.9%	R	R	10	1.960	1.072
ity Study Flemingdon Station			21.1%	R	R	11	0.185	0.039
West Training Burn House Repairs	0.125	0.078	62.5%	Y	G	12	0.200	0.078
Sub-Total	3.544	1.301	36.7%	-	-		11.136	4.543
Service Improvements								
Fire Prevention Technology Integration	0.434	0.280	64.5%	Y	Y	13	1.010	0.856
Sub-Total	0.434	0.280	64.5%	-	-		1.010	0.856
Growth Related								
Station B (Stn 144) Keele/Sheppard	0.002	0.001	60.2%	Y	G		11.685	11.519
HUSAR Building Expansion	4.358	4.358	100.0%	G	G		7.900	5.422
Feasibility Study of Fire Academy	0.300	0.000	0.0%	R	R	14	0.300	0.000
Sub-Total	4.660	4.359	93.5%	-	-		19.885	16.941
Total	17.135	9.921	57.9%				42.205	26.695

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

Three filtration systems were installed, with underspent funds to be carried forward into 2024.

Fire Services (FIR)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 2:

POs were issued in 2023 for compressors, with delivery expected in Q2, 2024; underspent funds will be carried forward into 2024.

Note # 3:

The delivery of the system was delayed due to supply chain issues, with mobile radios received in Feb, 2024. Other project equipment will be delivered throughout the year with project anticipated to be fully spent by year end 2024.

Note # 4:

Procurement process delayed until 2024 due to staff shortages; unspent funds will be carried forward into 2024 for project completion by year end.

Note # 5:

Supply chain issues have resulted in only 30% of the product being delivered in 2023; the remainder of the product is anticipated to be delivered in Q2, 2024.

Note # 6:

RFQ was cancelled due to technical issues; a revised contract is expected to be issued late in 2024, with product anticipated to be received in 2025; product installation may not be completed until 2025 as plumbing and electrical infrastructure requires co-ordination.

Note # 7:

After another piece of equipment was successfully integrated, procurement for the simulator was initiated in late 2023, with unspent funds to be carried over into 2024 to co-ordinate with project completion.

Note # 8:

Procurement has been underway since early 2023, with final project components to be delivered in Q3 or 4 in 2024.

Note # 9:

The project modifications were completed in 2023; issues related to cyber security concerns have delayed the project completion into 2024, as TFS is working with the Office of the Chief Information Officer to determine appropriate actions.

Note # 10:

This project has been delayed due to technical complexities associated with project enhancements; while a portion of the work is projected to be completed by Q3, 2024, work continues on Archi Tural changes and consultation with public safer partners.

Note # 11:

The project was delayed due to on-going negotiation with Hydro One. The feasibility study has been completed. The environmental study will start in Q2 2024, with expected completion in Q4 2024.

Note # 12:

The repair work was completed in 2023, with the remaining funds required to support a core sample study in 2024.

Note # 13:

Although co-ordination with project partners has caused a delay in the project completion, the project is on line for completion in early 2024.

Note # 14:

Create TO and TFS are partnering on this project, with various sites under review. A draft study is anticipated in Q2, 2024 with the project recommendations anticipated to be available by year-end 2024.

Chart 1

2023 Approved Budget by Category (\$M) \$1.19M

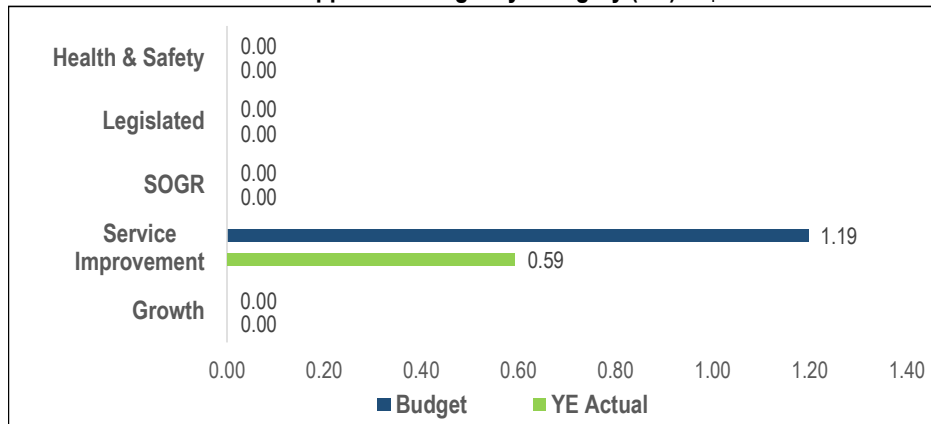


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 2

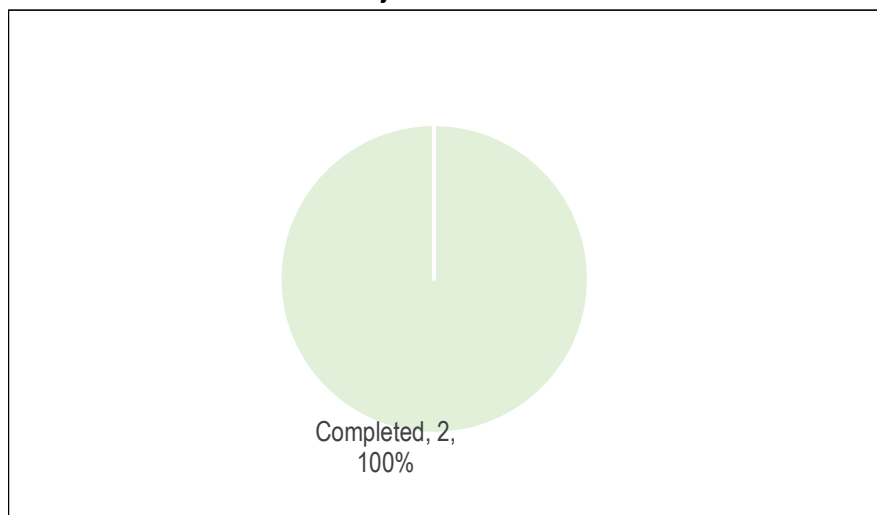


Table 2

Reason for Delay

	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 (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
			1.19	

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
HSI PROJECT-PHASE 2	0.626	0.536	85.6%	ⓐ	ⓐ	#1	9.823	9.733
YONGE ST. LEASHOLD IMPROVEMENT	0.568	0.055	9.6%	ⓑ	ⓐ	#2	1.081	0.567
Sub-Total	1.194	0.591	49.4%	-	-		10.904	10.300
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	1.194	0.591	49.4%				10.904	10.300

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 HSI Capital Project was completed on December 31, 2023. The project team launched an integrated application and support centre to streamline access to three income support programs. They launched and enhanced technical solutions to support the HSI Operations (ASC) and implemented online digital forms with document upload. In-person services and pop-ups were introduced, alongside the implementation of an HSI Online Hub.

Note # 2:

The Yonge St Leasehold Improvement Construction was substantially completed in the third quarter of 2022, and the office was opened to the public on August 22nd. Deficiency work is complete and the final invoice paid in the second quarter of 2023. The project scope changed from a larger square footage renovation to a smaller one and hence the project was underspent by \$514k.

Chart 1

2023 Approved Budget by Category (\$M) \$36.78M

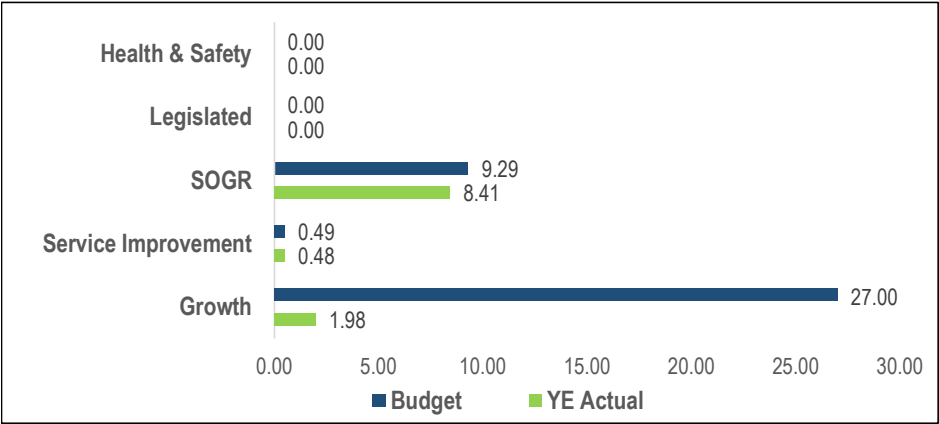


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	6
Service Improvement	1
Growth	13
Total # of Projects	20

Chart 2

Project Status - 20

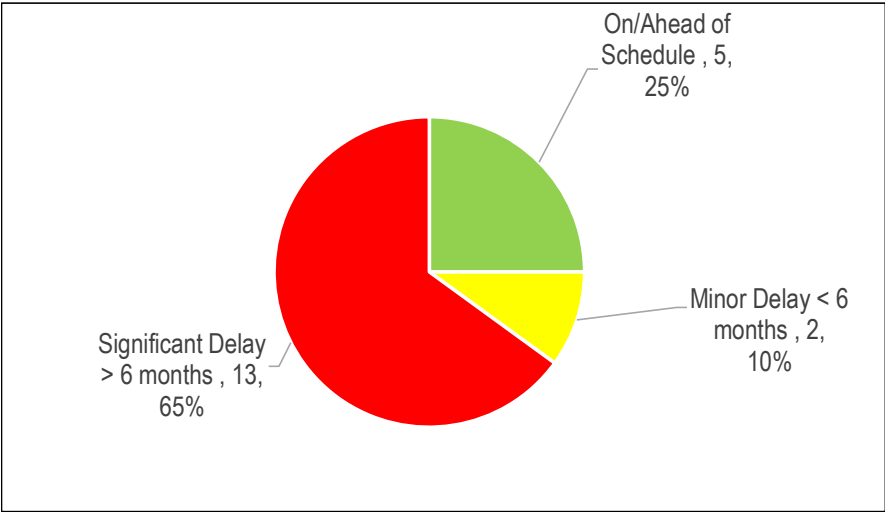


Table 2

Reason for Delay 15

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	2
RFQ/RFP Delayed	2	
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	6	
Total # of Projects	13	2

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.74	1.40	26.64		

Reasons for "Other" Project Delays

- The *Multi-Functional Station # 2* project for \$17.038 million has experienced delays associated with the transfer of 350 Progress Ave property to the City, as well the need for modifications to the preliminary facility design.
- 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 *PPE Reprocessing Facility* is underspent due to delays in the intergration of TSD and ITAPP applications.

Key Discussion Points (cont'd):

- Toronto Paramedic Services spent \$10.866 million, or 29.5% of its 2023 Approved Capital Budget of \$36.775 million at year-end.
- Five projects (\$8.7 million) are on time; three projects (\$1.4 million) are experiencing delays of < 6 months; and 3 projects (\$26.636 million) are experiencing delays of > 6 months due to longer than anticipated RFQ processes; supply chain issues; unexpected delays in procurement, and other issues noted above.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Mobile Data Communications - 2022	0.182	0.087	47.8%	Ⓡ	Ⓡ			2.005
Mobile Data Communications - 2023	0.300	0.044	14.7%	Ⓡ	Ⓡ			0.044
Defibulator Purchases	6.500	6.489	99.8%	ⓐ	ⓐ			6.489
Medical Equipment Replacement	1.479	1.287	87.0%	ⓐ	ⓐ			6.136
Dispatch Consol Replacement	0.682	0.386	56.6%	Ⓨ	Ⓨ			2.135
Next Generation 9-1-1	0.150	0.113	75.3%	ⓐ	ⓐ			0.113
			#DIV/0!					
Sub-Total	9.293	8.406	90.5%	-	-		20.005	16.922
Service Improvements								
Capital Asset Management Planning	0.485	0.484	99.8%	ⓐ	ⓐ		1.247	1.209
Sub-Total	0.485	0.484	99.8%	-	-		1.247	1.209
Growth Related								
Additional Ambulances	2.800	0.000	0.0%	Ⓡ	Ⓡ	3	2.800	0.000
Multi-Functional Station # 2	17.038	1.139	6.7%	Ⓡ	Ⓡ	4	80.585	3.052
Multi-Functional Station # 2 Facilities	0.122	0.122	100.0%	ⓐ	ⓐ		1.600	0.122
Additional EVR 2022	0.721	0.493	68.4%	Ⓨ	Ⓨ	5	1.170	0.943
Additional EVR 2023	0.780	0.000	0.0%	Ⓡ	Ⓡ	5	0.780	0.000
Ambulance Post - Rexdale (30 Queens Plate)	1.574	0.143	9.1%	Ⓡ	Ⓡ	6	1.848	0.417
Ambulance Post - (330 Bering Ave)	0.408	0.012	2.9%	Ⓡ	Ⓡ	7	0.700	0.304
Ambulance Post #3 (Don Mills)	0.050	0.000	0.0%	Ⓡ	Ⓡ	8	3.000	0.000
Ambulance Post #4 (Finch Ave)	0.050	0.000	0.0%	Ⓡ	Ⓡ	9	2.000	0.000
PPE Re-Processing Facilities	0.894	0.004	0.4%	Ⓡ	Ⓡ	10	0.950	0.060
Multi-Function Station #3 (Bay St)	1.260	0.033	2.6%	Ⓡ	Ⓡ	11	1.465	0.032
Multi-Function Station #5 (Dyas St)	1.200	0.030	2.5%	Ⓡ	Ⓡ	12	10.000	0.030
Future Strategic Staging Location	0.100	0.000	0.0%	Ⓡ	Ⓡ	13	0.700	0.000
Sub-Total	26.997	1.976	7.3%	-	-		107.598	4.960
Total	36.775	10.866	29.5%				128.850	23.091

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

The purchase of equipment has been delayed reflecting the need to finalize the extension of the TSD wireless contract; under expended funds are being carried forward to support 2024 equipment replacements.

Note # 2:

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

Note # 3:

PS and PMMD are working towards awarding a new ambulance RFP with the award projected to be delivered by Q2, 2024.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 4:

The program is partnering with CREM to coordinate the delivery of this facility; the project has been significantly delayed due to issues with the building permit, requiring a partial facility redesign which has now been completed. It is anticipated that that an RFP will be issued by Q2 2024, with the contract to be awarded in Q4, 2024.

Note # 5:

Vendor backlogs have resulted in project delays, with the Emergency Response Vehicles delivery and conversions continuing, although behind schedule. It is anticipated that the project will be completed in Q3, 2024

Note # 6:

Following community planning consultations, the facility underwent a significant redesign with the facility redesign anticipated to be completed in the fall of 2024, with a building permit to be issued by Dec, 2024; it is anticipated that the project will be going to tender in Q1, 2025.

Note # 7:

This project is nearing completion, pending finalizing decisions on structural modifications to the garage bays, which are anticipated to enhance facility functionality. The completion of this facility is anticipated for 2024.

Note #8:

This project is in the design stage, with project completion projected for 2027.

Note # 9:

A Project Manager has been assigned and the preliminary design is being drafted; it is anticipated that the construction contract will be tendered in 2024, with construction projected to commence in Q3 or Q4, 2025.

Note # 10:

The PPE Re-Processing project completion has been delayed until 2024, reflecting the need to implement ADOD modifications.

Note # 11:

The timing of 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 with in the next 18 months.

Note # 12:

The complete occupancy of site is delayed as other divisions relocate and the transfer of fuel storage to the property has been completed. Once the other divisions relocate, an RFP for the property modifications can be issued.

Note # 13:

This project is underspent due to delays in the integration of TSD and ITAPP applications. Clearances on these approvals is anticipated by Q2, 2024 when the project will be on track to roll out the upgrades.

**2023 Capital Spending by Program
Infrastructure Services**

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
Transit Expansion	4M-2023	383.41	197.41	99.0%		Ⓒ
	Q2-2023	383.41	197.42	99.0%	□	Ⓒ
	Q3-2023	383.41	198.05	85.7%	↓	Ⓒ
	YE-2023	255.41	4.77	1.9%	↓	Ⓓ
Transportation Services	4M-2023	438.51	47.58	87.7%		Ⓒ
	Q2-2023	458.32	103.22	85.4%	↓	Ⓒ
	Q3-2023	458.27	230.97	83.1%	↓	Ⓒ
	YE-2023	536.79	513.78	95.7%	↑	Ⓒ
TOTAL	4M-2023	821.92	244.99	93.0%		Ⓒ
	Q2-2023	841.73	300.64	91.6%	↓	Ⓒ
	Q3-2023	841.68	429.02	84.3%	↓	Ⓒ
	YE-2023	792.20	518.55	65.5%	↓	Ⓓ
<div> <div></div> <div></div> <div>0% and 70%</div> <div></div> <div>100%</div> </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Infrastructure Services totalled \$518.6 million of their collective 2023 Approved Capital Budget of \$792.2 million. 1 program in this service area have the year-end spending rate of over 70% of their respective 2023 Approved Capital Budgets.

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

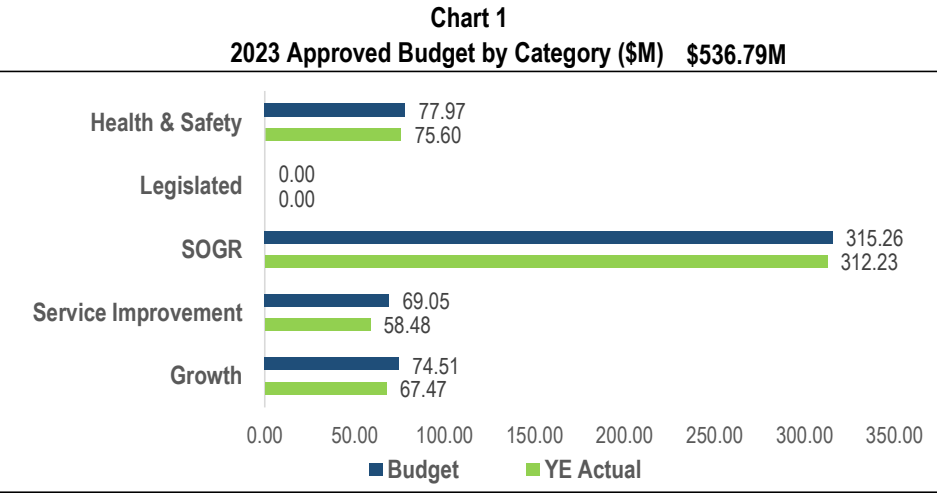


Table 1
2023 Active Projects by Category

Health & Safety	5
Legislated	
SOG	16
Service Improvement	12
Growth	17
Total # of Projects	50

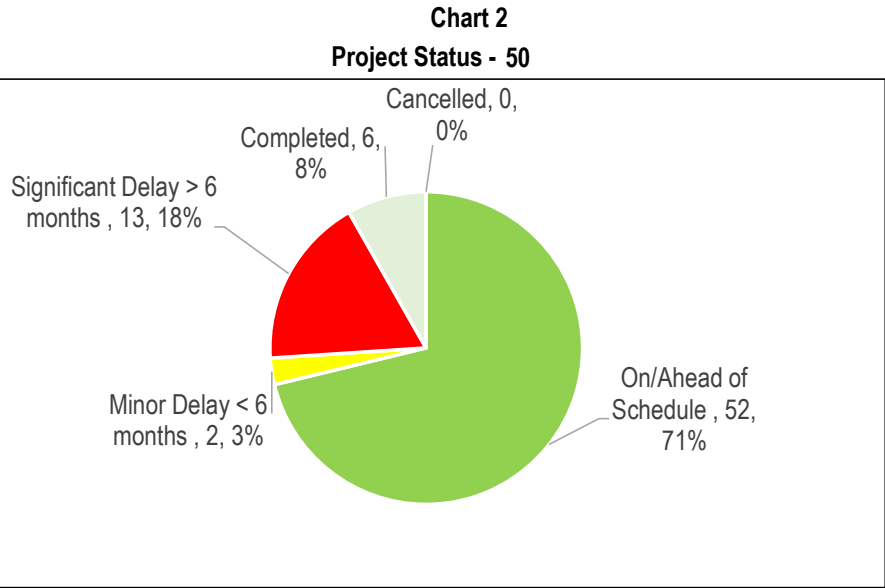


Table 2
Reason for Delay 15

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects	3	1
Community Consultation		
Other*	8	1
Total # of Projects	13	2

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
505.21	2.12	24.17	5.29	

- 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)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
City Bridge Rehabilitation (Critical)	34.920	34.920	100.0%	G	G		222.174	173.508
Glen Road Pedestrian Bridge	7.554	7.554	100.0%	G	G		24.621	12.346
Guide Rail Program	1.000	0.780	78.0%	G	G		10.340	7.821
Pedestrian Lighting	0.800	0.000	0.0%	R	G	#1		
Road Safety Plan	33.698	32.343	96.0%	G	Y			
Sub-Total	77.972	75.597	97.0%	-	-		257.135	193.676
State of Good Repair								
City Bridge Rehabilitation	49.431	49.271	99.7%	G	G			
Critical Interim Road Rehabilitation	6.343	6.343	100.0%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	3.274	3.274	100.0%	G	G			
Don Valley Parkway Rehabilitation	1.261	1.261	100.0%	G	R	#2		
Dufferin Street Bridge Rehabilitation	1.000	0.472	47.2%	R	R	#3		
Dunn and Dowling Bridges	0.500	0.000	0.0%	R	R	#4	1.800	0.000
F.G. Gardiner	66.667	66.667	100.0%	G	G		2,294.769	473.797
Facility Improvements	5.027	5.027	100.0%	G	G			
Laneways	1.426	1.426	100.0%	G	G			
Local Road Rehabilitation	111.265	111.265	100.0%	G	G			
Major Road Rehabilitation	40.834	40.835	100.0%	G	G			
Major SOGR Pooled Contingency	5.987	5.987	100.0%	G	G			
Retaining Walls Rehabilitation	3.000	1.162	38.7%	R	R	#5		
Sidewalks	13.547	13.547	100.0%	G	G			
Signs & Markings Asset Management	1.731	1.731	100.0%	G	G			
Traffic Plant Requirements / Signal Asset Management	3.965	3.965	100.0%	G	G			
Sub-Total	315.258	312.232	99.0%	-	-		2,296.569	473.797
Service Improvements								
Cycling Infrastructure	33.396	33.396	100.0%	G	G			
Eglinton Connects	0.440	0.440	100.0%	G	G			
Engineering Studies	4.806	4.683	97.4%	G	G			
Mapping & GIS Repository	0.400	0.361	90.2%	G	G		1.472	1.145
MoveTO	7.751	7.751	100.0%	G	G		40.066	15.680
Neighbourhood Improvements	7.317	7.267	99.3%	G	G			
PTIF Projects	0.501	0.501	100.0%	G	G		73.595	61.592
Surface Network Transit Plan	1.371	1.045	76.2%	G	R	#6	64.058	2.033
System Enhancements for Road Repair & Permits	1.415	1.415	100.0%	G	G		7.775	7.971
TO360 Wayfinding	1.037	1.037	100.0%	G	G		4.364	3.132
Traffic Congestion Management	0.614	0.578	94.2%	G	G		42.917	35.284
West Toronto Rail Path Extension	10.000	0.005	0.1%	R	R	#7	52.650	1.778
Sub-Total	69.048	58.479	84.7%	-	-		286.897	128.615
Growth Related								
Beecroft Extension	0.050	0.008	15.4%	R	R	#8	20.246	0.016
Broadview Extension	0.434	0.434	99.9%	G	G		14.000	0.434
Emery Village Improvements	0.100	0.094	93.9%	G	R	#9	2.671	0.393
John Street Revitalization Project	1.308	1.308	100.0%	G	G		56.623	5.798

Transportation Services (TRN)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Lawrence-Allen Revitalization Project	0.670	0.302	45.1%	Ⓡ	Ⓢ	#10	16.136	4.720
Metrolinx Additional Infrastructure	3.389	3.389	100.0%	Ⓢ	Ⓢ		16.193	6.960
New Courthouse Streetscape	0.006	0.000	0.0%	Ⓡ	Ⓢ	#11	1.794	1.794
North York Service Road	1.282	1.219	95.1%	Ⓢ	Ⓡ	#12	37.794	33.628
Port Union Road	7.338	2.518	34.3%	Ⓡ	Ⓡ	#13	12.174	3.915
Rean to Kenaston - New Road	0.119	0.119	100.0%	Ⓢ	Ⓢ		10.850	6.341
Redlea Avenue - Steeles to McNicoll	0.148	0.148	100.0%	Ⓢ	Ⓢ		19.189	0.148
Regent Park Revitalization	0.308	0.000	0.0%	Ⓡ	Ⓢ	#14	6.421	4.677
Scarlett / St. Clair / Dundas	5.597	5.597	100.0%	Ⓢ	Ⓢ		48.121	9.665
Six Points Interchange Redevelopment	0.518	0.218	42.1%	Ⓡ	Ⓢ	#15	74.033	66.222
St. Clair TMP	12.952	12.180	94.0%	Ⓢ	Ⓢ			
Steeles Widenings (Tapscott Rd - Beare Rd)	0.408	0.052	12.8%	Ⓡ	Ⓡ	#16	93.191	1.131
Work for TTC & Others	39.886	39.884	100.0%	Ⓢ	Ⓢ			
Sub-Total	74.513	67.469	90.5%	-	-		429.435	145.841
Total	536.790	513.777	95.7%				3,270.036	941.929

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:

Waterfront Secretariat is the delivery agent. Awaiting for works to be completed.

Note # 2:

Delays in contract delay as Contractor unable to complete milling and paving due to unfavourable weather conditions.

Note # 3:

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

Note # 4:

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

Note # 5:

Halford retaining wall project delayed due to additional time required to obtain easement title to enable construction works.

Note # 6:

Jane Rapid TO construction is delayed as a result of additional consultation time required to complete design. Review ongoing to assess if construction can commence in 2024.

Note # 7:

Construction anticipated to commence in 2024. Additional time required to execute the municipal infrastructure agreement between Mx and the City and to complete property acquisitions.

Note # 8:

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

Note # 9:

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

Note # 10:

Toronto Community Housing Corporation (TCHC) is the delivery agent.

Note # 11:

Transportation Services (TRN)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Project completed. Funds to be released.

Note # 12:

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

Note # 13:

Construction slightly delayed due to Toronto Hydro approval delays.

Note # 14:

Toronto Community Housing Corporation (TCHC) is the delivery agent.

Note # 15:

Anticipate final cleanup works to commence in 2024.

Note # 16:

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.