

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

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
City Planning	4M-2023	8.89	0.93	78.5%		Ⓒ
	Q2-2023	8.89	1.45	78.5%	▢	Ⓒ
	Q3-2023	8.89	2.08	68.1%	↓	Ⓨ
	YE-2023	8.89	5.08	57.2%	↓	Ⓨ
Housing Secretariat	4M-2023	500.08	37.50	81.5%		Ⓒ
	Q2-2023	500.08	83.69	51.2%	↓	Ⓨ
	Q3-2023	491.20	151.20	45.6%	↓	Ⓡ
	YE-2023	491.20	207.66	42.3%	↓	Ⓡ
Waterfront Revitalization Initiative	4M-2023	132.49	4.41	80.7%		Ⓒ
	Q2-2023	132.49	7.30	79.2%	↓	Ⓒ
	Q3-2023	132.49	80.24	73.5%	↓	Ⓒ
	YE-2023	132.49	84.29	63.6%	↓	Ⓨ
TOTAL	4M-2023	641.45	42.84	81.3%		Ⓒ
	Q2-2023	641.45	92.44	57.4%	↓	Ⓨ
	Q3-2023	632.58	233.52	51.7%	↓	Ⓨ
	YE-2023	632.58	297.03	47.0%	↓	Ⓡ
<div> <div>▢ >70%</div> <div>▢ 50% and 70%</div> <div>▢ < 50% or > 100%</div> </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Development and Growth Services totalled \$297.0 million of their collective 2023 Approved Capital Budget of \$632.6 million.

Chart 1

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

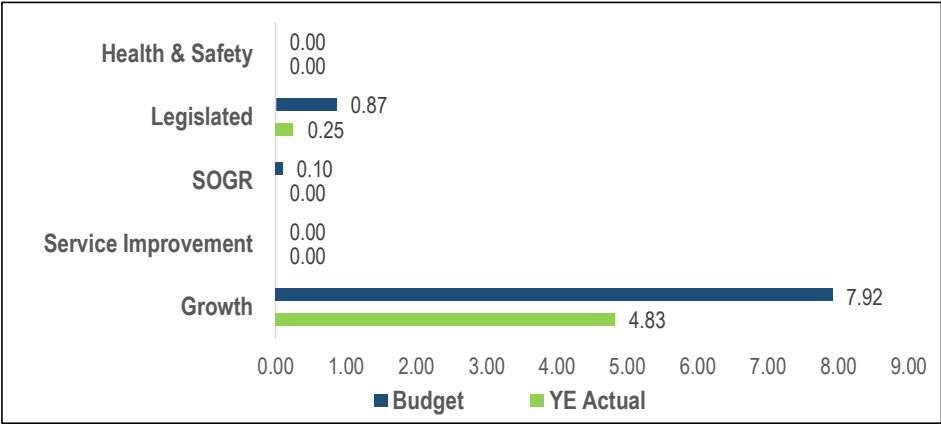


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	1
Service Improvement	
Growth	12
Total # of Projects	15

Chart 2

Project Status - 15

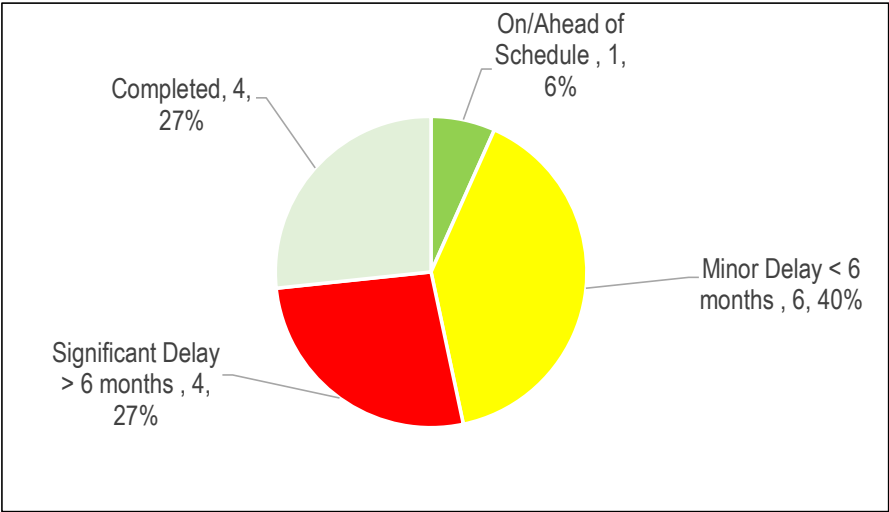


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	4	
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*		5
Total # of Projects	4	6

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.59	2.66	2.10	0.54	

Reasons for "Other*" Projects Delay:

- Official Plan Conformity Review: Balance of funds for reports on zoning by-law amendments scheduled in 2024.
- 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)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Five Year Review of the Official Plan	0.450	0.159	35.2%	Ⓡ	Ⓨ	#1	2.955	2.185
Official Plan Conformity Review	0.420	0.096	22.9%	Ⓡ	Ⓨ	#2	0.545	0.121
Sub-Total	0.870	0.255	29.3%	-	-		3.500	2.306
State of Good Repair								
St. Lawrence Market North - Heritage Interpretation Plan	0.100	0.000	0.0%	Ⓡ	Ⓨ	#3	0.200	0.099
Sub-Total	0.100	0.000	0.0%	-	-		0.200	0.099
Growth Related								
Growth Studies	3.059	1.657	54.2%	Ⓨ	Ⓨ	#4	9.567	5.685
Transportation & Transit Studies	0.467	0.134	28.8%	Ⓡ	Ⓨ	#4	0.846	0.516
Heritage Studies	0.795	0.338	42.5%	Ⓡ	Ⓨ	#4	1.300	0.891
Places - Civic Improvements	3.594	2.697	75.0%	Ⓢ	Ⓢ		9.057	4.038
Sub-Total	7.916	4.826	61.0%	-	-		20.770	11.130
Total	8.886	5.080	57.2%				24.470	13.535

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:

Pending Ministry of Municipal Affairs and Housing approval on Council adopted Official Plan Amendments.

Note # 2:

Balance of funds required for reports on zoning by-law amendments scheduled in 2024.

Note # 3:

Site Conditions.

Note # 4:

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

Chart 1

2023 Approved Budget by Category (\$Million) \$491.2M

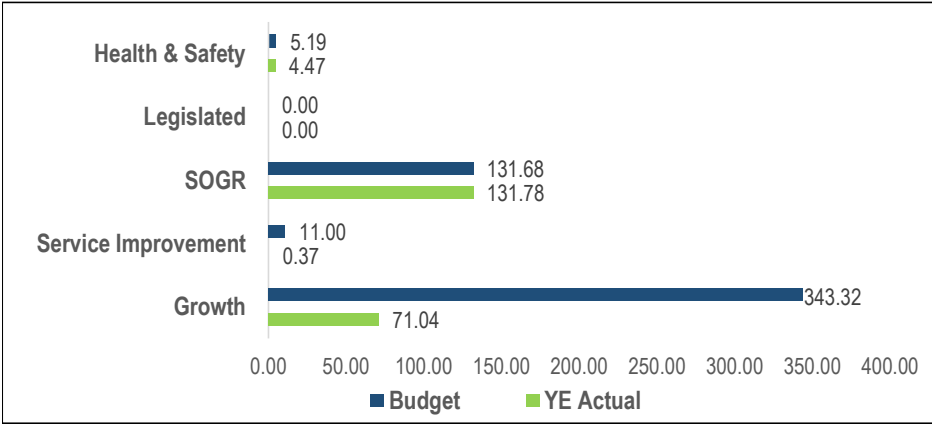


Table 1

2023 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	1
Service Improvement	2
Growth	6
Total # of Projects	10

Chart 2

Project Status - 10

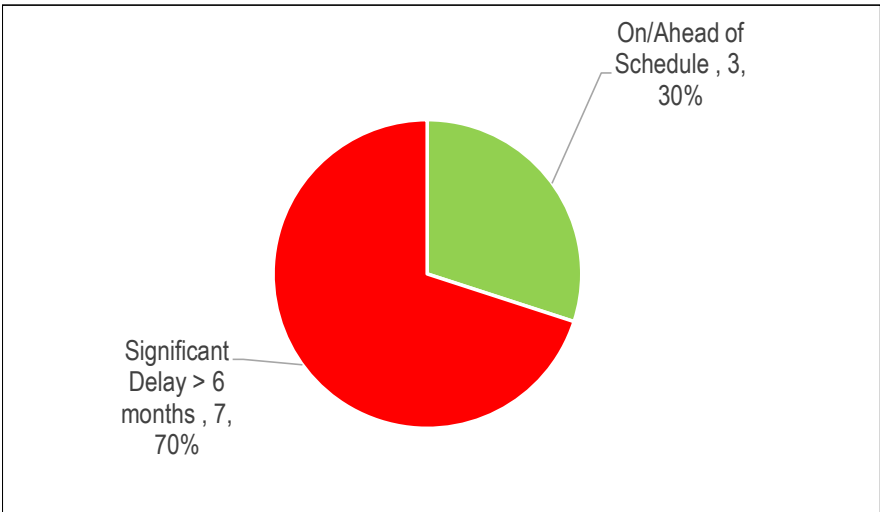


Table 2

Reason for Delay 7

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
152.73		338.47		

Reasons for "Other*" Projects Delay:

- Housing Now projects delayed as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.
- Completion of Rental Development project delayed due to market and labour conditions.

Housing Secretariat (HSE)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
TCHC IT Capital	5.190	4.472	86.2%	Ⓞ	Ⓞ		5.190	4.472
Sub-Total	5.190	4.472	86.2%	-	-		5.190	4.472
State of Good Repair								
TCHC Building Repair Capital	131.684	131.780	100.1%	Ⓞ	Ⓞ		1,920.000	611.879
Sub-Total	131.684	131.780	100.1%	-	-		1,920.000	611.879
Service Improvements								
Taking Action on Tower Renewal Program	7.191	0.000	0.0%	Ⓡ	Ⓡ	#1	13.508	0.000
Choice Based Housing Access System	3.814	0.373	9.8%	Ⓡ	Ⓡ	#2	10.607	7.030
Sub-Total	11.005	0.373	3.4%	-	-		24.115	7.030
Growth Related								
Housing Now	53.183	7.332	13.8%	Ⓡ	Ⓡ	#3	502.343	21.733
Rental Development	25.514	0.914	3.6%	Ⓡ	Ⓡ	#4	36.352	2.429
Modular Housing	23.349	5.913	25.3%	Ⓡ	Ⓡ	#5	69.239	51.803
Rapid Housing Initiative	129.628	23.453	18.1%	Ⓡ	Ⓡ	#5	408.386	314.122
Emergency Housing Action	95.789	19.834	20.7%	Ⓡ	Ⓡ	#5	100.601	59.755
TCHC Development In-Flight	15.860	13.592	85.7%	Ⓞ	Ⓞ		30.000	13.592
Sub-Total	343.324	71.038	20.7%	-	-		1,146.921	463.433
Total	491.203	207.663	42.3%				3,096.227	1,086.814

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

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

Note # 2:

Phase 2 of the project (Portals and Governance) is expected to be delayed by 6+ months mainly due to insufficient staff resources. In the interim, the project team continues to design process and reporting requirements required to implement. The final stage of contract negotiation is pending staffing resources.

Note # 3:

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

Note # 4:

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

Housing Secretariat (HSE)

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

Note # 5:

Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI) and Housing & Homelessness Response (H&SR). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities) and some were completed in 2023, with the exception of 2 projects with planned completions in 2024 and 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion.

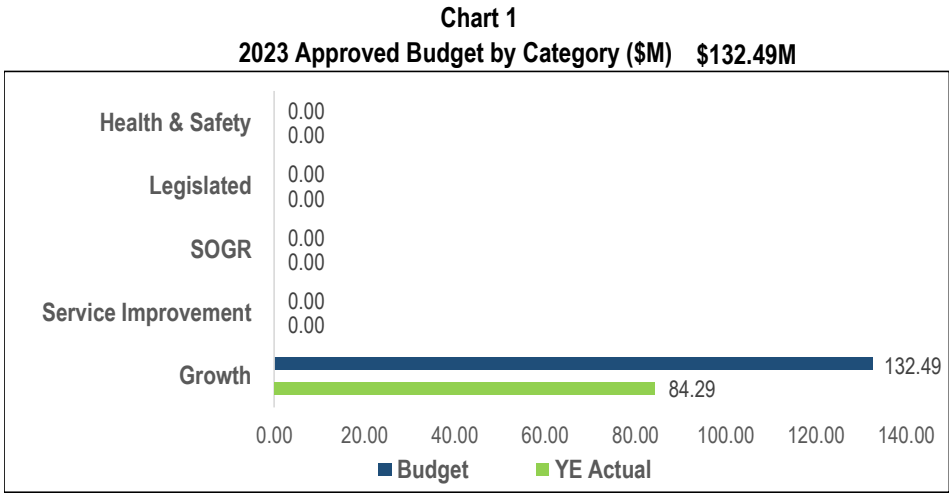


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	22
Total # of Projects	22

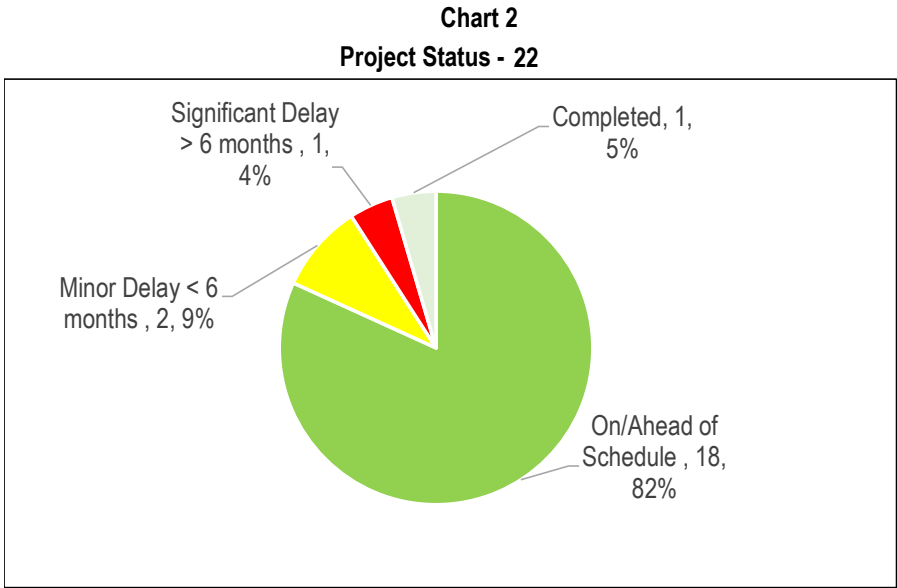


Table 2
Reason for Delay

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

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
116.97	13.80	1.71	0.01	

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Growth Related								
PRECINCT IMPLEMENTATION PROJECTS	13.609	4.508	33.1%	Ⓡ	Ⓨ	#1	251.123	242.023
TRANSPORTATION INITIATIVES	1.713	0.232	13.6%	Ⓡ	Ⓡ	#2	35.199	31.218
WATERFRONT SECRETARIAT	0.687	0.687	99.9%	ⓐ	ⓐ		10.078	9.800
WATER'S EDGE	0.157	0.001	0.8%	Ⓡ	Ⓨ	#3	0.157	0.001
PROME,TRANS&TRANSPOR INITIATIVE	0.892	0.589	66.0%	Ⓨ	ⓐ	#4	5.876	4.745
URBAN PLANNING RESOURCES	0.892	0.589	66.0%	ⓐ	ⓐ		2.600	2.600
BROADVIEW EASTERN FLOOD PROTECTION CA	0.757	0.757	100.0%	ⓐ	ⓐ		2.600	2.600
BATHURST QUAY PUBLIC REALM	1.279	0.107	8.4%	Ⓡ	ⓐ	#5	2.759	0.989
BENTWAY PEDESTRIAN BRIDGE	0.008	0.000	0.0%	Ⓡ	ⓐ	#6	2.750	2.742
EBF Public Art Plan	0.329	0.329	100.0%	ⓐ	ⓐ		2.584	0.985
EBF LOCAL INFRASTRUCTURE	1.974	1.919	97.2%	ⓐ	ⓐ		17.867	6.343
QUAYSIDE	0.055	0.000	0.0%	Ⓡ	ⓐ	#7	0.550	0.495
BENTWAY AND FORT YORK IMPROVEMENTS	0.043	0.043	98.5%	ⓐ	ⓐ		1.313	1.312
LOWER DON COORDINATION	0.958	0.168	17.6%	Ⓡ	ⓐ	#8	2.109	0.719
LESLIE STREET LOOKOUT	3.500	3.500	100.0%	ⓐ	ⓐ		3.500	3.500
PARK PLANNING AND DESIGN DEVELOPMENT	1.460	0.599	41.0%	Ⓡ	ⓐ	#9	1.500	0.624
NEXT PHASE OF WATERFRONT REVITALIZATION	0.754	0.148	19.7%	Ⓡ	ⓐ	#10	0.800	0.195
PORT LANDS PLANNING AND IMPLEMENTATION S	0.682	0.672	98.5%	ⓐ	ⓐ		1.700	0.690
CONVERT FIRE HALL TO COMMUNITY SPACE PFR	3.000	0.000	0.0%	Ⓡ	ⓐ	#11	3.000	0.000
BAYSIDE PHASE 2 WATER'S EDGE PROMENADE	1.730	0.000	0.0%	Ⓡ	ⓐ	#12	17.152	0.000
WESTERN WATERFRONT MASTER PLAN UPDATE	0.400	0.026	6.6%	Ⓡ	ⓐ	#13	0.400	0.026
PORT LANDS FLOOD PROTECTION	70.000	70.000	100.0%	ⓐ	ⓐ		394.825	330.602
QUAYSIDE TRANSPORTATION INFRASTRUCTURE	28.500	0.000	0.0%	Ⓡ	ⓐ	#14	102.000	0.000
Sub-Total	132.489	84.287	63.6%	-	-		859.841	639.608
Total	132.489	84.287	63.6%				859.841	639.608

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

ⓐ
Ⓨ
Ⓡ

On Budget
Between 50% and 70%

Note # 1:

Completion is slightly delayed by a few months in 2025 as the contractor is trying to coordinate the completion of the community centre with the construction of the residential condo units.

Note # 2:

The RFP was delayed due to negotiations with Metrolinx related to Ontario Line work, the contract has now been awarded with design advancing throughout 2024 with construction anticipated to begin in 2025.

Note # 3:

Timelines were impacted by the need for Indigenous and public engagement at the Billy Bishop Toronto City Airport, which started in early 2024.

Waterfront Revitalization Initiative (WFT)

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

Note # 4:

Cost recovery for City Planning and Legal staff in line with progress on port lands planning studies and development work.

Note # 5:

Site plan applications and environmental approvals are now complete. The delay in park construction was due to need for co-ordination with two other significant capital projects underway on the same property, therefore limiting space and access. Construction mobilization has begun with an expected Fall 2024 completion.

Note # 6:

Project received scope change approval by INFC (Federal Government) as the original scope was no longer possible due to Gardiner rehabilitation work and a third-party engineering review. Scope reduced to detailed design, and was completed on November 23, 2022. Project is complete and will be closed out.

Note # 7:

Negotiations on a project agreement with Waterfront Toronto are progressing and expected to be finalized in 2024.

Note # 8:

Actual costs in 2023 were lower than anticipated and savings will be utilized to extend the project consultant in 2024 who is supporting the coordination of several complex projects in the area of the Lower Don area addressing flood protection, public transit, road and servicing infrastructure.

Note # 9:

Site investigations, planning and design concept work required to advance projects, will continue to be undertaken for Turning Basin Park, Water's Edge Promenade and plans for parks and public realm south of Unwin Avenue in 2024.

Note # 10:

Staff are continuing public consultation, stakeholder engagement and Indigenous engagement through 2023 and beyond on a range of more specific waterfront projects. Continued efforts are being made to advanced intergovernmental discussions in an effort to secure Provincial and Federal funding for a next phase of Waterfront Revitalization.

Note # 11:

Billing was delayed into 2024, the design team has completed 60% design and are on track to complete the project by the end of 2024.

Note # 12:

Expenditures are coordinated with the receipt of Cash in Lieu of Parkland fees from local Developers which were not received in 2023. Development activity in the area is being closely monitored by Waterfront Toronto.

Note # 13:

Pending completion of procurement of consultants to develop a public realm plan update that will address park use, Indigenous/historic place keeping, park naturalization, boardwalk pinch points and consider the reduction of parking lots.

Note # 14:

The City is currently negotiating with Waterfront Toronto to finalize a Delivery Agreement; this agreement is needed to commence implementation of transportation and public realm/park infrastructure in Quayside.

**2023 Capital Spending by Program
Corporate Services**

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
Customer Experience	4M-2023	5.86	0.43	52.5%		Ⓚ
	Q2-2023	5.86	0.65	39.7%	↓	Ⓚ
	Q3-2023	5.86	1.11	33.8%	↓	Ⓚ
	YE-2023	5.86	1.36	23.3%	↓	Ⓚ
Corporate Real Estate Management	4M-2023	373.89	36.71	73.1%		Ⓚ
	Q2-2023	370.92	118.02	64.7%	↓	Ⓚ
	Q3-2023	370.92	161.05	62.6%	↓	Ⓚ
	YE-2023	370.92	217.19	58.6%	↓	Ⓚ
Environment & Climate Division	4M-2023	38.18	2.17	83.6%		Ⓚ
	Q2-2023	38.18	2.37	83.6%	□	Ⓚ
	Q3-2023	38.18	4.24	22.9%	↓	Ⓚ
	YE-2023	38.18	6.16	16.1%	↓	Ⓚ
Fleet Services	4M-2023	136.93	7.51	74.3%		Ⓚ
	Q2-2023	136.76	30.97	72.1%	↓	Ⓚ
	Q3-2023	137.79	58.51	59.1%	↓	Ⓚ
	YE-2023	137.79	86.42	62.7%	↑	Ⓚ
Chief Information Security Office	4M-2023	5.53	0.45	77.6%		Ⓚ
	Q2-2023	5.53	0.73	42.1%	↓	Ⓚ
	Q3-2023	5.53	0.95	46.0%	↑	Ⓚ
	YE-2023	5.53	2.41	43.6%	↓	Ⓚ
Technology Services	4M-2023	59.31	8.96	70.4%		Ⓚ
	Q2-2023	59.31	17.22	79.2%	↑	Ⓚ
	Q3-2023	59.31	29.39	78.8%	↓	Ⓚ
	YE-2023	59.33	48.51	81.8%	↑	Ⓚ
TOTAL	4M-2023	619.69	56.24	73.6%		Ⓚ
	Q2-2023	616.55	169.97	68.5%	↓	Ⓚ
	Q3-2023	617.59	255.26	60.5%	↓	Ⓚ
	YE-2023	617.61	362.06	58.6%	↓	Ⓚ
<div> □ >70% □ between 50% and 70% □ < 50% or > 100% </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Corporate Services totalled \$362.1 million of their collective 2023 Approved Capital Budget of \$617.6 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 Technology Services.

Customer Experience (CXD)

Chart 1

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

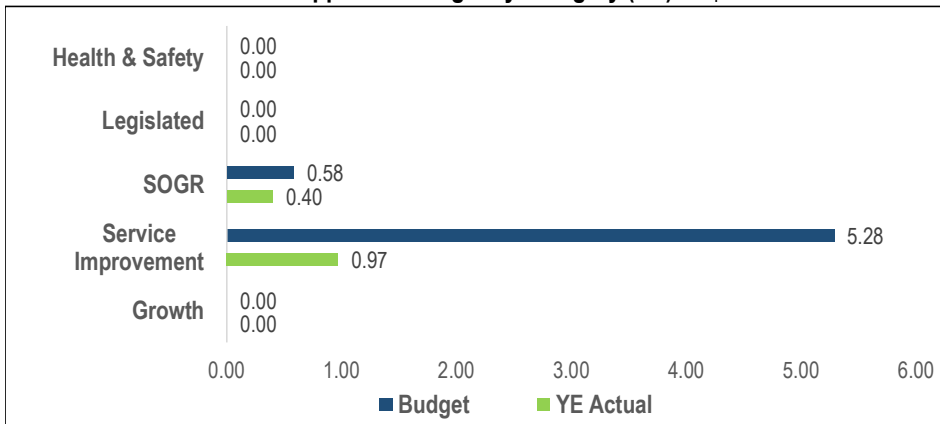


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOG	2
Service Improvement	1
Growth	
Total # of Projects	3

Chart 2

Project Status - 3

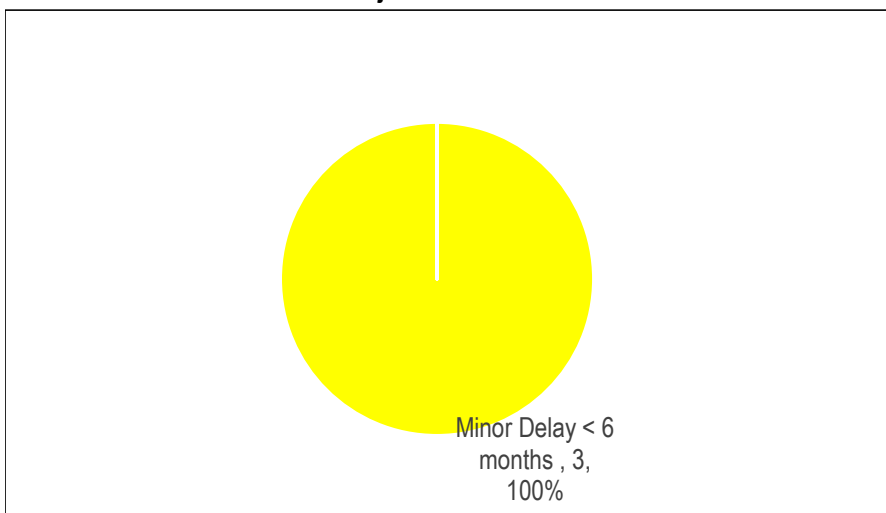


Table 2

Reason for Delay 3

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

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	5.86			

Reasons for "Other*" Projects Delay:

- The SOGR project was delayed due to Cloud Assessment approvals that took longer than expected.
- The Salesforce Optimization project was delayed due to re-prioritization scope of work. The final payments to vendor are currently in process.
- The Channel & Counter Strategy project is being transferred from CREM to newly formed Customer Experience (CXD) as part of the reorganizational changes within Corporate Services. The expected delay is resulting from CXD team reassessing utilization of the available funding including projects to be executed, prioritizing and getting clarity from all stakeholders.

Customer Experience (CXD)

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								
SOG - Various	0.198	0.145	73.5%	ⓐ	Ⓨ	#2	1.417	1.365
Salesforce Optimization	0.382	0.253	66.2%	Ⓨ	Ⓨ	#1	0.382	0.254
Sub-Total	0.580	0.398	68.7%	-	-		1.799	1.618
Service Improvements								
Channel & Counter Strategy (C&C)	5.281	0.966	18.3%	ⓑ	Ⓨ	#3	5.281	0.966
Sub-Total	5.281	0.966	18.3%	-	-		5.281	0.966
Total	5.861	1.364	23.3%				7.080	2.584

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 SOGR project was delayed due to Cloud Assessment approvals that took longer than expected.

Note # 2:

The Salesforce Optimization project was delayed due to re-prioritization scope of work. The final payments to vendor are currently in process.

Note # 3:

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

Chart 1

2023 Approved Budget by Category (\$Million) \$370.92M

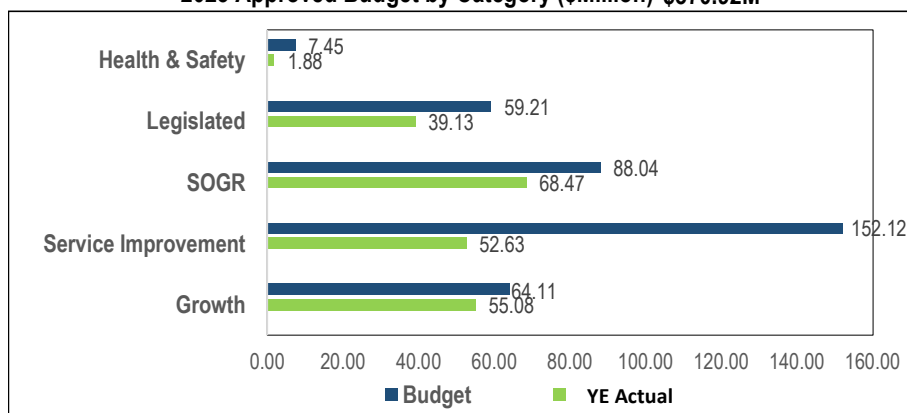


Table 1

2023 Active Projects by Category

Health & Safety	8
Legislated	3
SOGR	76
Service Improvement	106
Growth	5
Total # of Projects	198

Chart 2

Project Status - 198

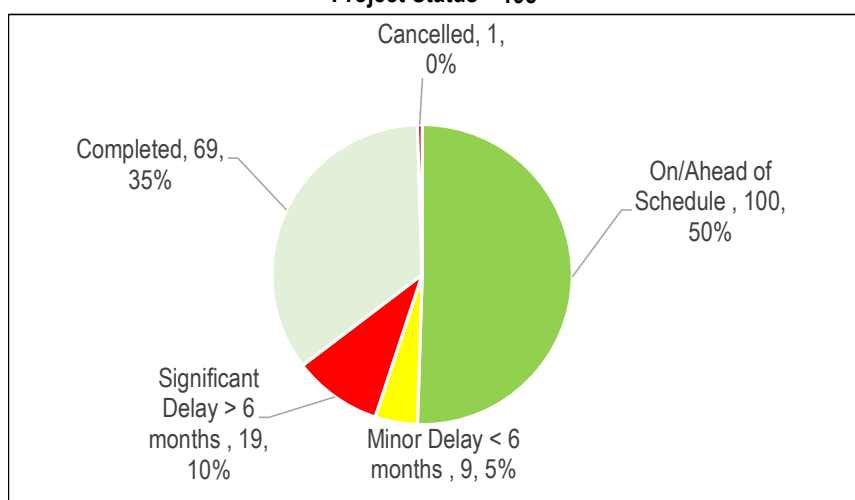


Table 2

Reason for Delay

28

	Significant Delay	Minor Delay
Insufficient Staff Resources	1	2
Procurement Issues		1
RFQ/RFP Delayed	3	3
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	9	3
Community Consultation	1	
Other*	4	
Total # of Projects	19	9

Table 3

Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
298.59	5.77	58.45	8.11	

Reasons for "Other*" Projects Delay:

- The Community Kitchen & Park Improvement project is delayed due to delays in finalizing the legal agreement.
- The Security Bollards at Union Station project is delayed due to bids exceeding available funding levels due to ongoing inflationary market conditions. The project team are assessing options.
- The Young People's Theatre Lighting project is delayed while the client secures funding.

Key Discussion Points:

- Shifts in schedules for tendering and awarding the construction contract for the New Etobicoke Civic Centre have resulted in a revised spending forecast for 2023. Ongoing program management and shifting plans within the ModernTO Workplace Modernization Program, including and accelerating construction of three floors at City Hall and Metro Hall and the sale and leaseback of 277 Victoria, also resulted in a revised spending plan for 2023. These changes in major strategic initiatives are the primary reasons for the lower than anticipated forecasted year end spend rate for 2023. Other ongoing factors impacting the Division's ability to achieve the budgeted year-end spend rate include bids exceeding available funding levels due to ongoing inflationary market conditions, unforeseen site conditions during construction, and changing client needs and demands.

Corporate Real Estate Management (FAC)

Projects by Category (Millions)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Environmental Remediation	2.012	0.000	0.0%	Ⓡ	Ⓢ	#1	2.189	0.177
Global Corporate Security Program	0.581	0.159	27.4%	Ⓡ	Ⓢ	#1	6.640	6.218
Safety Audits	4.854	1.723	35.5%	Ⓡ	Ⓢ	#1	10.661	5.530
Sub-Total	7.447	1.882	25.3%	-	-		19.490	11.926
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	59.172	39.126	66.1%	Ⓢ	Ⓢ	#3	156.862	129.178
Barrier Free / Equity	0.033	0.000	0.0%	Ⓡ	Ⓡ	#2	0.853	0.819
Sub-Total	59.205	39.126	66.1%	-	-		157.715	129.997
State of Good Repair								
150 Borough	0.015	0.000	0.0%	Ⓡ	Ⓢ	#1	0.678	0.664
Albert Campbell Square Park Rehabilitation	0.002	0.000	0.0%	Ⓡ	Ⓢ	#1	3.194	3.192
Emergency Repairs	2.422	0.810	33.5%	Ⓡ	Ⓡ	#2	4.176	2.565
Environmental Remediation	1.784	1.665	93.4%	Ⓢ	Ⓢ		8.485	8.367
Indian Residential School Survivors Legacy	10.439	10.439	100.0%	Ⓢ	Ⓢ		24.950	15.384
Mechanical & Electrical	9.482	6.303	66.5%	Ⓢ	Ⓢ	#2	86.319	55.327
Others - SOGR	16.795	11.923	71.0%	Ⓢ	Ⓢ	#2	71.523	44.747
Relocation of Fire Station 332	5.486	0.607	11.1%	Ⓡ	Ⓢ	#2	21.370	2.871
Resiliency Program	0.074	0.015	19.7%	Ⓡ	Ⓢ	#1	3.858	3.799
Roofing	2.153	0.913	42.4%	Ⓡ	Ⓢ	#1	4.645	1.217
Sitework	2.817	1.822	64.7%	Ⓢ	Ⓢ	#2	38.727	19.459
SOGR - Leased Properties	1.223	0.191	15.6%	Ⓡ	Ⓢ	#1	2.784	1.152
Structural / Building Envelope	35.349	33.783	95.6%	Ⓢ	Ⓢ		139.330	98.366
Sub-Total	88.041	68.472	77.8%	-	-		410.040	257.110
Service Improvements								
8 Cumberland St	2.587	0.001	0.0%	Ⓡ	Ⓢ	#1	3.500	0.913
9 Huntley St	0.135	0.000	0.0%	Ⓡ	Ⓢ	#1	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	Ⓡ	Ⓢ	#1	10.507	10.484
Administrative Penalty System	0.081	0.034	42.1%	Ⓡ	Ⓢ	#1	2.674	2.602
CCTV Infrastructure Enhancements	0.272	0.145	53.4%	Ⓢ	Ⓢ	#1	9.842	9.716
Corporate Facilities Refurbishment Program	0.593	0.277	46.7%	Ⓡ	Ⓢ	#1	0.777	0.461
Customer Experience Program	0.030	0.000	0.0%	Ⓡ	Ⓢ	#1	10.188	10.158
Energy Management	11.763	4.729	40.2%	Ⓡ	Ⓡ	#2	46.501	23.879
Etobicoke Civic Centre	38.440	3.721	9.7%	Ⓡ	Ⓢ	#3	429.461	30.705
Global Corporate Security Program	5.323	0.960	18.0%	Ⓡ	Ⓡ	#2	9.112	4.530
Mechanical & Electrical	0.034	0.000	0.0%	Ⓡ	Ⓢ	#1	2.010	1.976
ModernTO	27.492	14.060	51.1%	Ⓢ	Ⓢ	#3	250.000	47.632
Others - Service Improvements	9.626	1.304	13.5%	Ⓡ	Ⓡ	#2	38.693	18.971
Others - SOGR	0.008	0.000	0.0%	Ⓡ	Ⓢ	#1	2.500	0.398
Physical Security Capital Plan	2.007	1.265	63.0%	Ⓢ	Ⓢ	#2	8.137	7.395
Real Estate Property Management and Lease Admin	0.291	0.282	96.9%	Ⓢ	Ⓢ		0.569	0.560

Corporate Real Estate Management (FAC)

Projects by Category (Millions)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Roofing	0.025	0.000	0.0%	Ⓡ	Ⓤ	#1	0.750	0.725
Security Bollards - Union Station	1.807	0.304	16.8%	Ⓡ	Ⓡ	#2	5.135	1.132
St. Lawrence Market North Redevelopment	32.852	23.742	72.3%	Ⓤ	Ⓡ	#3	117.729	108.836
St. Lawrence Market South Renovations	0.498	0.026	5.2%	Ⓡ	Ⓤ	#1	1.500	1.028
Strategic Property Acquisitions	0.021	0.000	0.0%	Ⓡ	Ⓤ	#1	103.757	103.736
Toronto Strong Neighbourhood Strategy	1.148	0.004	0.3%	Ⓡ	Ⓡ	#2	3.450	2.306
TransformTO	0.708	0.447	63.1%	Ⓢ	Ⓤ	#1	1.996	1.736
Union Station - Signage & Wayfinding	0.412	0.015	3.7%	Ⓡ	Ⓤ	#1	0.915	0.068
Union Station Enhancement Project	3.048	0.000	0.0%	Ⓡ	Ⓤ	#1	4.498	1.200
Union Station PTIF Projects	0.132	0.000	0.0%	Ⓡ	Ⓤ	#1	0.901	0.769
Union Station Revitalization	2.221	0.385	17.3%	Ⓡ	Ⓤ	#1	774.923	758.750
Various IT-Related Projects	2.541	0.928	36.5%	Ⓡ	Ⓤ	#1	8.345	5.731
Wellington Destructor - Construction	8.000	0.000	0.0%	Ⓡ	Ⓡ	#2	32.000	0.000
Sub-Total	152.118	52.629	34.6%	-	-		1,885.272	1,161.162
Growth Related								
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%	Ⓡ	Ⓤ	#1	5.942	5.892
Parkdale Hub Acquisition	21.287	16.895	79.4%	Ⓤ	Ⓤ		22.108	17.716
School Land Properties Acquisitions	2.968	0.000	0.0%	Ⓡ	Ⓤ	#4	15.000	0.032
Strategic Property Acquisitions	39.733	38.187	96.1%	Ⓤ	Ⓤ		46.553	45.007
Westwood	0.073	0.000	0.0%	Ⓡ	Ⓤ	#1	4.000	1.155
Sub-Total	64.111	55.082	85.9%	-	-		93.602	69.802
Total	370.922	217.192	58.6%				2,566.120	1,629.996

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

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

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

Note # 3:

Refer to Major Capital Projects Appendix for further details.

Note # 4:

School Lands Property Acquisitions are done on an as-needed basis.

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

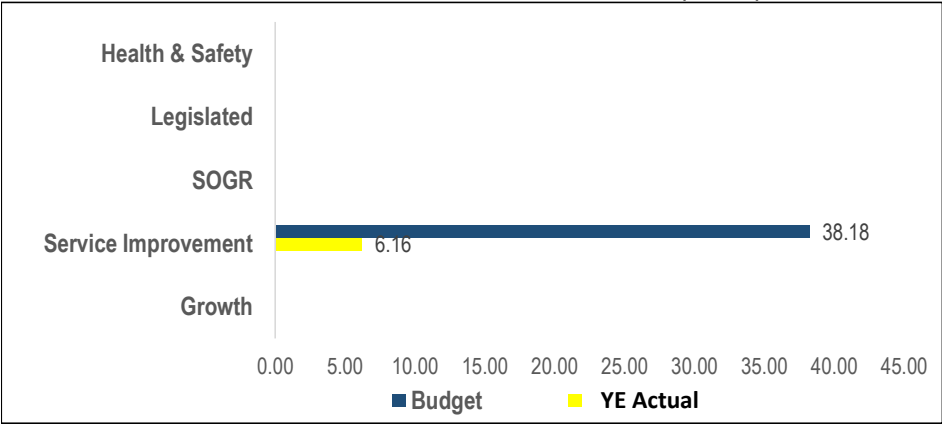


Table 1
2023 Active Projects by Category

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

Chart 2
Project Status - 9

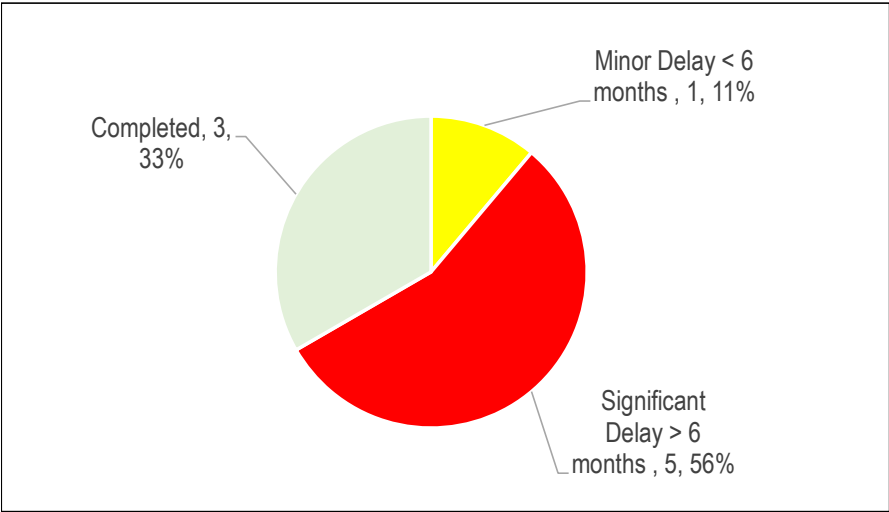


Table 2

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

Table 3
Projects Status (\$Millions)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	5.33	30.75	2.10	

Reasons for "Other*" Projects Delay:

- The spend rate is primarily attributed to the ongoing challenges of increasing interest rates impacting the attractiveness of the loan programs, and delays to the Renewable Thermal Energy Program from unforeseen site conditions at Toronto Paramedic Services Headquarters causing project delays.

Environment & Climate Division (ECD)

Projects by Category (Millions)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Community Energy Planning	0.754	0.240	31.8%	Ⓜ	Ⓢ	#3	2.245	2.027
Community Initiatives - Existing Building Retrofits	10.450	0.034	0.3%	Ⓜ	Ⓜ	#2	25.000	4.447
New Development Sustainable Energy Plan Financing	10.000	0.098	1.0%	Ⓜ	Ⓜ	#2	30.000	0.098
Renewable Thermal Engery Program	10.298	0.717	7.0%	Ⓜ	Ⓜ	#1	20.209	10.629
Residential Energy Retrofit Program (HELP)	6.674	5.075	76.0%	Ⓢ	Ⓢ	#2	19.388	13.238
Sub-Total	38.176	6.164	16.1%	-	-		96.842	30.439
Total	38.176	6.164	16.1%				96.842	30.439

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:

Delay due to unforeseen site conditions at Toronto Paramedic Services Headquarters.

Note # 2:

Delay due to increasing interest rates impacting the attractiveness of the loan programs.

Note # 3:

Project is expected to be completed on/under budget.

Chart 1

2023 Approved Budget by Category (\$M) \$137.79M

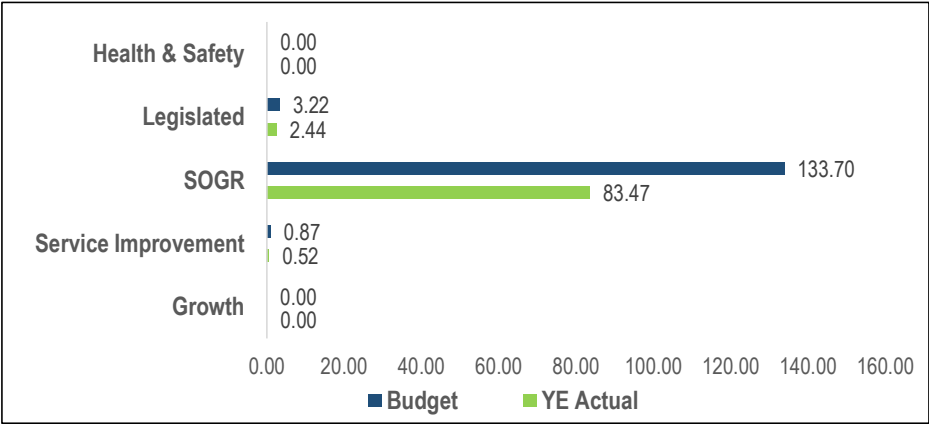


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	24
Service Improvement	2
Growth	
Total # of Projects	28

Chart 2

Project Status - 28

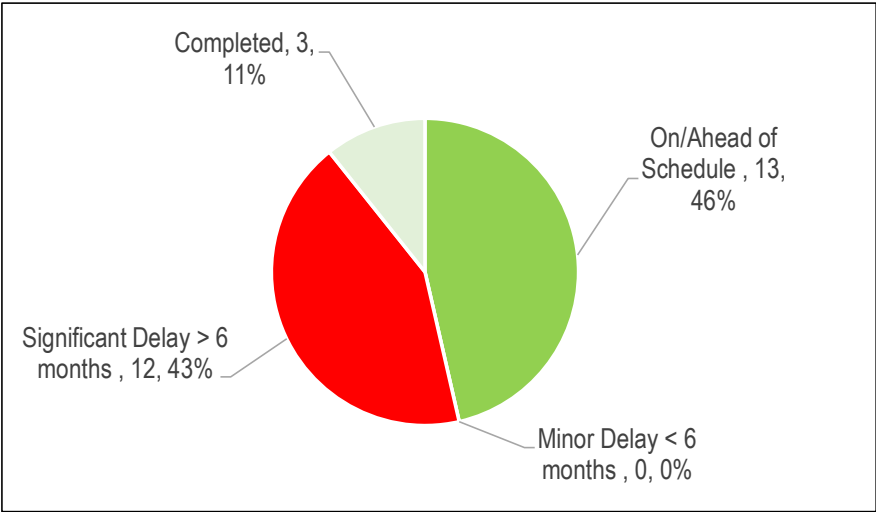


Table 2

Reason for Delay 12

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	11	
Total # of Projects	12	

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
67.49		69.98	0.32	

Reasons for "Other*" Projects Delay:

- Majority of delays are attributed to global supply chain issues for manufacturers and suppliers.

Fleet Services (FLT)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
EV Program	3.160	2.429	76.9%	ⓐ	ⓑ	#2	6.445	5.714
Fleet Share Program	0.061	0.007	11.2%	ⓑ	ⓐ	#1	0.092	0.038
Sub-Total	3.221	2.44	75.6%	-	-		6.537	5.752
State of Good Repair								
Arena Boards - Fleet Replacement	0.237		46.1%	ⓑ	ⓐ	#1	0.237	0.109
Economic Development & Culture - Fleet Replacement	0.080	0.040	49.8%	ⓑ	ⓐ	#1	0.199	0.040
Ellesmere Tool Replacement	0.534		21.2%	ⓑ	ⓑ	#3	0.534	0.113
Engineering & Construction Services - Fleet Replacement	0.841	0.511	60.7%	Ⓨ	ⓐ	#1	1.606	0.970
Exhibition - Fleet Replacement	0.562		54.3%	Ⓨ	ⓑ	#2	1.197	0.940
Facility & Real Estate - Fleet Replacement	0.243	0.184	75.8%	ⓐ	ⓑ	#2	2.014	1.796
Fire Services - Fleet Replacement	21.569		96.8%	ⓐ	ⓑ	#2	100.510	26.619
Fleet Office Modernization	0.066	0.132	199.3%	ⓑ	ⓐ	#1	0.285	0.230
Fleet Replacement - Insurance Company	0.186		129.3%	ⓑ	ⓑ	#4	0.657	0.647
Fleet Services - Fleet Replacement	0.086	0.045	52.3%	Ⓨ	ⓐ	#1	0.543	0.447
Fleet Tools & Equipment	0.251		3.2%	ⓑ	ⓐ		0.300	0.067
Fuel Site Closures	0.206	0.201	97.6%	ⓐ	ⓐ		3.588	0.594
Library - Fleet Replacement	1.020		55.1%	Ⓨ	ⓑ	#2	2.196	1.406
Municipal Licensing - Fleet Replacement	0.722	0.591	81.9%	ⓐ	ⓐ		0.874	0.651
Parks, Forestry & Recreation - Fleet Replacement	7.950		92.4%	ⓐ	ⓑ	#2	27.965	19.699
Public Health - Fleet Replacement	0.066	0.017	26.0%	ⓑ	ⓐ	#1	0.465	0.064
Purchasing & Materials - Fleet Replacement	0.067		0.0%	ⓑ	ⓐ	#1	0.413	0.243
Toronto Shelter and Support Services	0.000	0.000	0.0%	ⓑ	ⓐ		0.092	0.000
Solid Waste - Fleet Replacement	51.771		50.6%	Ⓨ	ⓐ	#1	120.302	43.340
Toronto Community Housing Corporation - Fleet Replacement	1.259	1.226	97.4%	ⓐ	ⓐ		2.624	1.760
Toronto Paramedic - Fleet Replacement	11.194		35.0%	ⓑ	ⓑ	#2	22.805	12.491
Toronto Water - Fleet Replacement	22.538	15.352	68.1%	Ⓨ	ⓑ	#2	40.934	30.085
Transportation Services - Fleet Replacement	11.550	5.484	47.5%	ⓑ	ⓐ	#1	35.084	26.634
Zoo - Fleet Replacement	0.700	0.000	0.0%	ⓑ	ⓑ	#2	0.846	0.146
Sub-Total	133.698	83.465	62.4%	-	-		366.270	169.091
Service Improvements								
Fleet Management and Fuel Integration Sustainment	0.547	0.423	77.3%	ⓐ	ⓐ		1.416	0.990
Vendor Management Portal	0.323	0.094	29.0%	ⓑ	ⓑ	#2	0.478	0.249
Sub-Total	0.869	0.516	59.4%	-	-		1.894	1.239
Total	137.789	86.417	62.7%				374.701	176.082

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:

Fleet Services (FLT)

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

Project is expected to be completed on/under budget.

Note # 2:

Project is delayed due to global supply chain issues for manufacturers and suppliers.

Note # 3:

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

Note # 4:

Project spend is based on estimated claims during the year.

Chart 1

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

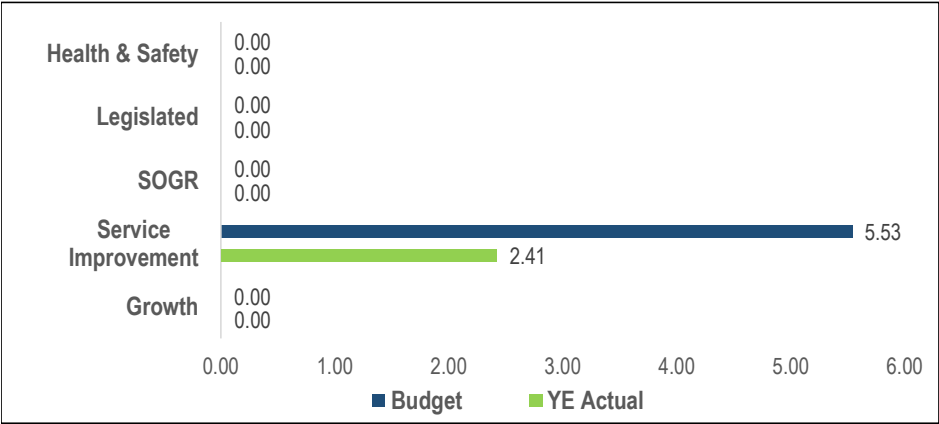


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 2

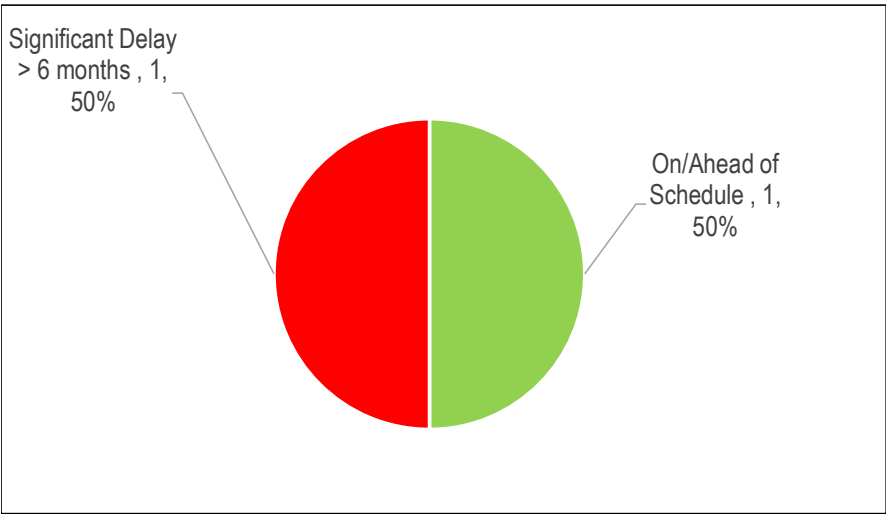


Table 2

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

Table 3

Projects Status (\$M)

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

Reasons for "Other*" Projects Delay:

- The Cyber Foundation project is experiencing delays with procuring the cyber security tools due to recruitment challenges and difficulties with attracting cyber talent.

Chief Information Security Office (CYB)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Cyber Foundation	4.910	1.817		Ⓡ	Ⓡ	#1	9.435	1.817
Digitization Support Services	0.618	0.596	96.5%	Ⓢ	Ⓢ		2.391	0.596
Sub-Total	5.528	2.413	43.6%	-	-		11.826	2.413
Total	5.528	2.413	43.6%				11.826	2.413

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

Note # 1:

The Cyber Foundation project is experiencing delays with procuring the cyber security tools due to recruitment challenges and difficulty with attracting cyber talent.

Chart 1

2023 Approved Budget by Category (\$M) \$59.33M

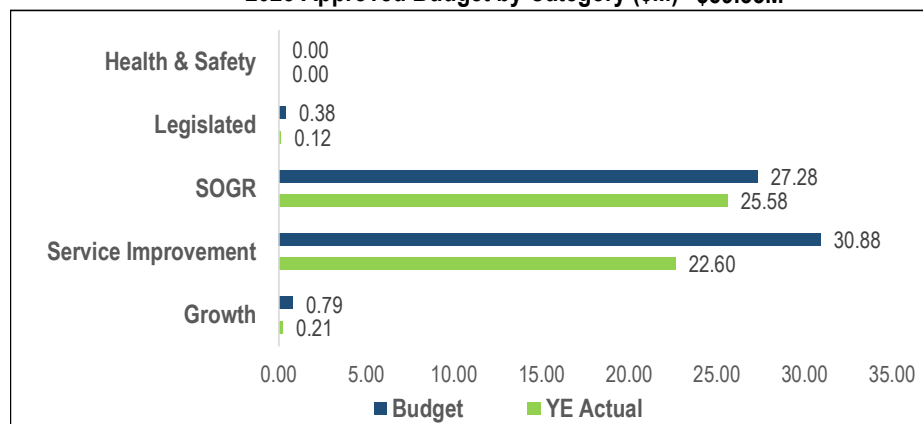


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	20
Service Improvement	35
Growth	3
Total # of Projects	60

Chart 2

Project Status - 60

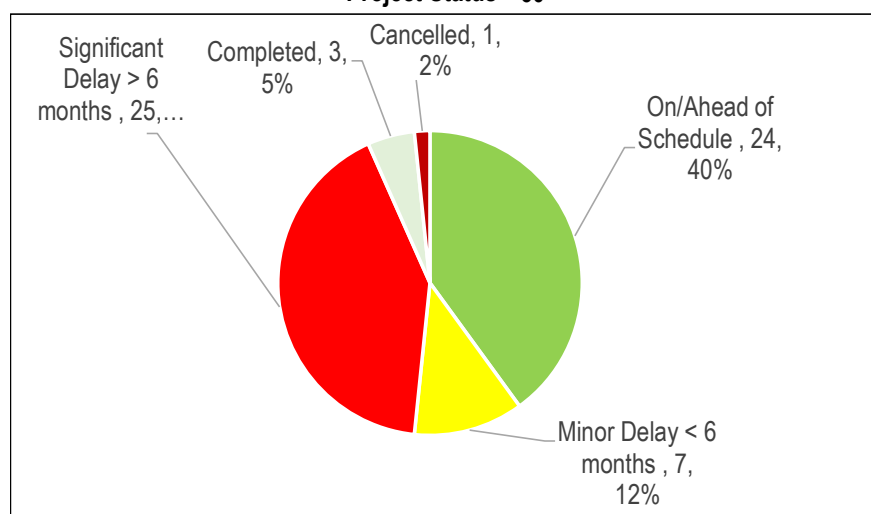


Table 2

Reason for Delay

25

	Significant Delay	Minor Delay
Insufficient Staff Resources	10	
Procurement Issues	3	
RFQ/RFP Delayed	3	
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation		
Other*	4	
Total # of Projects	25	

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
39.65	3.62	15.99	0.07	0.00

Reasons for "Other*" Projects Delay:

- Other project delays are primarily due to longer than anticipated reviews of proposed technology solutions and challenges in attaining stakeholder alignment and approval for the proposed solution.

Technology Services (ITP)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Equity, Diversity and Human Rights - Complaints Management System	0.076	0.017	22.3%	Ⓜ	Ⓜ	#1	0.308	0.249
Paramedic Activity & Compliance Tracking	0.305	0.102	33.4%	Ⓜ	Ⓨ	#1	0.305	0.102
Sub-Total	0.381	0.119	31.2%	-	-		0.613	0.351
State of Good Repair								
API Cloud Migration	0.253	0.230	90.9%	Ⓤ	Ⓤ		0.253	0.230
Asset Lifecycle Management	22.819	22.819	100.0%	Ⓤ	Ⓤ		159.262	159.262
Business Applications Service Monitoring	0.220	0.000	0.0%	Ⓜ	Ⓜ	#2	0.683	0.463
Directory Services Transition - Phase 2	0.558	0.281	50.4%	Ⓨ	Ⓨ	#7	1.116	0.281
Disaster Recovery	0.836	0.615	73.6%	Ⓤ	Ⓤ		3.610	3.388
Document Direct View Direct (DDVD)	0.939	0.777	82.7%	Ⓤ	Ⓨ	#4	1.245	1.083
Fleet Services Digital Driver Permit	0.150	0.023	15.3%	Ⓜ	Ⓜ	#2	0.500	0.023
Information Mgmt Infrastructure	0.082	0.005	6.1%	Ⓜ	Ⓜ	#4	0.784	0.707
IBMS Review & Transformation	0.580	0.303	52.2%	Ⓨ	Ⓜ	#5	3.915	3.638
Legal Services Document Management System	0.163	0.000	0.0%	Ⓜ	Ⓜ	#1	0.400	0.000
Museum & Heritage Services IT Infrastructure SOGR	0.206	0.140	68.0%	Ⓨ	Ⓤ	#1	1.434	1.369
Project Portfolio Management System Migrate To Servicenow	0.098	0.014	14.3%	Ⓜ	Ⓜ	#1	0.216	0.014
Salesforce Realignment of Foundational Technologies	0.377	0.369	97.9%	Ⓤ	Ⓤ		0.603	0.471
Toronto Property System (TPS) Refresh	0.001	0.000	0.0%	Ⓜ	Ⓤ	#8	0.305	0.304
Sub-Total	27.282	25.576	93.7%	-	-		174.326	171.233
Service Improvements								
311 - Technology Upgrades	0.368	0.181	49.2%	Ⓜ	Ⓨ	#4	4.023	3.836
ACCELERATING THE DIGITIZATION JOURNEY	0.124	0.124	100.0%	Ⓤ	Ⓤ	#1	2.081	0.124
ACCESS CONTROL SELF SERVE	0.460	0.118	25.7%	Ⓜ	Ⓜ	#5	0.647	0.118
ARTIFICIAL INTELLIGENCE (AI)	0.460	0.031	6.7%	Ⓜ	Ⓜ	#1	1.292	0.392
CLASS REPLACEMENT - ENT IMPLEMENTATION	0.579	0.349	60.3%	Ⓨ	Ⓜ	#1	2.981	0.437
CONNECTTO - NETWORK UTILITY	0.870	0.852	97.9%	Ⓤ	Ⓤ		1.776	1.259
DOMINO DECOMMISSIONING STRATEGY & IMPLEMENTATION	0.511	0.377	73.8%	Ⓤ	Ⓤ		5.373	5.239
ECS CLOUD DEPLOYMENT-CONSTRUCTION	2.118	1.124	53.1%	Ⓨ	Ⓤ	#9	5.858	4.314
EMPLOYEE COMMUNICATION MODERNIZATION	0.529	0.226	42.7%	Ⓜ	Ⓤ	#9	0.614	0.312
ENTERPRISE BUSINESS INTELLIGENCE IMPLEMENTATION	0.422	0.323	76.5%	Ⓤ	Ⓜ	#7	2.114	1.799
Enterprise Work Mgmt Solution (EWMS)	9.009	9.009	100.0%	Ⓤ	Ⓜ	#7	48.817	31.732
eSCHEDULING SOLUTION & IMPLEMENTATION	1.184	0.979	82.7%	Ⓤ	Ⓜ	#7	6.483	1.554
FLEET SERVICES DRIVER ACCIDENT AND FINE MANAGEMENT	0.860	0.540	62.8%	Ⓨ	Ⓜ	#7	3.993	0.901
HR LABOUR RELATIONS INFORMATION SYSTEM	0.761	0.223	29.3%	Ⓜ	Ⓜ	#4	1.204	0.667
LLRS REPLACEMENT	0.193	0.178	92.2%	Ⓤ	Ⓤ		0.590	0.485
MLS MODERNIZATION - PHASE 2	0.583	0.172	29.5%	Ⓜ	Ⓜ	#1	9.748	8.337
MLS ONBOARDING TO ADMINISTRATION	0.000	0.000	0.0%	Ⓜ	Ⓜ	#2	0.100	0.000
MLS RENTSAFETO EVALUATION TOOL REDESIGN IMPLEMENTATION	0.416	0.087	20.9%	Ⓜ	Ⓤ	#9	0.462	0.087
MODERNIZATION OF MICROSOFT ACCESS APPLICATION - PHASE 1	0.091	0.091	100.0%	Ⓤ	Ⓤ		2.162	0.091
MODERNIZED DATA CENTRE ARCHITECTURE	2.483	1.793	72.2%	Ⓤ	Ⓜ	#5	18.606	10.664
OCCUPATIONAL HEALTH & SAFETY	0.064	0.045	70.3%	Ⓨ	Ⓜ	#1	2.482	2.463
OEM BUSINESS CONTINUITY IMPROVEMENTS	0.030	0.000	0.0%	Ⓜ	Ⓜ	#1	0.030	0.000

Technology Services (ITP)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
OFFICE 365	3.196	1.920	60.1%	Ⓢ	Ⓢ	#1, #7	9.289	6.919
OPEN DATA MASTER PLAN IMPLEMENTATION	0.349	0.140	40.1%	Ⓢ	Ⓢ	#1	3.973	2.584
QUALITY ASSURANCE CENTRE OF EXCELLENCE FOUNDATION	0.199	0.049	24.6%	Ⓢ	Ⓢ	#7	0.254	0.103
Project Tracking Tool Capital Coordination Future State Seed Project	0.147	0.114	77.6%	Ⓢ	Ⓢ		0.150	0.116
SERVICENOW	0.385	0.164	42.6%	Ⓢ	Ⓢ	#3	0.910	0.599
SDFA- ONLINE GRANT MANAGEMENT	3.752	3.121	83.2%	Ⓢ	Ⓢ		5.411	4.135
TELESTAFF UPGRADE	0.040	0.009	22.5%	Ⓢ	Ⓢ	#1	0.040	0.009
T-RECS CLOUD ASSESSMENT & MIGRATION	0.160	0.144	90.0%	Ⓢ	Ⓢ		0.950	0.144
WEBGENCAT REPLACEMENT	0.540	0.120	22.2%	Ⓢ	Ⓢ	#4	0.700	0.279
Sub-Total	30.883	22.603	73.2%	-	-		143.113	89.699
Growth Related								
Data Centre Zones Implementation	0.099	0.045	45.5%	Ⓢ	Ⓢ	#2	3.439	2.535
eSignature Project	0.190	0.077	40.5%	Ⓢ	Ⓢ	#9	0.328	0.177
Workforce Business Intel. Requirements	0.499	0.091	18.2%	Ⓢ	Ⓢ	#7	2.034	0.914
Sub-Total	0.788	0.213	27.0%	-	-		5.801	3.626
Total	59.334	48.511	81.8%				323.853	264.909

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

Note # 1:

The project delayed due to insufficient staff resources.

Note # 2:

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

Note # 3:

Work on the ServiceNow Project delayed due to changes in scope.

Note # 4:

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

Note # 5:

Project is delayed while options are being assessed.

Note # 6:

The Office 365 project is delayed due to City wide technical challenges including large mailbox migration, on-prem to cloud technology interdependencies and governing policies.

Note # 7:

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

Note # 8:

Project cancelled. Work will be absorbed by Microsoft Access project.

Note # 9:

Project is expected to be completed on/under budget.

2023 Capital Spending by Program
Finance and Treasury Services

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
Office of the CFO and Treasurer	4M-2023	2.03	0.00	92.2%		Ⓔ
	Q2-2023	2.03	0.03	66.3%	↓	Ⓐ
	Q3-2023	2.03	0.10	15.1%	↓	Ⓡ
	YE-2023	2.03	0.28	14.0%	↓	Ⓡ
Office of the Controller	4M-2023	101.01	12.26	94.7%		Ⓔ
	Q2-2023	101.01	20.48	94.4%	↓	Ⓔ
	Q3-2023	101.01	30.10	43.2%	↓	Ⓡ
	YE-2023	101.01	42.46	42.0%	↓	Ⓡ
TOTAL	4M-2023	103.05	12.26	94.6%		Ⓔ
	Q2-2023	103.05	20.51	93.9%	↓	Ⓔ
	Q3-2023	103.05	30.19	42.6%	↓	Ⓡ
	YE-2023	103.05	42.75	41.5%	↓	Ⓡ
<div> <div>□ >70%</div> <div>□ between 50% and 70%</div> <div>□ < 50% or > 100%</div> </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Finance and Treasury Services totalled \$42.7 million of their collective 2023 Approved Capital Budget of \$103.0 million.

Chart 1
2023 Approved Budget by Category (\$Million) \$2.03M

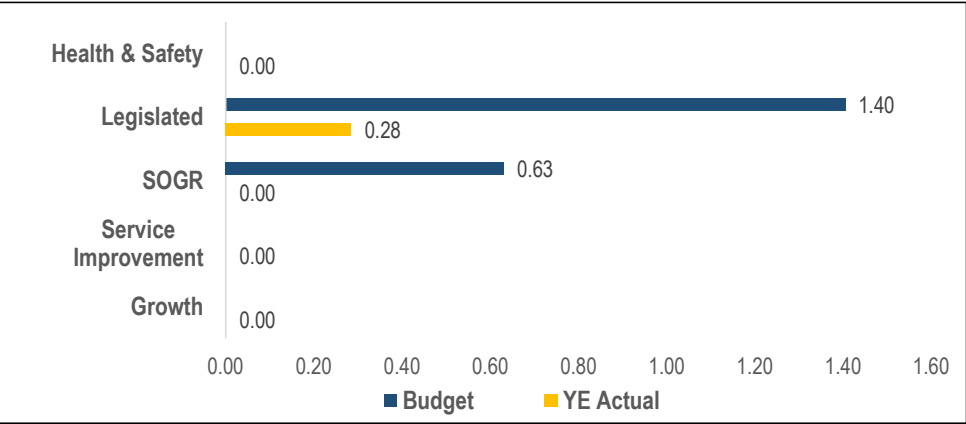


Table 1
2023 Active Projects by Category

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

Chart 2
Project Status - 2

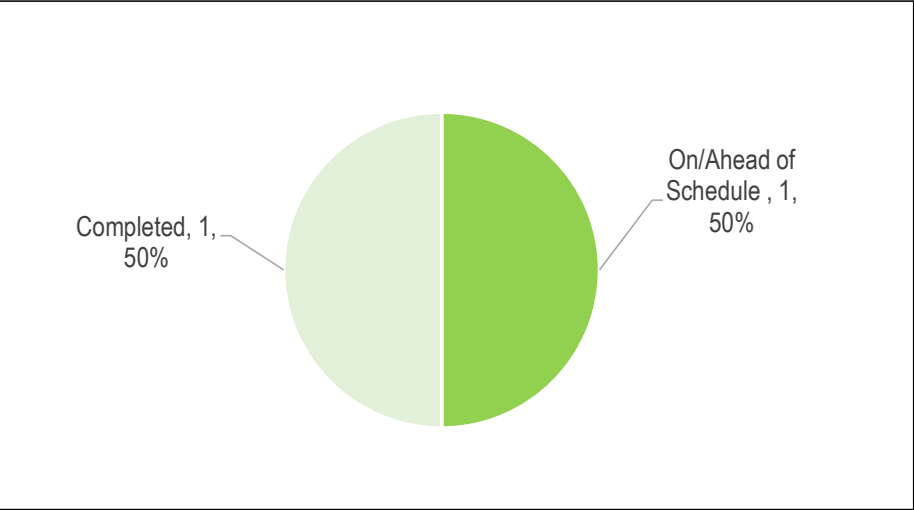


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.40			0.63	

Key Discussion Points:

- Risk Management Information System Upgrade project was completed and the system went live in February 2023. The project closure request has been submitted and the project's underspending of \$0.6 million will be returned to the Insurance Reserve Fund upon project closure.

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated Integrated Asset Planning Management (IAPM)	1.403	0.284	20.2%	®	Ⓞ	#1	3.096	1.231
Sub-Total	1.403	0.284	20.2%	-	-		3.096	1.231
State of Good Repair Risk Management Info System Upgrade	0.629	0.000		®		#2	1.893	1.263
Sub-Total	0.629	0.000	0.0%	-	-		1.893	1.263
Total	2.032	0.284	14.0%				4.989	2.495

On Time **On Budget**

On/Ahead of Schedule Ⓞ

Minor Delay < 6 months Ⓢ Between 50% and 70%

Significant Delay > 6 months ®

Note #1:

Delivery of the Non-Core Asset Management Plan (AMP) is underway and is expected to be completed by the provincially legislated due date of July 1, 2024. By July 1, 2025, an approved AMP for proposed levels of service on all municipal infrastructure assets will be completed in accordance with provincial deadlines, which builds upon the requirements set out in 2024. The underspending by year-end is mainly due to delay in obtaining resources to support project delivery. An external consultant has been secured to support project delivery. The unspent cash flow funding has been carried forward to 2024/2025 to continue the work. The project status is still on track because the expected completion date is not impacted.

Note #2:

No expenditures incurred in 2023 for the RMIS project as it was completed and the system went live in February 2023. The project closure request has been submitted. The project's underspending of \$0.6 million will be returned to the Insurance Reserve Fund upon project closure.

Chart 1

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

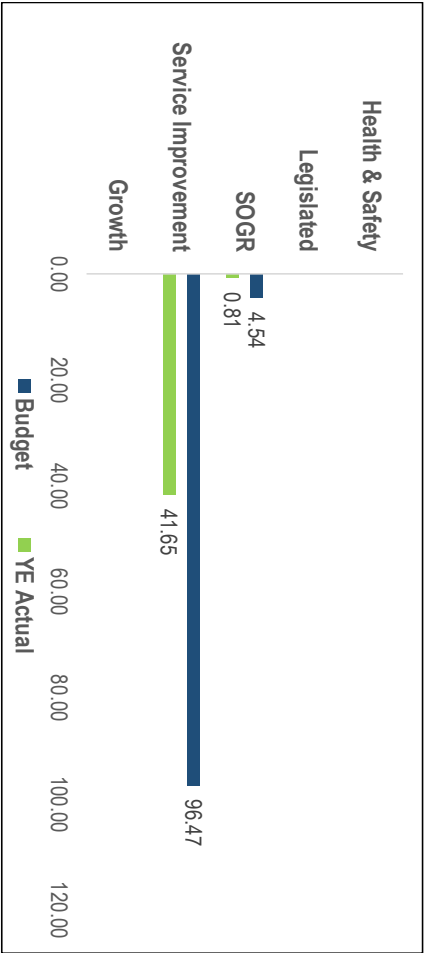


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 10

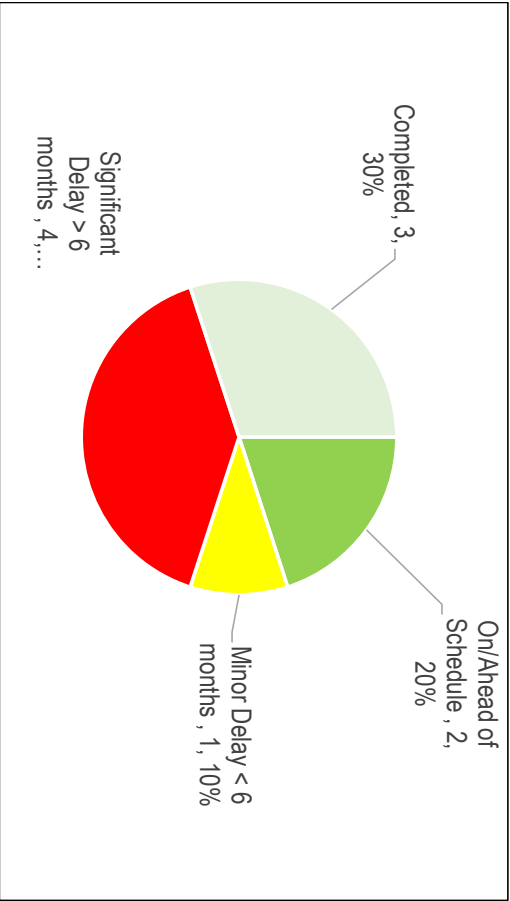


Table 2

Reason for Delay 5

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*	4	1
Total # of Projects	4	1

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.17	0.75	93.70	0.39	

Reasons for "Other*" Projects Delay:

- Tax Billing System and Utility Billing System: Timelines have been extended to 2025 for continued delivery of new initiatives and requirements.
- Supply Chain Management Transformation: Timelines have been extended to 2026 to incorporate the need of alignment and integration of SAP ARIBA family of modules with S4/HANA to support a long-term transformation of the City's Procure-to-Pay experience.
- Financial Systems Transformation Project: Major delay due to project replanning in early Fall 2023 with timeline extension to Jan 2025 to reflect current program realities.
- Payroll Platform Assessment: Minor delay due to project on pause pending the hiring of a new PPEB Division Head. Next phase of the project to be delivered through the PPEB Transformation Program which is on track to complete by 2024 year-end (Project's underspent budget to be transferred to the PPEB Transformation Program to support continued work).

Key Discussion Points:

- Financial Systems Transformation Project: Project underspending is primarily due to the non-use of contingency which will be carried forward to offset the increased costs for replanning, and lower-than-planned salaries & benefits and computer software (SAP). Hiring process will continue to accelerate and progress after replanning, salaries and benefits expenditure is expected to increase over the course of outer years.

Office of the Controller (FNS)

Key Discussion Points (cont'd):

- All other projects (except for Supply Chain Management Transformation) experienced underspending in 2023 mainly due to insufficient resources, vacancies, longer than expected contract finalization.
- Three capital projects completed by year-end 2023 under budget (Electronic Self Service tax and Utility, E-Billing Initiative, Revenue System - Phase 11-2000).

Office of the Controller (FNS)

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								
Tax Billing System	2.307	0.518	22.5%	Ⓡ	Ⓡ	#1	7.873	3.790
Utility Billing System	2.233	0.296	13.3%	Ⓡ	Ⓡ	#2	5.971	1.993
Sub-Total	4.539	0.814	17.9%	-	-		13.844	5.783
Service Improvements								
Parking Tag Management	1.973	0.128	6.5%	Ⓡ	Ⓢ	#3	3.458	0.863
Software Upgrade								
Electronic Self Service Tax and Utility	0.150	0.060	40.1%	Ⓡ	Ⓢ	#4	0.551	0.461
E-Billing Initiative	0.076	0.027	36.0%	Ⓡ	Ⓢ	#4	0.469	0.420
Revenue System - Phase 11 - 2000	0.162	0.027	16.9%	Ⓡ	Ⓢ	#4	3.500	3.366
Supply Chain Management Transformation (SCMT)	3.156	2.430	77.0%	Ⓢ	Ⓡ	#5	26.039	23.313
PPEB Transformation Program	4.197	2.092	49.8%	Ⓡ	Ⓢ	#6	7.658	5.553
Payroll Platform Assessment	0.750	0.268	35.8%	Ⓡ	Ⓢ	#7	0.750	0.268
Financial Systems Transformation Project	86.010	36.617	42.6%	Ⓡ	Ⓡ	#8	151.454	56.787
Sub-Total	96.474	41.650	43.2%	-	-		193.879	91.030
Total	101.013	42.464	42.0%				207.723	96.813

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note #1:

Project underspending in 2023 is mainly attributed to insufficient IT support resources from other teams to assist execution due to their capacity allocation to other higher-priority projects. Timelines have been extended to 2025 for continued delivery of new Council approved tax initiatives (Vacant Home Tax, Municipal Non-Resident Speculation Tax, Commercial Parking Lot) with program enhancement into TMACS (Revenue Services' Tax Billing System). Due to greater focus/priority on Vacant Home Tax initiative to ensure program compliance in early Q1/2024 per the legislated program deadlines, the ability to start/make progress in the remaining initiatives was impacted, and thus resulting in delays.

Note #2:

Project underspending is mainly due to the later-than-planned finalization of the contract with the successful proponent through open competitive RPF process in 2023. Timelines have been extended to 2025 for design and validation of on-line program supports and delivery on new reporting green efficiency reporting requirements, etc. With the focus on delivery of the key Vacant Home Tax initiative, there were limited resources available for on-line program supports for on-line disclosure of meter readings to address failing Aclara Meter Transmission Units (MTUs) and new reporting green energy efficiency reporting requirements, and thus resulting in delays.

Note #3:

Office of the Controller (FNS)

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

Project underspending in 2023 is mainly due to the later-than-planned awarding and signing of the contract for new Contract Management (CMS) system and storage to support parking tags, Red Light Camera (RLC) and Automated Speed Enforcement (ASE), which resulted in the majority of spending to occur in Q2 and Q3 of 2024 instead. Report to Council on new system and Administrative Penalty System (APS) implementation was adopted in early Q1/2024 with the completion of new Case Management system, processes and staff to be targeted by Nov 1, 2024.

Note #4:

Projects completed by year-end 2023 under budget due to Corporate IT facilitation in the delivery of these initiatives.

Note #5:

Project lifecycle will be extended to 2026 to incorporate the need of alignment and integration of SAP Ariba family of modules with S4/HANA to support a long-term transformation of the City's Procure-to-pay experience. This will include the need to grow the Supplier Relationship Management program leveraging Supplier Lifecycle Performance (SLP) and enhance the Contract Management function through a more robust use of the Contracts and Buying & Invoicing (B&I) modules.

Note #6:

Project underspending in 2023 is mainly due to resource availability and vacancies. Project has been on track in general.

Note #7:

Minor delay is due to project was on pause pending the hiring of a new PPEB Division Head. Next phase of the project to be delivered through the PPEB Transformation Program. Project's underspent budget to be transferred to the PPEB Transformation Program to support continued work.

Note #8:

The project has been replanned in early Fall 2023 with timeline extension to Jan 2025 to reflect current program realities. Project underspending is primarily due to the non-use of contingency which will be carried forward to offset the increased costs for replanning, and lower-than-planned salaries & benefits and computer software (SAP). Hiring process will continue to accelerate and progress after replanning, salaries and benefits expenditure is expected to increase over the course of outer years.

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

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
City Clerk's	4M-2023	4.84	0.63	86.1%		Ⓒ
	Q2-2023	4.84	0.91	86.2%	↑	Ⓒ
	Q3-2023	4.84	1.47	55.9%	↓	Ⓨ
	YE-2023	4.84	2.70	55.8%	↓	Ⓨ
Corporate Initiatives	4M-2023	0.82	0.13	75.0%		Ⓒ
	Q2-2023	0.82	0.32	75.0%	□	Ⓒ
	Q3-2023	0.82	0.54	85.7%	↑	Ⓒ
	YE-2023	0.82	0.74	90.8%	↑	Ⓒ
TOTAL	4M-2023	5.66	0.76	84.5%		Ⓒ
	Q2-2023	5.66	1.23	84.6%	↑	Ⓒ
	Q3-2023	5.66	2.01	60.2%	↓	Ⓨ
	YE-2023	5.66	3.44	60.9%	↑	Ⓨ
<div> □ >70% □ between 50% and 70% □ < 50% or > 100% </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Other City Programs totalled \$3.4 million of their collective 2023 Approved Capital Budget of \$5.7 million. 1 program in this service area have the year-end spend rate of over 70% of their respective 2023 Approved Capital Budgets.

Programs with year-end spending rate above 70% is Corporate Initiatives.

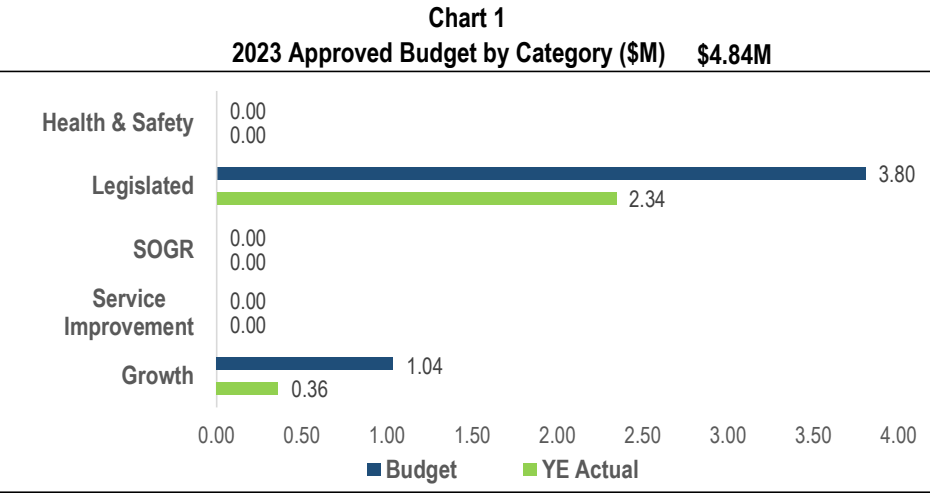


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	12
SOG	
Service Improvement	
Growth	4
Total # of Projects	16

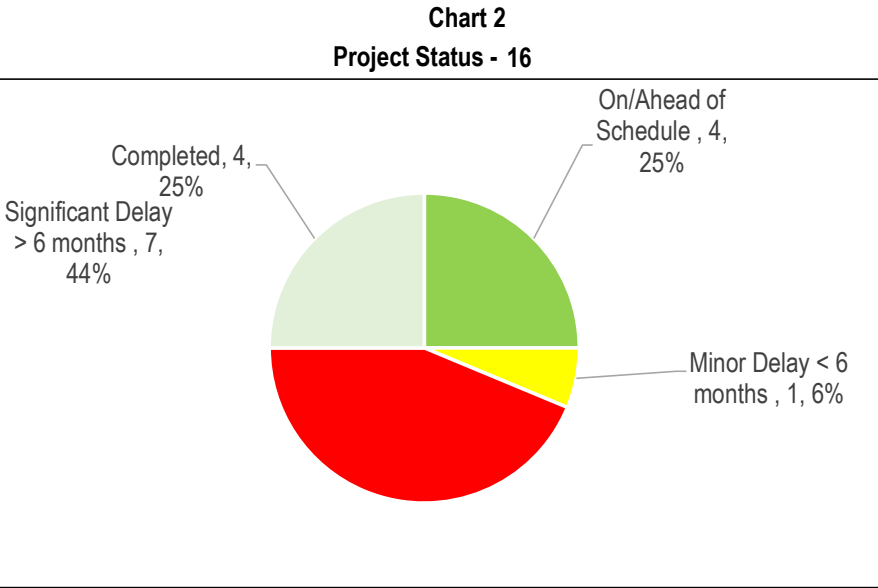


Table 2
Reason for Delay 8

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

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.02	0.56	1.93	1.33	

Reasons for "Other*" Projects Delay:

➤TMMIS internal system is in progress but due to an expanded review process and the complexity of the development, the planned completion date revised to Q4 2024.

➤City Clerk's Business System - Legislative Compliance: FOI/Privacy case management system project includes two phases: - Phase 1 final testing in Dec 2023 concluded that the system was not in a steady production state and the vendor contract was terminated in January 2024. Phase 2 started in 2023 instead of 2022 due to staff hiring challenges; requirements gathering, stakeholder engagement and agile development work underway.

➤City Clerk's Business System -2020-2021: - Project completion was delayed as a result of the COVID-19 pandemic, delays in hiring developers and unplanned leave of absence by project staff. In July 2022, the public facing search functionality of the application went live and in 2023 there was some SOGR work done.

City Clerk's Office (CLK)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	0.750	0.110	14.7%	Ⓡ	Ⓢ		6.530	5.890
ELECTION TECHNOLOGY PROGRAM FOR 2026 ELECTION	0.700	0.582	83.1%	Ⓢ	Ⓢ		5.435	0.582
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.100	0.000	0.0%	Ⓡ	Ⓢ		0.200	0.000
REPLACEMENT OF VOTING EQUIPMENT	0.143	0.138	96.2%	Ⓢ	Ⓢ		10.800	10.795
TMMIS SOGR 2019-2022	0.265	0.218	82.2%	Ⓢ	Ⓡ	#1	0.757	0.710
PUBLIC APPOINTMENTS SOGR 2023-2024	0.095	0.000	0.0%	Ⓡ	Ⓡ	#2	0.370	0.000
CITY CLERK'S BUSINESS SYSTEM - LEGISLATIVE COMPLIANCE	0.654	0.319	48.7%	Ⓡ	Ⓡ	#3	1.249	0.914
CITY CLERK'S BUSINESS SYSTEM -2020-2021	0.170	0.168	99.0%	Ⓢ	Ⓡ	#4	0.735	0.732
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.140	0.116	82.8%	Ⓢ	Ⓢ		0.475	0.116
COUNCIL BUSINESS SYSTEM - 2020-2021	0.395	0.388	98.2%	Ⓢ	Ⓡ	#5	1.080	1.034
COUNCIL TRANSITION REQUIREMENTS 2022	0.241	0.216	89.4%	Ⓢ	Ⓢ		0.300	0.274
MEMBER OFFICES EQUIPMENT REQ 2023	0.150	0.086	57.4%	Ⓢ	Ⓡ	#6	0.150	0.086
Sub-Total	3.804	2.340	61.5%	-	-		28.081	21.131
Growth Related								
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.200	0.000	0.0%	Ⓡ	Ⓡ	#7	0.200	0.000
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.075	0.014	18.5%	Ⓡ	Ⓢ		0.275	0.089
RECORDS CENTRE SERVICES SOGR	0.199	0.192	96.4%	Ⓢ	Ⓢ		0.250	0.243
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.562	0.155	27.5%	Ⓡ	Ⓢ	#8	0.625	0.218
Sub-Total	1.036	0.361	34.8%	-	-		1.350	0.550
Total	4.839	2.700	55.8%				29.431	21.681

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

Note # 1:

TMMIS internal system is in progress and governance reviews are underway. Given the expanded review process and the complexity of the development required based on the project scope, the planned completion date revised to Q4 2024.

Note # 2 & 5:

Public Appointment SOGR 2023-2024 and Council Business System - 2020-2021: Insufficient Staff Resources

Note # 3:

City Clerk's Business System - Legislative Compliance: FOI/Privacy case management system project includes two phases: - Phase 1 go-live date occurred in February 2023. The final testing in Dec 2023 concluded that the system was not in a steady production state. After following the required procedure and seeking necessary approvals, the vendor contract was terminated in January 2024. Phase 2 started in 2023 instead of 2022 due to staff hiring challenges; requirements gathering, stakeholder engagement and agile development work underway.

City Clerk's Office (CLK)

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

Note # 4:

City Clerk's Business System -2020-2021: - Work on By-Law Status Registry was originally scheduled to be completed in December 2022. However, the project completion was delayed as a result of the COVID-19 pandemic, delays in hiring developers and unplanned leave of absence by project staff. In July 2022, the public facing search functionality of the application went live. Funding was required in 2023 to complete the SOGR work relating to the internal application.

Note # 6:

Member Offices Equipment REQ 2023: Project is in progress; most technology equipment is on hand, but is dependent on corporate partner's staff capacity to do work on layout, carpentry and electrical prior to AV equipment installation

Note # 7:

INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022 - Work to upgrade infrastructure, including AV requires coordination with other divisions projects.

Note # 8:

Image Library Migration to Manage Cloud: Vendor agreement finalized with signing and project kick-off expected in Q1-2024. Project timelines adjusted to take into account time required for security and privacy assessments, and the implementation timelines agreed with the vendor. Potential savings on completion which shall be partially reallocated towards completion of the Council Business System 2020-2021 project.

**2023 Capital Spending by Program
City Agencies**

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
Exhibition Place	4M-2023	38.35	1.14	90.6%		G
	Q2-2023	38.35	6.52	87.5%	↓	G
	Q3-2023	38.35	11.52	76.5%	↓	G
	YE-2023	34.19	26.05	76.2%	↓	G
To Live	4M-2023	26.59	4.03	84.2%		G
	Q2-2023	26.59	5.93	85.5%	↑	G
	Q3-2023	26.59	10.49	71.0%	↓	G
	YE-2023	26.59	16.72	62.9%	↓	Y
Toronto & Region Conservation Authority	4M-2023	30.61	12.34	100.0%		G
	Q2-2023	30.61	17.34	99.5%	↓	G
	Q3-2023	30.61	22.26	99.4%	↓	G
	YE-2023	30.61	30.01	98.0%	↓	G
Toronto Police	4M-2023	95.69	25.81	84.6%		G
	Q2-2023	99.39	34.67	77.8%	↓	G
	Q3-2023	102.89	54.97	68.3%	↓	Y
	YE-2023	102.89	77.24	75.1%	↑	G
Toronto Public Health	4M-2023	7.51	1.04	93.0%		G
	Q2-2023	8.01	1.09	74.6%	↓	G
	Q3-2023	8.43	2.10	46.2%	↓	R
	YE-2023	8.43	3.26	38.6%	↓	R
Toronto Public Library	4M-2023	51.23	7.45	80.7%		G
	Q2-2023	50.16	14.24	71.6%	↓	G
	Q3-2023	50.16	21.50	71.4%	↓	G
	YE-2023	54.85	39.72	72.4%	↑	G
Toronto Zoo	4M-2023	32.69	3.03	100.0%		G
	Q2-2023	32.69	5.20	63.4%	↓	Y
	Q3-2023	32.69	6.11	60.5%	↓	Y
	YE-2023	32.69	9.22	28.2%	↓	R
Yonge Dundas Square	4M-2023	0.31	0.00	100.0%		G
	Q2-2023	0.31	0.05	100.0%	□	G
	Q3-2023	0.31	0.07	100.0%	□	G
	YE-2023	0.31	0.21	67.2%	↓	Y
Toronto Transit Commission	4M-2023	1,451.24	201.24	92.0%		G
	Q2-2023	1,449.22	456.19	91.6%	↓	G
	Q3-2023	1,449.48	776.83	87.6%	↓	G
	YE-2023	1,449.48	1,268.35	87.5%	↓	G
TOTAL	4M-2023	1,734.22	256.09	91.4%		G
	Q2-2023	1,735.33	541.21	89.6%	↓	G
	Q3-2023	1,739.51	905.86	84.9%	↓	G
	YE-2023	1,740.03	1,470.77	84.5%	↓	G

For the twelve months ended December 31, 2023, the capital expenditures for City Agencies totalled \$1470.8 million of their collective 2023 Approved Capital Budget of \$1740.0 million. 5 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% are Toronto Police Service, Toronto Public Library, Toronto Transit Commission, Toronto & Region Conservation Authority, and Exhibition Place.