

Table 1
2023 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	43
Service Improvement	3
Growth	
Total # of Projects	48

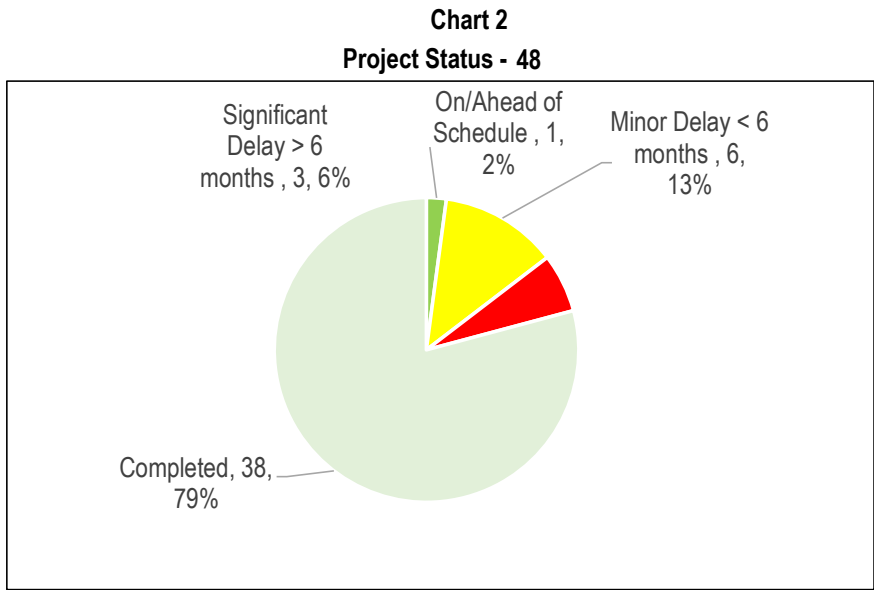


Table 2
Reason for Delay 9

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

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.84	2.99	2.74	21.62	

Reasons for "Other*" Projects Delay:

- Projects may be delayed as they are being delivered by a third party, supply chain issues, and awaiting final invoices.

Key Discussion Points:

- Exhibition Place achieved a 2023 Year-end spending of \$26.048 million, or 76.2% (86.1% excluding FIFA WC 2026 project) of its 2023 Council Approved Capital Budget of \$34.186 million.
- There were 6 projects with 2023 gross under expenditures of \$1.169 million that experienced minor delays due to coordination with other projects, site conditions, and supply chain issues.
- There were three primary projects including *Soil Remediation* (\$0.635 million) to support Phase 2 Hotel development, *Emergency Generators Upgrades at various buildings* (\$1.100 million) and *Revitalization of Centennial Square* (\$1.000 million) with 2023 gross under expenditures of \$2.338 million that experienced major delays due to community consultation and approvals, supply chain issues and delays by the developer.
- *BMO FIELD UPGRADES FOR FIFA WC 2026* (\$6.840 million) with 2023 gross under expenditures of \$4,347 million due to project calendarization projected higher than required expenditures for 2023. Unused funds will be carried forward to 2024. Project Design team has completed 100% Design and Development.. This will enable the team to begin procurement process.

Exhibition Place (EXH)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
OTHER BUILDING - 74	0.203	0.133	65.5%	Y	Y	#1	0.300	0.230
Sub-Total	0.203	0.133	65.5%	-	-		0.300	0.230
State of Good Repair								
PRE-ENGINEERING PROGRAM - 72	0.186	0.161	86.3%	G	Y	#2	0.350	0.324
QUEEN ELIZABETH BUILDING - 73	0.400	0.393	98.3%	G	G		0.400	0.393
OTHER BUILDING - 74	0.150	0.150	100.0%	G	G		0.150	0.150
EQUIPMENT - 75	2.258	1.340	59.4%	Y	R	#3	2.350	1.433
ENERCARE CENTRE - 76	1.738	1.695	97.5%	G	G		1.775	1.732
COLISEUM COMPLEX - 77	7.294	7.236	99.2%	G	G		7.380	7.322
PARKS PARKING LOTS AND ROADS - 79	0.455	0.347	76.2%	G	G		0.455	0.347
FOOD BUILDING - 81	6.588	6.495	98.6%	G	G		6.636	6.543
BETTER LIVING CENTRE - 83	0.050	0.030	60.2%	Y	G	#4	0.050	0.030
BEANFIELD CENTRE - 85	0.386	0.386	100.0%	G	G		0.400	0.400
SPECIAL PROJECTS - 94	0.005	0.005	100.0%	G	G		0.500	0.500
ELECTRICAL UNDERGROUND HV UTILITIES - 96	5.999	5.082	84.7%	G	G		11.600	10.684
Sub-Total	25.508	23.319	91.4%	-	-		32.046	29.857
Service Improvements								
PARKS PARKING LOTS AND ROADS - 79	0.635	0.000	0.0%	R	R	#5	0.835	0.200
BMO FIELD - 93	6.840	2.493	36.4%	R	G	#6	24.233	2.493
SPECIAL PROJECTS - 94	1.000	0.103	10.3%	R	R	#7	1.000	0.103
Sub-Total	8.475	2.596	30.6%	-	-		26.069	2.796
Total	34.186	26.048	76.2%				58.415	32.883

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

GroundsSecuritySurveillanceSystem/Card Access/CCTV (\$0.200 million) Health & Safety project was delayed and underspent due to co-ordination with other projects.

Note # 2:

Various Bldgs.- Study, Investigate, Design, Engineer (\$0.175 million) State of Good Repair project was delayed due to co-ordination with other projects.

Note # 3:

Emergency Generators Upgrades at various buildings (\$1.100 million) State of Good Repair project. Supply & install of generators have been delayed due to supply chain issues. *Upgrade Communication Infrastructure* (\$0.350 million) State of Good Repair project was delayed due to co-ordination with other projects.

Note # 4:

West Steel Roll up Door Upgrade (\$0.050 million) State of Good Repair project underspend awaiting minor invoices.

Note # 5:

Exhibition Place (EXH)

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

Soil Remediation at Lot 851 (\$0.635 million) Service Improvement project was delayed and underspent due to dependency on third party developer.

Note # 6:

BMO FIELD UPGRADES FOR FIFA WC 2026 (\$6.840 million) Service Improvement project. Design costs and Project Managements costs are in-line with projections. Project calendarization projected higher than required expenditures for 2023. Unused funds will be reallocated to future years. Project Design team has completed 100% Design and Development.. This will enable the team to begin procurement process.

Note # 7:

Revitalization of Centennial Square (\$1.000 million) Service Improvement project was delayed and underspent due to community consultation and delay in approval from MCFN.

Chart 1

2023 Approved Budget by Category (\$M) \$26.59M

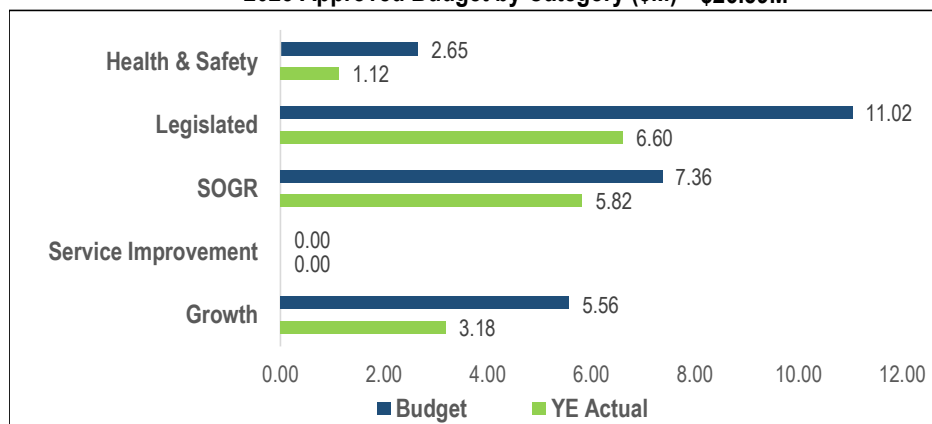


Table 1

2023 Active Projects by Category

Health & Safety	4
Legislated	2
SOGR	17
Service Improvement	
Growth	1
Total # of Projects	24

Chart 2

Project Status - 24

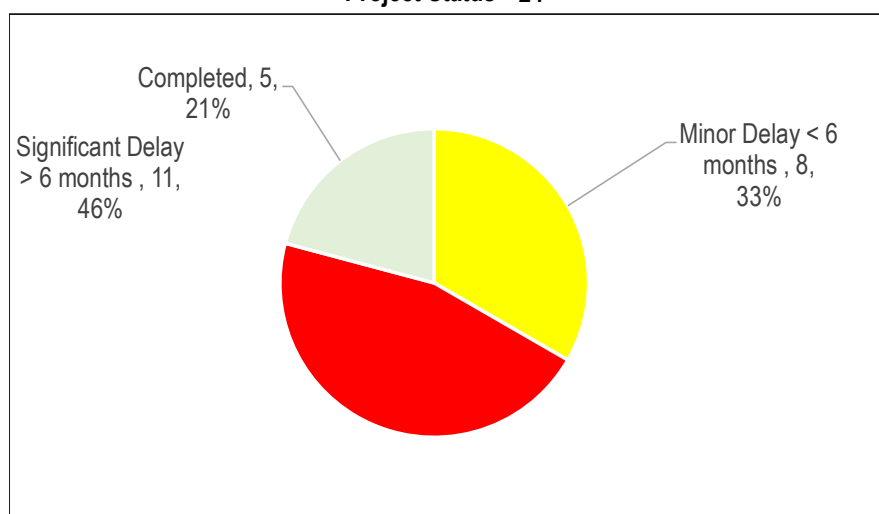


Table 2

Reason for Delay	19	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	4
RFQ/RFP Delayed	3	
Contractor Issues	1	1
Site Conditions	3	2
Co-ordination with Other Projects	1	1
Community Consultation	1	
Other*	1	
Total # of Projects	11	8

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	8.74	17.52	0.33	

Reasons for "Other*" Projects Delay:

- The Meridian Hall -Theatre Lighting project is two year project which is not expected to commence until 2024.




TO Live (HUM)

Key Discussion Points (cont'd):

- TO Live spent \$16.725 million or 62.9% of its 2023 Council Approved Capital Budget by the end of 2023. Underspending of \$9.867 million is mainly attributed to RFP delays, timing with other projects, contractor issues, community consultations, procurement and site condition issues for the following projects:
 - *Meridian Hall – AODA Compliance*
 - *Meridian Hall - Door Replacement*
 - *Meridian Hall - Site Work*
 - *Meridian Arts Centre - AODA Compliance*
 - *Meridian Arts Centre - Rigging Replacement*
 - *Meridian Arts Centre - Technical Theatre Improvements*
 - *St. Lawrence Centre for the Arts - SOGR Projects*
 - *St. Lawrence Centre for the Arts - Redevelopment Planning*
- The delays will not impact the provincial regulation for AODA compliance by 2025 at the Meridian Hall and Meridian Arts Centre.

TO Live (HUM)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Meridian Hall - Door Replacement Phase 2	1.163	0.588	50.6%	Y	R	#1	1.738	1.163
Meridian Hall - Exterior Lighting Systems	0.205	0.005	2.6%	R	R	#2	0.205	0.005
Meridian Hall - Site Work	1.133	0.401	35.4%	R	R	#2	1.264	0.532
Meridian Hall - Fall Arrest System	0.148	0.130	87.8%	G	Y	#3	0.162	0.144
Sub-Total	2.649	1.124	42.4%	-	-		3.369	1.844
Meridian Hall - AODA Projects	4.092	2.111	51.6%	Y	Y	#4	13.671	8.241
Meridian Arts Centre - AODA Projects	6.930	4.492	64.8%	Y	R	#4	13.737	10.549
Sub-Total	11.022	6.604	59.9%	-	-		27.408	18.790
Meridian Arts Centre - Chillers and Cooling Tower Replacement	1.046	0.970	92.8%	G	Y	#3	2.439	2.363
Meridian Arts Centre - Exterior Repairs	0.376	0.364	96.8%	G	Y	#5	0.376	0.364
Meridian Arts Centre - Hydro Vault Repairs	0.396	0.302	76.3%	G	Y	#1	0.396	0.302
Meridian Arts Centre - Rigging Replacement	0.228	0.018	8.0%	R	R	#5	0.228	0.018
Meridian Arts Centre - Roof Replacement (Flat)	0.029	0.029	99.9%	G	G		2.351	2.351
Meridian Arts Centre - Roof Replacement (PVC)	0.532	0.484	91.0%	G	Y	#5	2.286	2.238
Meridian Arts Centre - SOGR Projects	1.608	1.469	91.3%	G	Y	#3	7.961	7.822
Meridian Arts Centre - Technical Theatre Improvements	1.526	0.930	60.9%	Y	R	#3	1.600	1.004
Meridian Hall - Building Envelope	0.220	0.026	12.0%	R	R	#2	0.220	0.026
Meridian Hall - Lobby Presentation Systems	0.060	0.058	96.4%	G	G		0.354	0.352
Meridian Hall - PSVC System	0.539	0.518	96.1%	G	Y	#3	0.626	0.605
Meridian Hall - Rigging & Drapery Systems	0.250	0.206	82.1%	G	R	#5	0.324	0.279
Meridian Hall - Theatre Lighting	0.008	0.000	0.0%	R	R	#6	0.008	0.000
Meridian Hall - Theatre Systems	0.034	0.034	100.0%	G	G		0.343	0.343
Meridian Hall - Video Presentation and Monitoring System	0.206	0.205	99.2%	G	G		0.420	0.418
Meridian Hall - Video Systems Infrastructure	0.002	0.002	100.0%	G	G		0.450	0.450
St. Lawrence Centre for the Arts - SOGR Projects	0.300	0.201	66.9%	Y	R	#5	0.979	0.880
Sub-Total	7.362	5.817	79.0%	-	-		21.361	19.817
Growth Related								
St Lawrence Centre for the Arts - Redevelopment Planning	5.560	3.180	57.2%	Y	R	#7	9.000	3.620
Sub-Total	5.560	3.180	57.2%	-	-		9.000	3.620
Total	26.592	16.725	62.9%				61.138	44.071

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

TO Live (HUM)

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 *Meridian Hall - Door Replacement Phase 2*, and *Meridian Arts Centre - Hydro Vault Repairs* projects experienced delays due to contractor issues.

Note # 2:

The *Meridian Hall - Exterior Lighting Systems*, *Meridian Hall - Site Work*, and *Meridian Hall - Building Envelope* projects experienced delays due to issues during the RFP process.

Note # 3:

The *Meridian Hall - Fall Arrest System*, *Meridian Hall - PSVC System*, *Meridian Arts Centre - SOGR Projects*, *Meridian Arts Centre - Technical Theatre Improvements* and *Meridian Arts Centre - Chillers and Cooling Tower Replacement* projects experienced delays due to procurement issues.

Note # 4:

The *Meridian Hall - AODA Projects*, and *Meridian Arts Centre - AODA* projects experienced delays due to the co-ordination of other projects as well as co-ordination with scheduled activities in these facilities.

Note # 5:

The *Meridian Hall - Rigging & Drapery Systems*, *Meridian Arts Centre - Exterior Repairs*, *Meridian Arts Centre - Roof Replacement (PVC)*, *Meridian Arts Centre - Rigging Replacement*, and *St. Lawrence Centre for the Arts - SOGR Projects* projects experienced delays due to site conditions.

Note # 6:

The *Meridian Hall - Theatre Lighting* project experienced delays due to the project being scheduled to commence in 2024.

Note # 7:

The *St. Lawrence Centre for the Arts - Redevelopment Planning* project experienced a delay due to community consultation work required prior to the commencement of further stages.

Chart 1

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

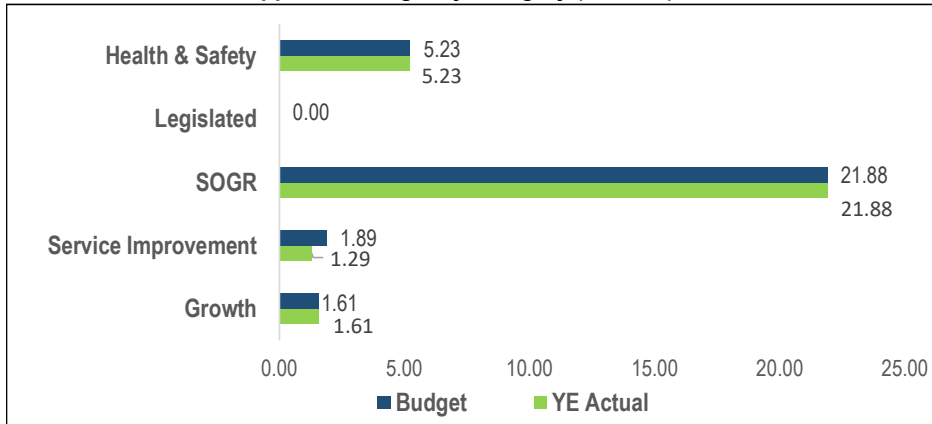


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 23

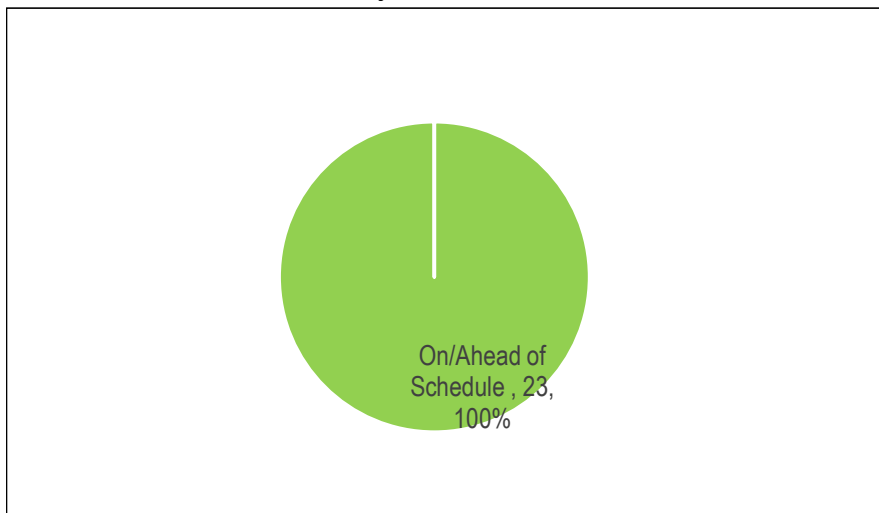


Table 2

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
30.61				

Key Discussion Points:

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- Historically, TRCA spends and receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years.
- On February 15, 2017 (**EX22.2**), City Council endorse the Toronto and Region Conservation Authority plan to construct a new administrative office building on land it currently owns, with a total project cost of \$70 million, requiring \$60 million in debt financing to be arranged by the Toronto and Region Conservation Authority and funded by its member municipalities. City Council approve the new capital project titled "Toronto and Region Conservation Authority Long Term Accommodation Project" with a total project cost of \$38.617 million to fund the City of Toronto portion of the project over 33 years until 2049. [Agenda Item History - 2017.EX22.2 \(toronto.ca\)](#)
- Project remains on track at end of 2023. Bulk of round 1 consultation is complete, with majority of technical supporting studies completed or drafted. Drafting of primary Terms of Reference document has started, targeting a formal circulation for agency review in July of 2024.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time		
Health & Safety							
SWP WEST SEG DESIGN & BRIMLEY RD CONSTR.	5.230	5.230	100.0%	Ⓔ	Ⓔ	10.461	10.461
Sub-Total	5.230	5.230	100.0%			10.461	10.461
State of Good Repair							
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.064	100.0%	Ⓔ	Ⓔ	1.004	0.961
SHORELINE MONITORING & MAINTENANCE	0.400	0.400	100.0%	Ⓔ	Ⓔ	5.150	4.883
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	2.020	100.0%	Ⓔ	Ⓔ	16.270	14.923
RETROFIT ACTIVITIES FOR 2009+	0.371	0.371	100.0%	Ⓔ	Ⓔ	4.318	4.071
SUSTAINABLE COMMUNITIES 2008+	0.927	0.927	100.0%	Ⓔ	Ⓔ	11.001	10.342
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.542	0.542	100.0%	Ⓔ	Ⓔ	6.529	6.160
REGIONAL WATERSHED MANAGEMENT 2008+	1.472	1.472	100.0%	Ⓔ	Ⓔ	15.160	14.139
REGENERATION SITES 2008+	0.598	0.598	100.0%	Ⓔ	Ⓔ	6.547	6.148
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.245	100.0%	Ⓔ	Ⓔ	3.180	3.017
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.320	100.0%	Ⓔ	Ⓔ	4.160	3.947
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.250	100.0%	Ⓔ	Ⓔ	3.450	3.283
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.050	100.0%	Ⓔ	Ⓔ	1.029	0.996
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.188	100.0%	Ⓔ	Ⓔ	2.770	2.645
TORONTO PLANNING INITIATIVES	0.100	0.100	100.0%	Ⓔ	Ⓔ	0.780	0.713
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.321	100.0%	Ⓔ	Ⓔ	3.504	3.290
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	5.100	5.100	100.0%	Ⓔ	Ⓔ	22.550	18.883
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.200	100.0%	Ⓔ	Ⓔ	2.800	2.667
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	8.700	8.700	100.0%	Ⓔ	Ⓔ	38.756	35.489
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.017	100.0%	Ⓔ	Ⓔ	2.566	2.555
Sub-Total	21.885	21.885	100.0%			151.524	139.113
Service Improvements							
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.781	0.781	100.0%	Ⓔ	Ⓔ	4.610	4.080
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.109	0.510	46.0%	Ⓔ	Ⓔ	2.912	0.644
Sub-Total	1.890	1.291	68.3%			7.522	4.724
Growth Related							
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.605	1.605	100.0%	Ⓔ	Ⓔ	38.617	9.213
Sub-Total	1.605	1.605	100.0%			38.617	9.213
Total	30.610	30.011	98.0%			208.125	163.511
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>Ⓔ</div> <div>Ⓕ</div> <div>Ⓖ</div> <div>Ⓗ</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>							

Chart 1

2023 Approved Budget by Category (\$M) \$102.89M

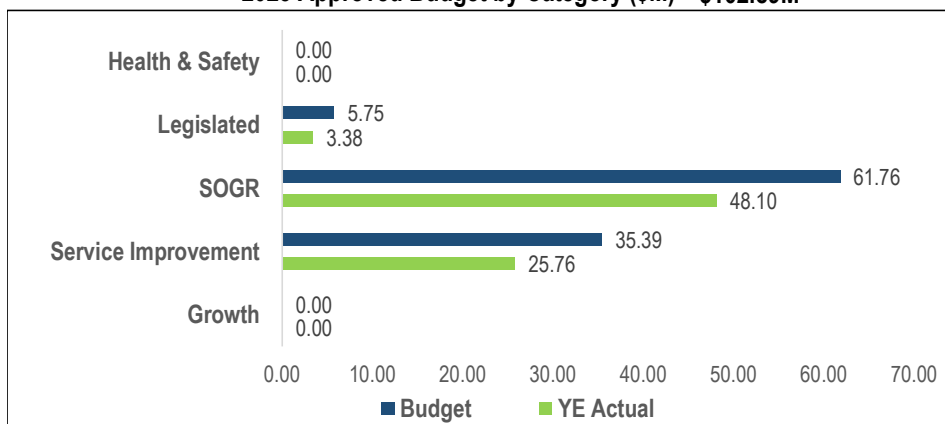


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 33

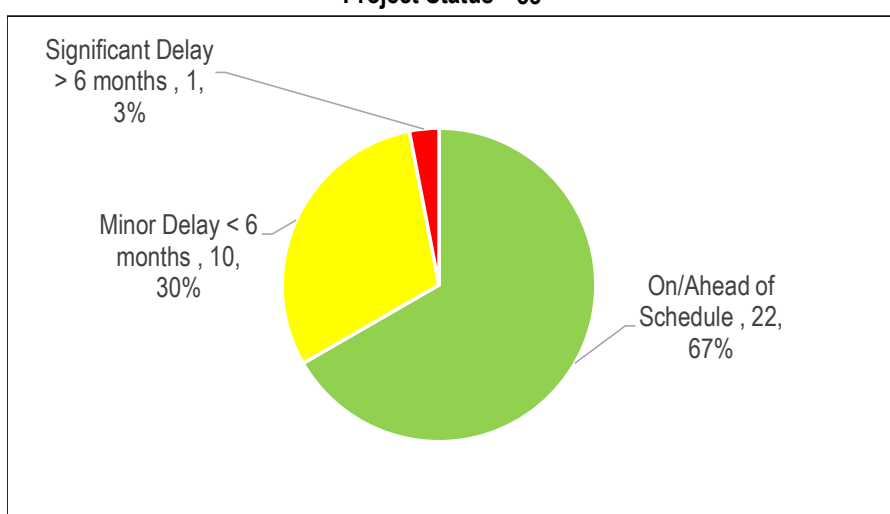


Table 2

Reason for Delay

11

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

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.09	40.03	0.77		

Reasons for "Other*" Projects Delay:

- Long Term Facility Plan - Consulting project is delayed as further review of consultant's draft plan is required by Facilities Management and Senior Management teams and subsequently further revision by the consultant to ensure the Service's study goals are met.

Toronto Police Service (POL)

Key Discussion Points:

Toronto Police Service is reporting 2023 year-end spend of \$77.241 million, or 75.1% gross spending rate of its 2023 Approved Capital Budget of \$102.891 million. The \$25.650 million underspending is mainly attributed to the following projects:

Facility Projects:

- *Relocation of Wellness Services* - Due to the design stage taking longer than anticipated, it has pushed construction completion and furniture purchases into 2024. However, the overall project end date remains the same and work will be completed in 2024 and the unspent funding will be carried forward to 2024.

Lifecycle and Replacement of Equipment Projects:

- *New Records Management System (RMS)* project's contract award was approved by the Board at the April 28, 2023 Board meeting. Project underspending is due to delays in contract negotiation and contract terms is targeted to be finalized in Q2 2024.
- *State of Good Repair* - Internal resource constraints affected the spending rate. In order to improve project efficiency and to address the SOGR backlog, two resources were recently hired to ensure progress and with the goal of overall improvements of facilities and operations.
- *Furniture Lifecycle Replacement* - Replacement of office furniture at the Communications Centre primary site are temporarily deferred until site renovations are complete.
- *Workstation, Laptop, Printer- Lifecycle Plan* - As the Service consolidated devices and shifted to laptops during the pandemic, there were fewer workstations that need to be life cycled in 2023 which resulted in project underspending.
- *Infrastructure Lifecycle* - Project underspent due to various vendor related delays.

Toronto Police Service (POL)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Next Generation (N.G.) 9-1-1	3.945	3.059	77.5%	Ⓞ	Ⓞ		10.856	7.556
Communication Center Consulting	0.101	0.066	65.6%	Ⓢ	Ⓞ		0.500	0.465
Relocation of Wellness Services	1.700	0.250	14.7%	Ⓢ	Ⓢ	#1	2.000	0.250
Sub-Total	5.746	3.375	58.7%	-	-		13.356	8.271
State of Good Repair								
State-of-Good-Repair - Police	6.038	3.570	59.1%	Ⓢ	Ⓢ	#2	on-going	on-going
Radio Replacement	1.949	1.944	99.7%	Ⓞ	Ⓞ		38.051	38.046
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1.107	0.237	21.4%	Ⓢ	Ⓢ	#3	5.170	0.711
Mobile Command Centre	1.609	0.712	44.3%	Ⓢ	Ⓢ	#4	2.325	0.838
Connected Officer LR	0.374	0.047	12.6%	Ⓢ	Ⓞ	#5	16.779	1.028
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.467	0.421	90.1%	Ⓞ	Ⓞ		4.900	0.804
Vehicle Replacement	9.892	9.255	93.6%	Ⓞ	Ⓞ		194.691	103.335
Furniture Lifecycle Replacement	2.450	1.138	46.5%	Ⓢ	Ⓢ	#6	24.465	14.139
Workstation, Laptop, Printer- Lifecycle plan	2.653	1.194	45.0%	Ⓢ	Ⓞ	#7	86.467	47.702
Infrastructure Lifecycle	24.532	20.743	84.6%	Ⓞ	Ⓢ	#8	225.698	116.632
Locker Replacement	0.394	0.343	87.0%	Ⓞ	Ⓞ		9.341	4.130
In-car Camera	1.000	0.697	69.7%	Ⓢ	Ⓞ		6.341	4.961
DVAM I, II (LR)	1.051	1.035	98.5%	Ⓞ	Ⓞ		11.817	6.719
Automatic Vehicle Locator (A.V.L.)	0.314	0.057	18.3%	Ⓢ	Ⓞ	#9	5.572	2.915
Property & Evidence Scanners	0.004	0.004	99.5%	Ⓞ	Ⓞ		0.109	0.066
Small Equipment Replacement	2.875	2.607	90.7%	Ⓞ	Ⓞ		16.473	7.486
Radar Unit Replacement	0.200	0.198	98.7%	Ⓞ	Ⓞ		1.978	1.171
Conducted Energy Weapon	0.559	0.559	100.0%	Ⓞ	Ⓞ		8.808	3.188
Body Worn Camera - Replacement Plan	1.526	1.526	100.0%	Ⓞ	Ⓞ		15.260	3.052
Hydrogen Fuel Cells	2.700	1.815	67.2%	Ⓢ	Ⓞ		8.000	1.815
Wireless Parking System	0.061	0.000	0.0%	Ⓢ	Ⓞ	#10	13.482	3.375
Sub-Total	61.757	48.102	77.9%	-	-		695.727	362.112
Service Improvements								
Transforming Corporate Support (HRMS, TRMS)	0.865	0.258	29.8%	Ⓢ	Ⓢ	#11	8.435	7.199
Long Term Facility Plan - 54/55 Amalgamation; New Build	0.768	0.154	20.1%	Ⓢ	Ⓢ	#12	50.500	0.839
ANCOE (Enterprise Business Intelligence, Global Search)	0.393	0.236	60.2%	Ⓢ	Ⓢ	#13	12.528	12.371
Body Worn Camera - Phase II	0.560	0.296	52.9%	Ⓢ	Ⓢ	#14	5.887	5.379
Long Term Facility Plan - 41 Division; New Build	20.628	22.812	110.6%	Ⓢ	Ⓞ	#15	76.656	30.548
Long Term Facility Plan - Facility and Process Improvement	0.900	0.394	43.8%	Ⓢ	Ⓞ	#16	3.508	3.002
Long Term Facility Plan - Consulting	0.774	0.460	59.4%	Ⓢ	Ⓢ	#17	0.878	0.563
Information Technology Storage Growth	0.500	0.461	92.2%	Ⓞ	Ⓞ		5.000	0.461
New Records Management System (RMS)	10.000	0.693	6.9%	Ⓢ	Ⓞ	#18	20.600	0.693
Sub-Total	35.388	25.764	72.8%	-	-		183.991	61.055
Total	102.891	77.241	75.1%				893.074	431.438
<div> <div>On Time</div> <div>On Budget</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or > 100% of Approved Cash Flow</div> </div>								

Note # 1: Relocation of Wellness Services

Design phase took longer than anticipated and has pushed construction completion and furniture delivery into 2024. However, the overall project end date remains the same and work will be completed in 2024.

Note # 2: State-of-Good-Repair - Police

Internal resource constraints is affecting the spending rate. Two new resources will be hired to work on SOGR backlog.

Note # 3: Automated Fingerprint Identification System (A.F.I.S.)

Replacement

Delays due to vendor resource constraints.

Note # 4: Mobile Command Centre

Toronto Police Service (POL)

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

Interior design and build is ongoing. New technology solutions have been identified and tested to ensure suitability to work in any operating environment. Mobile Command Vehicle will be functional to respond to operational requirements in 2024.

Note # 5: Connected Officer LR

Credits were received for residual value of decommissioned devices reducing actual expenditures. Unspent funding will be carried forward to 2024.

Note # 6: Furniture Lifecycle Replacement

Office furniture replacements was deferred until the Communications Centre Primary site renovations is complete.

Note # 7: Workstation, Laptop, Printer- Lifecycle

As devices were consolidated and shifted to laptops during the pandemic, there are fewer workstations that need to be lifecycled in 2023 which resulted to underspending.

Note # 8: Infrastructure Lifecycle

Project underspending due to various vendor related delays.

Note # 9: Automatic Vehicle Locator (A.V.L.)

Installations are progressing for AVL equipment in all TPS Fleet applicable vehicles.

Note # 10: Wireless Parking System

Requirements discussions still in progress. Implementation will be in 2024/2025.

Note # 11: Transforming Corporate Support (HRMS, TRMS)

Resource constraints continue to have an effect on project spending. Project lead is in the process of being hired , who would determine which Applicant Tracking Software (ATS) is appropriate for the Service.

Note # 12: Long Term Facility Plan - 54/55 Amalgamation; New Build

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

Note # 13: ANCOE (Enterprise Business Intelligence, Global Search)

Delays due to resource constraints.

Note # 14: Body Worn Camera - Phase II

Delays due to resource constraints.

Note # 15: Long Term Facility Plan - 41 Division; New Build

Project accelerated to mitigate delays in project progress and meet scheduled completion.

Note # 16: Long Term Facility Plan - Facility and Process Improvement

Project is delayed due to staffing analysis and will be completed in 2024.

Note # 17: Long Term Facility Plan - Consulting

Consultant has submitted a draft Work Plan describing approach to the analytic portion of the study. This will require further review by Facilities Management, Strategy Management and Senior Management, and subsequently further revision by the consultant to ensure the Service's study goals are met. The written report is anticipated to be completed in 2024.

Note # 18: New Records Management System (RMS)

Delays in contract negotiations.

Chart 1
2023 Approved Budget by Category (\$M) (\$8.43)

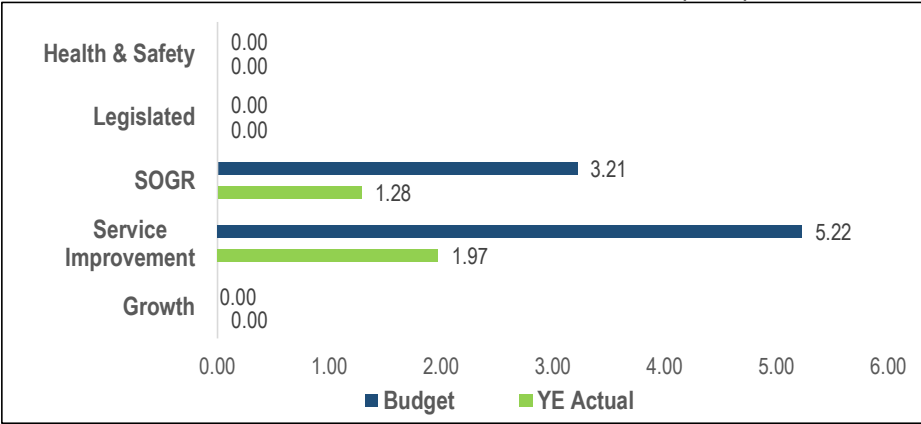


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	11
Growth	
Total # of Projects	15

Chart 2
Project Status - 15

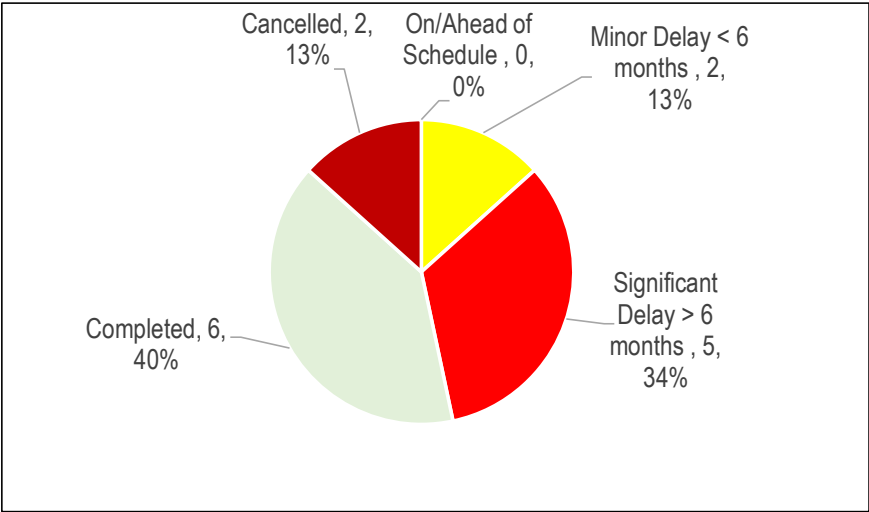


Table 2
Reason for Delay 7

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	1.50	4.84	1.32	0.78

Key Discussion Points:

- SOGR has a spend rate of 40.0% in 2023 as combined result of cancellation of Infectious Disease Management and Surveillance project and continuous delay in hiring for Inspection Management Implementation and TCHIS Map-Us Upgrade project.
- Service Improvement has a spend rate of 37.7% in 2023 mainly due to previous delay in construction contract award for various Ontario Seniors Dental Care Program projects.

Toronto Public Health (TPH)

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								
Inspection Management Implementation	2.264	1.124	49.7%	Ⓡ	Ⓡ	#1	7.122	2.255
Infectious Disease Management and Surveillance	0.517	0.000	0.0%	Ⓡ	Ⓢ	#2	5.963	0.000
TCHIS Map-Us Upgrade	0.399	0.137	34.2%	Ⓡ	Ⓡ	#1	0.503	0.137
Community Health Information System	0.032	0.024	74.4%	Ⓢ	Ⓢ		3.369	3.361
Sub-Total	3.212	1.285	40.0%	-	-		16.956	5.753
Service Improvements								
Datamart Data Warehouse - Phase 3	0.051	-0.007	-13.4%		Ⓢ		2.814	2.756
Electronic Medical Record - Phase 3	0.913	0.513	56.2%	Ⓢ	Ⓡ	#3	2.655	2.473
Ontario Seniors Dental Care Program (OSDCP)								
Dental Vans	0.369	0.293	79.3%	Ⓢ	Ⓢ		0.780	0.704
Dental Clinic Renovations/New (8 sites)								
Taibu CHC Location	0.003	0.000		Ⓢ	Ⓢ		0.275	0.272
Alton/Midland Location	0.836	0.000		Ⓡ	Ⓡ	#4	0.860	0.024
160 Borough Drive	0.556	0.489		Ⓢ	Ⓢ		0.556	0.489
95 Lavinia Ave	0.428	0.156	36.4%	Ⓡ	Ⓡ	#5	0.460	0.188
Dental Clinic Expansion	0.309	0.302	97.6%	Ⓢ	Ⓢ		0.406	0.398
Scarborough Centre - (West Hill)								
Dental Clinic Update	0.670	0.031		Ⓡ		#6	0.973	0.075
791 Queen E - Sr. Dental								
New Dental Clinic -	0.829	0.194		Ⓡ	Ⓢ	#7	0.829	0.194
East Toronto Health Partners								
New Dental Clinic	0.259	0.000		Ⓡ	Ⓢ	#8	0.660	0.000
Scarb. Central South (Galloway)								
Sub-Total	5.222	1.971	37.7%	-	-		11.268	7.574
Total	8.434	3.255	38.6%				28.225	13.327

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 reflects continuous delay in hiring required human resources to deliver the projects.

Note # 2:

Project was cancelled as directed by Public Health Ontario.

Note # 3:

Year-end underspend was mainly attributed to previous delay in hiring. Project is expected to complete by Apr 2024.

Note # 4:

Project had no spend in 2023 due to previous delay in contract award. Construction started in Jan 2024. Project is on track with the revised schedule to complete by Jul 2024.

Note # 5:

Toronto Public Health (TPH)

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

Year-end underspend reflects previous delay in contract award. The project was completed in Mar 2024.

Note # 6:

Project spend was minimal in 2023 due to previous delay in contract award. It's currently on track with revised schedule to complete by Jun 2024.

Note # 7:

Year-end underspend reflects longer than anticipated time required for contractor to negotiate lease for the clinic location. Project is expected to complete by Apr 2024.

Note # 8:

Project was cancelled as a suitable location couldn't be found.

Chart 1

2023 Approved Budget by Category (\$M) \$54.85M

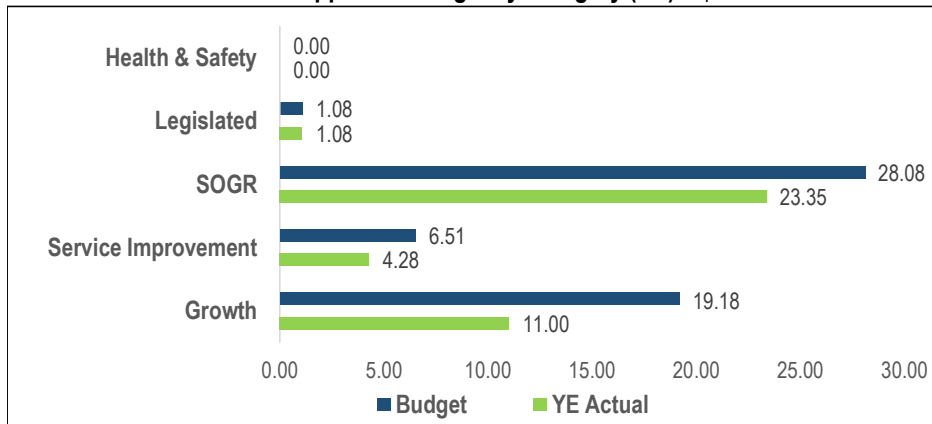


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 24

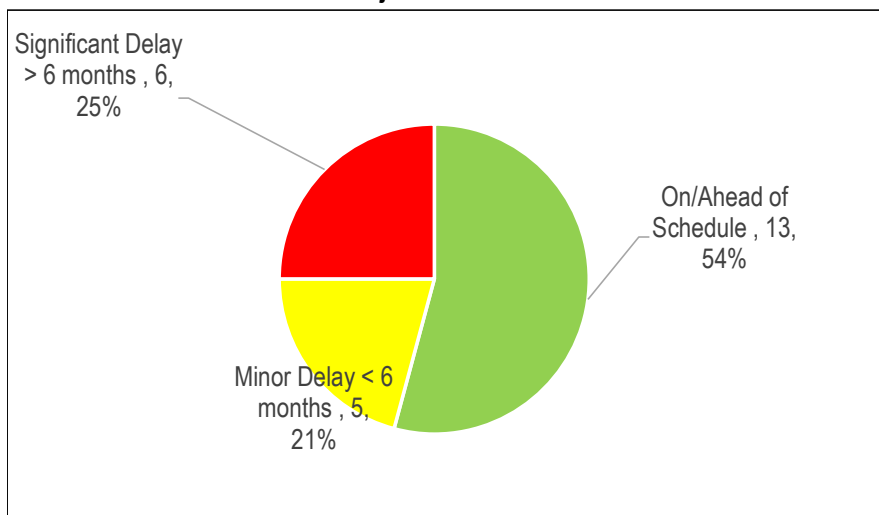


Table 2

Reason for Delay

11

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

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
26.75	15.97	12.13		

Reasons for "Other*" Projects Delay:

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

Toronto Public Library (LIB)

Key Discussion Points :

- Toronto Public Library is reporting 2023 year-end spend of \$39.718 million, or 72.4% of its 2023 Approved Capital Budget of \$54.848 million. The \$15.130 million underspending is mainly attributed to the following projects and will be carried forward to future years:
 - Acquiring site plan approvals for the *Centennial Renovation & Expansion* project.
 - Acquiring building occupancy for the *Perth Dupont Branch Relocation* project due to legal agreements between stakeholders.
 - Issuing construction tender for the *Dawes Road Reconstruction & Expansion* project as it is currently pending site plan approval.
 - Project spending was behind schedule for *Service & Digital Modernization*, *Digital Experiences* and *Technology Asset Management Program* projects, mainly due to change in scope and Toronto Public Library's cybersecurity incident.
 - Construction starting later than anticipated for *Northern District Exterior* project.

Toronto Public Library (LIB)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Multi-Branch Minor Reno Prog (Accessibility)	1.084	1.084	100.0%	Ⓢ	Ⓢ		7.036	3.043
Sub-Total	1.084	1.084	100.0%	-	-		7.036	3.043
State of Good Repair								
Albert Campbell Renovation - Construction	0.543	0.543	100.0%	Ⓢ	Ⓢ		22.012	22.012
Digital Experiences	2.095	0.879	42.0%	Ⓡ	Ⓡ	#1	8.341	4.290
Multi-Branch Minor Reno Prog	12.845	12.444	96.9%	Ⓢ	Ⓢ		49.290	28.362
North York Central Library Phase 2	0.512	0.512	100.0%	Ⓢ	Ⓢ		14.356	14.356
Northern District Exterior	3.164	2.121	67.0%	Ⓢ	Ⓢ	#2	3.546	2.162
Richview Building Elements (SOG)	1.212	0.233	19.3%	Ⓡ	Ⓢ	#3	3.546	0.333
Technology Asset Management Prog	4.585	3.501	76.4%	Ⓢ	Ⓢ	#4	24.967	15.936
Toronto Reference Library Renovation	1.514	1.512	99.8%	Ⓢ	Ⓢ		10.710	3.845
Wychwood Library Renovation	0.500	0.500	100.0%	Ⓢ	Ⓢ		15.242	15.242
York Woods Renovation	1.109	1.109	100.0%	Ⓢ	Ⓢ		15.054	15.054
Sub-Total	28.079	23.355	83.2%	-	-		167.064	121.592
Service Improvements								
Service and Digital Modernization	6.506	4.284	65.8%	Ⓢ	Ⓢ	#5	20.628	8.671
Sub-Total	6.506	4.284	65.8%	-	-		20.628	8.671
Growth Related								
Bridlewood Branch Relocation	6.413	6.413	100.0%	Ⓢ	Ⓢ		9.787	6.992
Centennial Renovation & Expansion - Construction	3.500	0.962	27.5%	Ⓡ	Ⓡ	#6	21.613	1.845
Dawes Road Reconstruction & Expansion	2.534	1.106	43.7%	Ⓡ	Ⓡ	#7	36.206	7.628
Deer Park Relocation and Expansion - Design	0.144	0.000	0.0%	Ⓡ	Ⓡ	#8	0.144	0.000
Ethennonhawahstihnen' Library - Bayview Library Relocation	0.500	0.183	36.5%	Ⓡ	Ⓢ	#9	15.957	15.640
Etoibicoke New Construction - Design	1.414	1.414	100.0%	Ⓢ	Ⓢ		1.713	1.713
Lillian H. Smith Renovation - Design	0.200	0.155	77.3%	Ⓢ	Ⓢ		3.000	0.155
Maryvale Relocation	0.146	0.146	100.0%	Ⓢ	Ⓢ		2.858	2.858
Parkdale Reconstruction - Design	0.502	0.000	0.0%	Ⓡ	Ⓡ	#10	1.719	0.000
Perth Dupont Relocation - Construction	3.359	0.149	4.4%	Ⓡ	Ⓡ	#11	5.897	1.469
Pleasant View Library Renovation & Expansion - Design	0.368	0.368	100.0%	Ⓢ	Ⓢ		0.636	0.636
St. Lawrence Relocation & Expansion - Design	0.100	0.100	100.0%	Ⓢ	Ⓢ		1.932	0.100
Sub-Total	19.179	10.995	57.3%	-	-		101.462	39.035
Total	54.848	39.718	72.4%				296.190	172.342
<div> <div>On Time</div> <div>On Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or > 100% of Approved Cash Flow</div> </div>								

Note # 1: Digital Experiences

Project re-prioritized due to scope changes and due to the impact of TPL's cyber-security incident.

Note # 2: Northern District Exterior

Project underspending is due to construction starting later than anticipated.

Note # 3: Richview Building Elements (SOG)

Phase 1 (waterproofing system) experienced a minor delay in 2023. Phase 2 deferred to 2024 as it requires city approval (permit to discharge the water).

Note # 4: Technology Asset Management Prog

Project progress was impacted by TPL's cyber-security incident.

Note # 5: Service and Digital Modernization

Project re-prioritized due to TPL's cybersecurity incident.

Note # 6: Centennial Renovation & Expansion - Construction

Project delayed due to delays in getting site plan approval.

Note # 7: Dawes Road Reconstruction & Expansion

Project delayed due to delays in getting site plan approval. Construction to start in 2024.

Note # 8: Deer Park Relocation and Expansion - Design

Project has been deferred to 2025 as TPL is currently working with City's Corporate Real Estate Management (CREM) division to find a site for relocation.

Toronto Public Library (LIB)

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

Note # 9: Ethennonnhawahstihnen' Library - Bayview Library

Relocation

Deficiencies still being addressed for the project and remaining budget will be spent in 2024.

Note # 10: Parkdale Reconstruction - Design

Project is a redevelopment effort with multiple parties and has been deferred to 2026 since the other parties currently do not have funding.

Note # 11: Perth Dupont Relocation - Construction

Project delay due to delays in agreement between The City and Developer's lawyers on when TPL can occupy the building to start construction.

Chart 1

2023 Approved Budget by Category (\$M) \$1449.48M

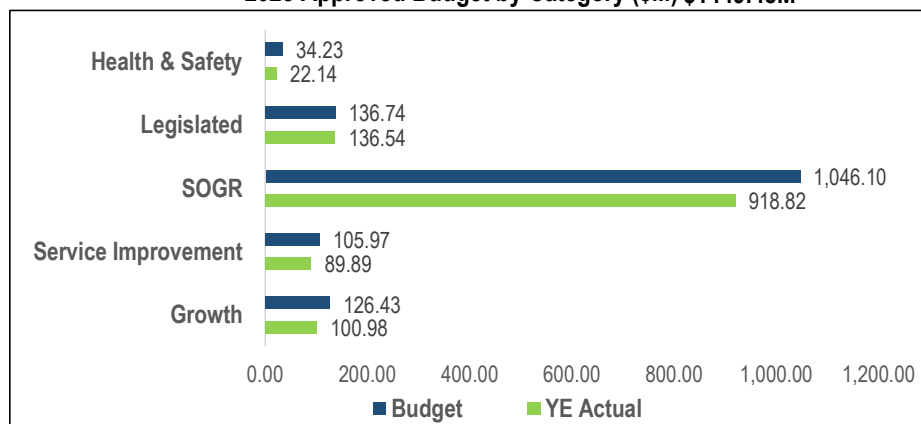


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 85

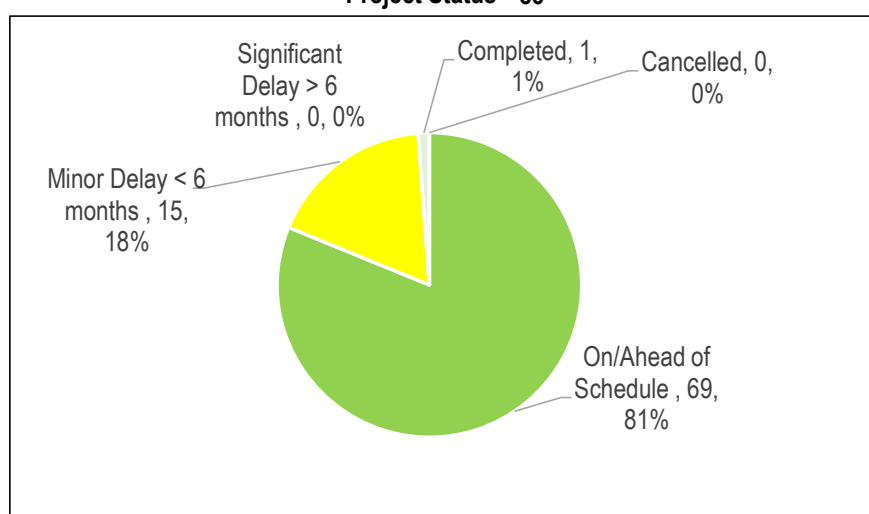


Table 2

Reason for Delay		15	
		Significant Delay	Minor Delay
Insufficient Staff Resources			2
Procurement Issues			1
RFQ/RFP Delayed			1
Contractor Issues			
Site Conditions			2
Co-ordination with Other Projects			4
Community Consultation			
Other*			5
Total # of Projects			15

Table 3

Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
923.25	526.23			

Key Discussion Points: (Please provide reason for delay)

- As at December 31, 2023, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$1.268 billion, representing 87.5% of its adjusted 2023 Capital Budget of \$1.449 billion. The 2023 Capital Budget was adjusted for additional carry forwards and other adjustments to better align cash flow to spending capacity. TTC has \$181.1 million unspent representing 12.5% of its adjusted 2023 Capital Budget of \$1.449 billion.
- TTC Base Program incurred expenditures of approximately \$1.213 billion in 2023, or approximately 89% of the adjusted 2023 Capital Budget of \$1.368 billion. The Base Program has underspend of \$154.5 million at year-end.
- The Transit Expansion projects incurred expenditures of approximately \$54.9 million or 67% of the adjusted 2023 Capital Budget of \$81.5 million. The Transit Expansion projects have underspend of \$26.6 million at year-end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Power Dist. H&S	0.273	0.273	100.0%	Ⓔ	Ⓔ		1.039	0.942
Finishes-H&S	1.527	1.522	99.7%	Ⓔ	Ⓔ		3.952	4.357
Fire Ventilation Upgrades & Second Exits - H&S	24.803	16.379	66.0%	Ⓐ	Ⓐ	#1	167.614	34.185
Streetcar Overhaul - H&S	0.226	0.178	78.7%	Ⓔ	Ⓔ		16.940	1.151
Subway Car Overhaul - H&S	0.000	0.000		Ⓔ	Ⓔ		0.174	0.174
Computer Equipment And Software - H&S	3.602	1.349	37.5%	Ⓐ	Ⓐ	#2	8.569	4.496
Other Buildings - H&S	0.856	0.856	100.0%	Ⓔ	Ⓔ		97.236	3.546
Bus Overhaul - H&S	0.955	0.935	97.9%	Ⓔ	Ⓔ		2.505	1.825
Safety and Reliability	1.989	0.646	32.5%	Ⓐ	Ⓔ		12.779	2.317
Sub-Total	34.231	22.138	64.7%	-	-		310.808	52.993
Legislated								
Communications - Legislated	0.573	0.573	100.0%	Ⓔ	Ⓔ		19.336	15.855
Equipment-Legislated	1.899	1.889	99.5%	Ⓔ	Ⓔ		62.073	24.062
Streetcar Network-Legislated	1.142	0.972	85.1%	Ⓔ	Ⓔ		54.934	53.000
Easier Access-Phase III	115.150	115.150	100.0%	Ⓔ	Ⓔ		1,168.733	655.974
Subway Car Overhaul - Legislated (AODA)	0.000	0.000	100.0%	Ⓔ	Ⓔ		20.882	8.964
Subway Asbestos Removal	8.657	8.634	99.7%	Ⓔ	Ⓔ		153.587	94.075
Other Service Planning - Legislated	2.916	2.916	100.0%	Ⓔ	Ⓔ		29.937	15.907
Other Buildings - Legislated	6.406	6.401	99.9%	Ⓔ	Ⓔ		84.276	56.831
Sub-Total	136.743	136.536	99.8%	-	-		1,593.759	924.667
State of Good Repair								
Subway Track - SOGR	30.884	30.884	100.0%	Ⓔ	Ⓔ		335.016	302.016
Surface Track - SOGR	47.631	39.330	82.6%	Ⓔ	Ⓐ	#3	247.683	281.993
Traction Power-Various - SOGR	29.063	29.063	100.0%	Ⓔ	Ⓔ		415.121	394.864
Power Dist. SOGR	8.115	8.115	100.0%	Ⓔ	Ⓔ		244.266	151.997
Communications-SOGR	15.003	14.706	98.0%	Ⓔ	Ⓔ		183.038	160.894
Signal Systems	18.406	18.406	100.0%	Ⓔ	Ⓔ		252.623	214.065
Finishes-SOGR	24.060	23.995	99.7%	Ⓔ	Ⓔ		286.321	239.091
Equipment-SOGR	130.656	115.616	88.5%	Ⓔ	Ⓔ		642.101	469.566
On-Grade Paving Rehabilitation	12.829	12.829	100.0%	Ⓔ	Ⓔ		171.365	140.298
Bridges And Tunnels-Various	42.909	42.603	99.3%	Ⓔ	Ⓔ		518.341	424.072
Fire Ventilation Upgrades & Second Exits - SOGR	13.105	8.363	63.8%	Ⓐ	Ⓐ	#1	388.205	369.678
Purchase of Wheel Trans	21.291	19.473	91.5%	Ⓔ	Ⓔ		92.270	63.001
Purchase Of Subway Cars - SOGR	1.633	0.994	60.9%	Ⓐ	Ⓐ	#6	1,717.208	1,157.525
Streetcar Overhaul - SOGR	18.059	17.723	98.1%	Ⓔ	Ⓔ		42.523	29.900
Subway Car Overhaul - SOGR	32.392	32.392	100.0%	Ⓔ	Ⓔ		521.461	240.269
Automotive Non-Revenue Vehicle Replace - SOGR	6.359	6.359	100.0%	Ⓔ	Ⓔ		61.719	21.246
Rail Non Revenue Vehicle Overhaul	1.418	1.277	90.0%	Ⓔ	Ⓔ		30.377	18.412
Rail Non-Revenue Vehicle Purchase - SOGR	0.614	0.483	78.7%	Ⓔ	Ⓔ		64.600	19.486
Tools And Shop Equipment	8.551	8.335	97.5%	Ⓔ	Ⓔ		43.544	34.927
Revenue & Fare Handling Equipment -SOGR	9.144	0.307	3.4%	Ⓐ	Ⓔ		77.708	57.007
Computer Equipment And Software - SOGR	60.698	44.882	73.9%	Ⓔ	Ⓐ	#4	607.169	378.375
Other Furniture And Office Equipment	0.468	0.311	66.5%	Ⓐ	Ⓔ		4.643	4.165
Other Service Planning - SOGR	3.343	3.343	100.0%	Ⓔ	Ⓔ		30.995	17.379
Transit Shelters & Loops	0.216	0.001	0.3%	Ⓐ	Ⓔ		3.106	2.449
Other Buildings - SOGR	43.163	42.837	99.2%	Ⓔ	Ⓔ		761.829	506.987
Purchase of Buses -SOGR	275.924	222.930	80.8%	Ⓔ	Ⓐ	#6	1,118.881	452.603
Bus Overhaul - SOGR	69.755	67.947	97.4%	Ⓔ	Ⓔ		599.749	558.555
Other Maintenance Equipment	2.911	0.988	33.9%	Ⓐ	Ⓐ	#5	11.133	7.214
Queensway Bus Garage Renovations	0.000	0.000		Ⓔ	Ⓔ		0.000	0.000
Purchase of Streetcars - SOGR	8.075	5.762	71.4%	Ⓔ	Ⓔ		1,109.502	1,107.189
POP Legacy Fare Collection	0.046	0.046	100.0%	Ⓔ	Ⓔ		6.552	3.397
ATC Resignalling - YUS Line	32.796	32.796	100.0%	Ⓔ	Ⓔ		710.158	673.033
ATC Resignalling - Bloor/Danforth Line	9.895	9.895	100.0%	Ⓔ	Ⓔ		624.850	15.046
Leslie Barns	1.353	1.353	100.0%	Ⓔ	Ⓔ		523.489	516.810
TR Yard And Tail Track Accommodation	36.906	36.906	100.0%	Ⓔ	Ⓔ		509.136	434.140
Warehouse Consolidation	0.413	0.029	7.0%	Ⓐ	Ⓔ		5.340	4.656
Corporate Initiatives - CLA	6.646	0.688	10.4%	Ⓐ	Ⓔ		39.935	1.818

Toronto Transit Commission (TTC)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Scarborough Subway Extension	21.370	16.847	78.8%	Ⓖ	Ⓨ	#3	146.207	109.785
Sub-Total	1,046.100	918.816	87.8%	-	-		13,148.160	9,583.909
Service Improvements								
Subway Track - Service Improvement	0.006	0.006	100.0%	Ⓖ	Ⓖ		5.722	5.722
Surface Track - Service Improvement	10.755	10.027	93.2%	Ⓖ	Ⓖ		128.733	28.471
Traction Power-Various - SI	2.306	2.306	100.0%	Ⓖ	Ⓖ		8.392	3.384
Power Dist. Service Improvement	0.168	0.134	79.9%	Ⓖ	Ⓖ		1.851	1.503
Communications-Service Improvement	0.002	0.002	99.4%	Ⓖ	Ⓖ		5.676	0.870
Finishes-Service Improvement	0.337	0.337	100.0%	Ⓖ	Ⓖ		4.078	0.886
Equipment-SI	0.454	0.144	31.6%	Ⓖ	Ⓖ		2.500	0.144
Streetcar Overhaul - Service Improvement	0.013	0.004	32.9%	Ⓖ	Ⓖ		2.257	0.004
Automotive Non-Revenue Vehicle Replace - Service Imp.	3.947	3.947	100.0%	Ⓖ	Ⓖ		27.489	15.659
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.035	0.016	46.5%	Ⓖ	Ⓖ		13.499	0.247
Computer Equipment And Software - Service Improvement	8.706	4.679	53.7%	Ⓨ	Ⓨ	#2	21.953	12.872
Other Service Planning - Service Improvement	8.285	3.221	38.9%	Ⓖ	Ⓨ	#3	84.345	36.232
Other Buildings - Service Improvement	14.618	10.325	70.6%	Ⓨ	Ⓖ		131.168	101.356
Purchase of Buses - Service Improvement	0.249	0.104	41.9%	Ⓖ	Ⓨ	#6	109.431	107.676
Kipling Station Improvements	0.277	0.197	71.4%	Ⓖ	Ⓖ		14.617	14.538
Bicycle Parking At Stations	0.055	0.055	100.0%	Ⓖ	Ⓖ		0.945	0.944
Yonge-Bloor Capacity Enhancement	20.015	20.015	100.0%	Ⓖ	Ⓖ		1,440.109	80.090
Line 1 Capacity Enhancement	22.412	22.412	100.0%	Ⓖ	Ⓖ		1,385.313	62.725
Line 2 Capacity Enhancement	13.334	11.955	89.7%	Ⓖ	Ⓖ		867.156	31.560
Sub-Total	105.974	89.887	84.8%	-	-		4,255.234	504.882
Growth Related								
Bus Rapid Transit- Growth	0.054	0.023	43.3%	Ⓖ	Ⓖ		37.170	37.139
Sheppard Subway	0.266	0.153	57.6%	Ⓨ	Ⓖ		968.856	965.305
Purchase Of Subway Cars - Growth	0.676	0.412	60.9%	Ⓨ	Ⓨ	#6	254.493	3.953
Other Service Planning - Growth	0.569	0.000	0.0%	Ⓖ	Ⓨ	#3	1.931	0.586
Other Buildings - Growth	4.178	2.765	66.2%	Ⓨ	Ⓖ		357.767	304.821
Purchase of Buses - Growth	0.000	0.000			Ⓖ		0.000	0.000
Purchase of Streetcars - Growth	54.044	53.214	98.5%	Ⓖ	Ⓖ		468.000	190.269
PRESTO Farecard Implementation	5.887	5.887	100.0%	Ⓖ	Ⓖ		79.207	71.850
McNicoll New Bus Garage Facility	0.607	0.481	79.3%	Ⓖ	Ⓖ		169.000	164.482
Spadina Subway Extension	56.061	34.984	62.4%	Ⓨ	Ⓨ	#6	3,184.171	3,130.339
Waterfront Transit	4.087	3.059	74.8%	Ⓖ	Ⓖ		54.799	24.190
Sub-Total	126.430	100.977	79.9%	-	-		5,575.396	4,892.934
Total	1,449.479	1,268.354	87.5%				24,883.356	15,959.386
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>								

Note # 1:

Site Conditions

Note # 2:

Insufficient Staff Resources

Note # 3:

Co-ordination with Other Projects

Note # 4:

RFQ/RFP Delayed

Note # 5:

Procurement Issues

Note #6:

Other as specified in comments

Chart 1

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

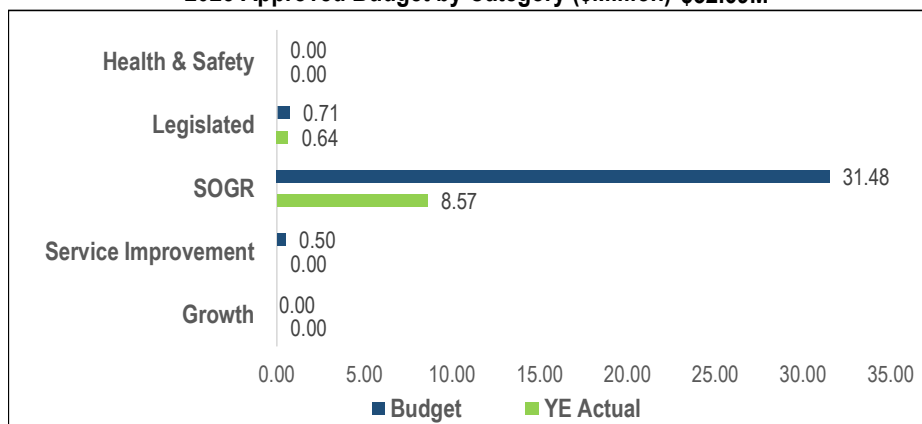


Table 1

2023 Active Projects by Category

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

Chart 2

Project Status - 8

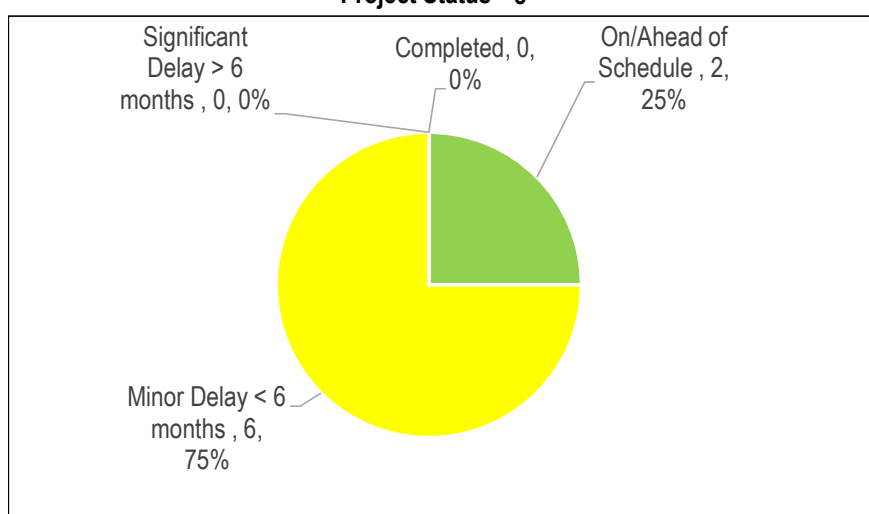


Table 2

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		4
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
2.13	30.56			

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$9.217 million or 28% of its 2023 Capital Budget. The under-expenditure of \$23.473 million is mainly attributed to delays in the following reasons:
 - Due to resources directed to support meeting the requirements of Association of Zoos & Aquariums (AZA) Accreditation and implementing Avian influenza protective measures in 2023, capacity to deliver capital projects was limited which has resulted in minor delays.
 - Some projects require change in scope and/or budget increases require further approval before proceeding.
 - The *Welcome Area Construction* project experienced procurement delays associated with the completion of multiple procurement phases and contracting. The construction management contract has been signed and the project is fully underway. Unspent cash flow funding will be carried forward to 2024 to complete the project. The project cost has been increased from the current approved project cost of \$42 million to \$64 million reflecting trades feedback, inflationary impacts, and increased construction market rates. This increase, addressed in the 2024 budget process, will be funded by project reallocations and additional contributions from the Toronto Zoo Wildlife Conservancy to mitigate the pressure on the City.

Toronto Zoo (ZOO)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Winter Accessibility	0.715	0.642	89.9%	Ⓞ	Ⓨ	1	1.327	1.255
Sub-Total	0.715	0.642	89.9%	-	-		1.327	1.255
Building & Services Refurbishment	5.378	2.652	49.3%	Ⓡ	Ⓨ	2	5.378	2.652
Exhibit Refurbishment	8.432	1.605	19.0%	Ⓡ	Ⓨ	2	8.432	1.605
Grounds and Visitor Improvement	4.519	1.810	40.1%	Ⓡ	Ⓨ	2	4.519	1.810
Information Systems	1.497	1.386	92.5%	Ⓞ	Ⓞ		1.497	1.386
Welcome Area - Design	0.633	0.063	10.0%	Ⓡ	Ⓞ	3	1.888	1.318
Welcome Area - Phase A Construction	11.016	1.058	9.6%	Ⓡ	Ⓨ	3	29.327	1.068
Sub-Total	31.475	8.574	27.2%	-	-		51.042	9.840
Service Improvements								
Savanna Indoor Winter Holding & Viewing Design	0.500	0.000	0.0%	Ⓡ	Ⓨ	4	1.000	0.000
Sub-Total	0.500	0.000	0.0%	-	-		1.000	0.000
Total	32.690	9.217	28.2%				53.369	11.094

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

The *Winter Accessibility* project was substantially completed in 2023 and within budget, with minor delays with materials and finishes.

Note # 2:

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

Note # 3:

The *Welcome Area Construction* project is delayed due to cost escalation requiring additional funding, permits, and signing of the agreement with the contractor. The project is now fully underway and is progressing as expected

Note # 4:

The *Savanna Indoor Winter Holding & Viewing Design* project is experiencing minor delays due to procurement issues. Work is currently underway

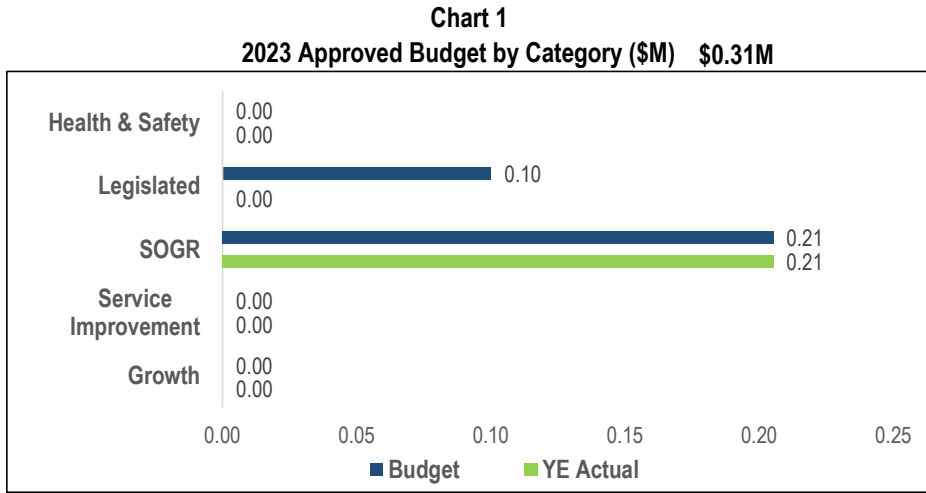


Table 1
2023 Active Projects by Category

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

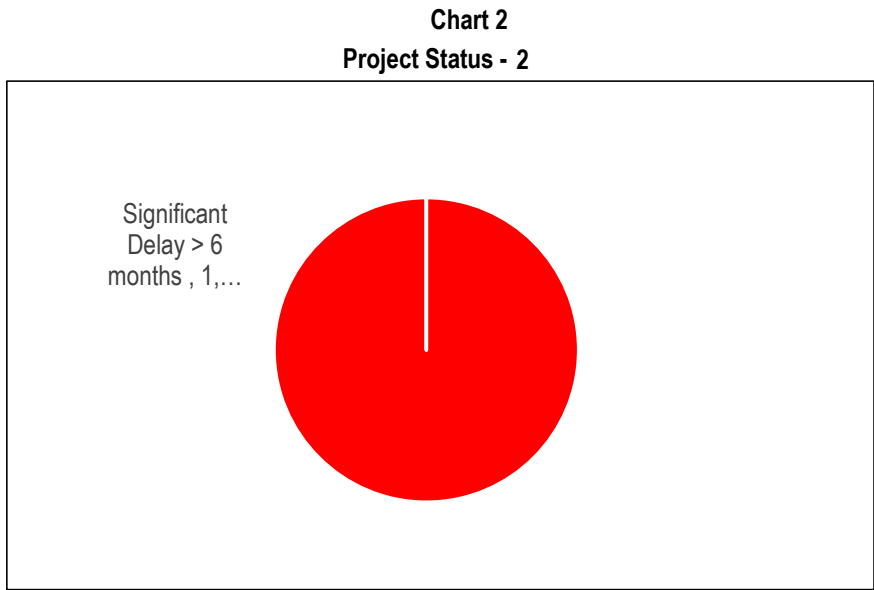


Table 2
Reason for Delay

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

Table 3
Projects Status (\$M)

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

- Key Discussion Points:**
- City Council approved a capital project of \$100,000 for the cost of new signage as a result of Dundas Street renaming process. The new signage was initially expected to be procured and installed by December 2022. The signage project will be further delayed and the project budget will be carry forward to 2024.
 - City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee to be the new name of the square on December 13, 2023(MM13.29). YDS will be working with the City in 2024 to determine the timeline and budget.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
YONGE DUNDAS SQUARE SIGNAGE	0.100	0.000	0.0%	Ⓡ	Ⓡ	#1	0.100	0.000
Sub-Total	0.100	0.000	0.0%	-	-		0.100	0.000
State of Good Repair								
YDS SOGR IMMEDIATE REQUIREMENTS	0.205	0.205	100.0%	Ⓢ	Ⓢ		0.205	0.205
Sub-Total	0.205	0.205	100.0%	-	-		0.205	0.205
Total	0.305	0.205	67.2%				0.305	0.205

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:

YONGE DUNDAS SQUARE SIGNAGE: The signage project will be further delayed and the project budget was carried forward to 2024. City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee to be the new name of the square on December 13, 2023(MM13.29). YDS will be working with the City in 2024 to determine the timeline and budget.

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

Program (\$M)	Period	2023 Approved Cash Flow	2023 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			YE Spending	% at Year End		
SWMS	4M-2023	90.82	8.49	83.3%		Ⓞ
	Q2-2023	90.82	16.44	81.8%	↓	Ⓞ
	Q3-2023	90.82	31.82	71.4%	↓	Ⓞ
	YE-2023	90.11	59.82	66.4%	↓	Ⓨ
TPA	4M-2023	82.46	4.41	92.0%		Ⓞ
	Q2-2023	82.46	8.24	85.0%	↓	Ⓞ
	Q3-2023	82.46	30.79	73.1%	↓	Ⓞ
	YE-2023	82.46	59.14	71.7%	↓	Ⓞ
Toronto Water	4M-2023	1,388.98	184.06	86.2%		Ⓞ
	Q2-2023	1,388.98	354.07	84.5%	↓	Ⓞ
	Q3-2023	1,388.98	668.05	84.3%	↓	Ⓞ
	YE-2023	1,388.65	1,106.15	79.7%	↓	Ⓞ
TOTAL	4M-2023	1,562.26	196.96	86.4%		Ⓞ
	Q2-2023	1,562.26	378.74	84.4%	↓	Ⓞ
	Q3-2023	1,562.26	730.66	83.0%	↓	Ⓞ
	YE-2023	1,561.22	1,225.12	78.5%	↓	Ⓞ
<div> Ⓞ >70% Ⓨ between 50% and 70% Ⓞ < 50% or > 100% </div>						

For the twelve months ended December 31, 2023, the capital expenditures for Rate Supported Programs totalled \$1225.1 million of their collective 2023 Approved Capital Budget of \$1561.2 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 Toronto Water and Toronto Parking Authority.

Chart 1
2023 Approved Budget by Category (\$M) (\$90.11)

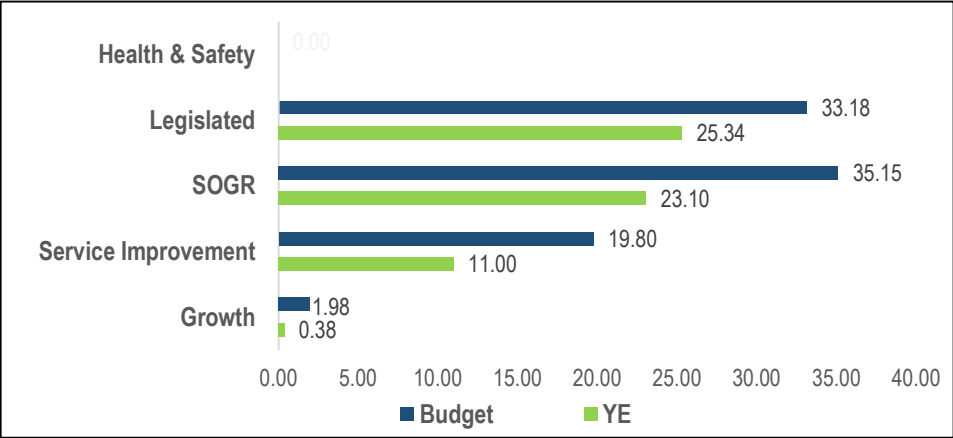


Table 1
2023 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	7
Service Improvement	9
Growth	2
Total # of Projects	21

Chart 2
Project Status - 21

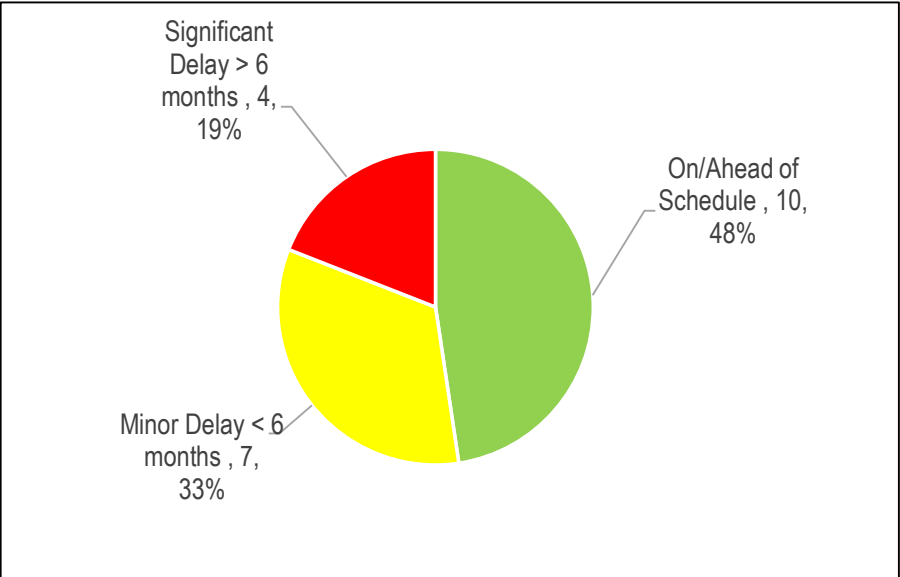


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	2	6
Total # of Projects	4	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
64.09	23.86	2.16		

- * Reasons for "Other" Projects Delay:
- **Other delays for Dufferin Waste Facility Site Improvement; Renewable Natural Gas; SWM IT Application Initiatives & Fleet Technology Enhancements** (see Notes 1, 2, 3 & 5 on "Projects by Category")
 - **Other minor delays for Collection Yard Asset Management** - The Bermondsey Yard, Yonge Yard and General Yard projects are overall on track. However, the Ingram Yard project which is the bulk of the anticipated yearly spending is slightly delayed due to delays in the INY GARAGE RETROFIT CNG project, INY Ceiling Finishes and Door Rehab and INY Columns and Concrete Rehab projects. Overall projects are on track. The BTY LIGHTING AND PANEL RENEWAL-C and BTY HVAC & PLUMBING RENEWAL - 2023 projects were scheduled to be done in 2023 but were pushed to 2024.
 - **Other minor delay for Organics Processing Facility** - Delayed due to an additional scope for site selection, market sounding, and design scope were to be added which delayed expenses coming in 2023. Lower than expected staffing levels resulting in underspend.

Solid Waste Management (SOL)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	22.801	16.796	73.7%				538.895	155.849
Perpetual Care of Landfills	9.178	8.538	93.0%				114.308	61.493
Landfill Capacity Development	1.200	0.008	0.7%	Ⓜ			1.795	0.363
Sub-Total	33.179	25.342	76.4%	-	-		654.998	217.705
State of Good Repair								
Collection Yard Asset Management	6.667	3.100	46.5%	Ⓜ	Ⓨ		37.350	7.835
Transfer Station Asset Management	22.393	16.855	75.3%	Ⓤ	Ⓤ		252.313	86.581
Diversion Facilities Asset Management	0.187	0.055	29.5%	Ⓜ	Ⓜ		3.503	2.750
Organics Processing Facility Asset Management	4.043	2.440	60.4%	Ⓨ	Ⓤ		32.149	4.573
Dufferin Waste Facility Site Improvement	0.872	0.417	47.9%	Ⓜ	Ⓨ	#1	45.599	1.321
Renewable Natural Gas	0.345	0.000	0.0%	Ⓜ	Ⓜ	#2	0.891	0.000
New Fleet	0.642	0.232	36.1%	Ⓜ	Ⓨ		2.077	0.751
Sub-Total	35.149	23.099	65.7%	-	-		373.882	103.811
Service Improvements								
CNG Refuel Station Installation	0.018	0.014	80.9%	Ⓤ	Ⓤ		1.071	1.058
Diversion Systems	3.471	2.981	85.9%	Ⓤ	Ⓤ		248.732	55.495
Landfill Gas Utilization	0.028	0.026	91.8%	Ⓤ	Ⓤ		0.000	0.484
Construction of Biogas Utilization at Disco & Dufferin	0.069	0.045	65.7%	Ⓨ	Ⓤ		3.244	3.144
Long Term Waste Management Strategy	8.659	5.118	59.1%	Ⓨ	Ⓨ		49.989	26.276
SWM IT Application Initiatives	4.996	1.922	38.5%	Ⓜ	Ⓨ	#3	40.313	9.074
IT Corporate Initiatives	0.885	0.139	15.7%	Ⓜ	Ⓜ	#4	9.588	8.085
Fleet Technology Enhancements	0.739	0.009	1.2%	Ⓜ	Ⓜ	#5	3.710	0.180
Engineering Planning Studies	0.938	0.750	79.9%	Ⓤ	Ⓤ		4.689	2.155
Sub-Total	19.803	11.003	55.6%	-	-		361.335	105.953
Growth Related								
Dufferin OP Facility	1.156	0.065	5.6%	Ⓜ	Ⓤ		81.319	80.219
Disco OP Facility	0.000	0.000	0.0%	Ⓜ	Ⓤ			
Organics Processing Facility	0.821	0.316	38.4%	Ⓜ	Ⓨ		135.982	0.846
Sub-Total	1.977	0.380	19.2%	-	-		217.301	81.065
Total	90.107	59.824	66.4%				1,607.516	508.533

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

Between 50% and 70%

Note # 1:

Dufferin Waste Facility Site Improvement: Delayed due to a change in the original project scope, Net Zero requirements, approvals of site plan and building permits. AECOM's 75% submission was incomplete and additional geotechnical investigation has been requested by the consultant. Closed landfill methane gas assessment was requested by the site plan application reviewer. One project is in design phase. Various amendments to design required causing delay. Due to these delays construction will only start in 2024 with expected completion in 2027.

Note # 2:

Renewable Natural Gas - Project has yet not started. Remedial efforts will not be undertaken at Keele Valley Landfill. Project is delayed with PM and site Manager reviewing options.

Note # 3:

Solid Waste Management (SOL)

SWM IT Application Initiatives - This project includes various SWMS divisional IT initiatives. Overall delays on projects are related to past resourcing capacity, data quality and COVID-related impacts/limitations. Specifically, for CSW018-04 (Transfer Station Efficiencies) - Project go-live and cyber-security assessments in Phase 1 completed in Q4, while Phase 2 (site hardware installation) in progress but expected to occur more slowly than originally planned, due to impacts from unexpected scale shutdown at Ingram Transfer Station. Phase 2 will continue throughout 2024. Other projects such as SWMS Business Intelligence Implementation; TOWASTE Mobile App Version 2.0; Crew & Route Mgmt - E&J Scan Mobile Data Collector 1 - SA & IS are delayed with expected completion dates from 2024 to 2026.

Note # 4:

IT Corporate Initiatives - Insufficient Staff Resources: Delays in Cohort 1 rollout have caused the project plan to be re-baselined, with expenditures pushed into 2024. For Electronic Document & Records Management project file plans approved for Business Services and PP&O as part of Cohort 1 implementation planning. Planning initiated for Cohort 2. Cohort 1 to be implemented in 2024.

Note # 5:

Fleet Technology Enhancements - Delay on this project is greater than 6 months and due largely to delays in use of the driver facing in-dash camera and delays in installation of side guards, collision avoidance systems

Toronto Parking Authority (TPA)

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

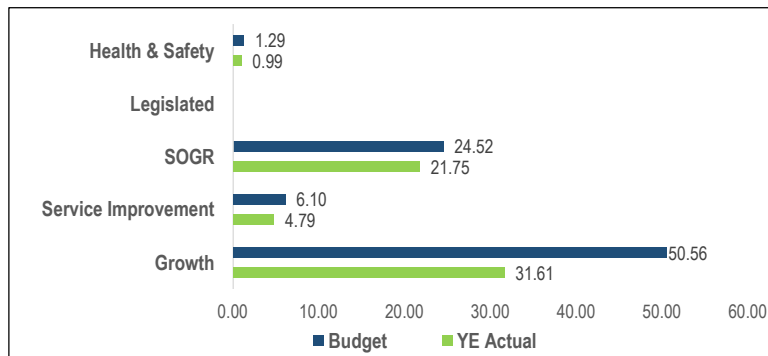


Table 1
2023 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	29
Service Improvement	17
Growth	19
Total # of Projects	68

Chart 2
Project Status - 68

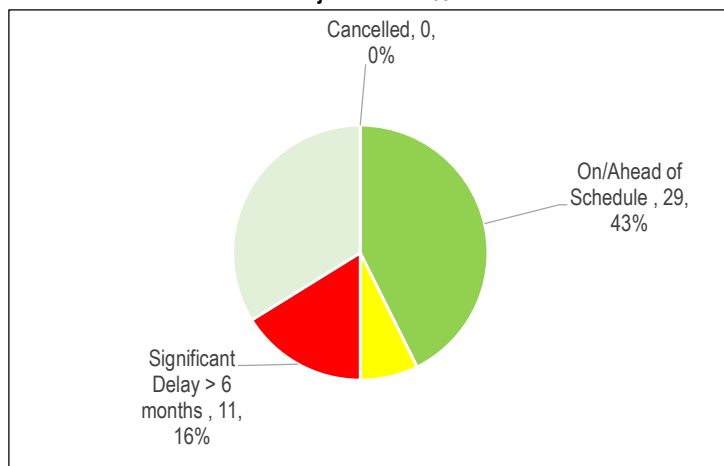


Table 2

Reason for Delay	16	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues	5	
Site Conditions	2	1
Co-ordination with Other Projects	1	
Community Consultation		
Other*	3	3
Total # of Projects	11	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
23.24	17.45	29.09	12.67	

Reasons for "Other" Projects Delay:

Other delays mainly include 5 City led projects where TPA is either waiting for substantial completion or completing final project requirements or working with CREM to completion. These projects include St. Lawrence Market North including post acquisition requirements; CCTV Security and Access projects and Section 37/45 funded Bike Share Equipment projects.

Key Discussion Points:

Site Conditions: Three projects are affected by Site Condition delays. These projects include CP 15 (JV) 50 Cumberland St. Redevelopment and CP 221 (JV) 121 St. Patrick St. as well as the garage at the Ethennonnhawahstihnen (Bessarion) Community Centre which is having post acquisition requirements completed into 2024.

Contractor Issues: Five projects are experiencing Contractor Issues and are either construction or consultant work delays. The affected projects are for EV Charging Program - Off-Street; EV Consultants Phase 2 Off-Street; EV Consultants Phase 3 Utility SI; EV Fast Charging Station Prototype Design and EV Consultants On-Street.

Coordination with Other Projects is affecting the project for Development of Green P Facility Standard.

Procurement Issues involving the supply chain is affecting the project for Green EV The Fleet.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
CCTV CAMERAS (CPK401-01)	0.140	0.090	64%	Y	Y		0.173	0.123
SECURITY PROJECTS CCTV, ACCESS CONTROL (CPK450-01)	0.844	0.678	80%	G	Y		2.470	2.303
HEALTH SAFETY EMERGENCY GENERATORS (CPK466-01)	0.302	0.224	74%				1.902	0.224
Sub-Total	1.287	0.992	77.1%	G			4.545	2.650
State of Good Repair								
CP 277 PERMANENT CONSTRUCTION SURFACE LO (CPK254-01)	0.088	0.084	94.9%				2.855	2.855
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	0.287	0.257	89.5%				2.868	2.531
CP 43 ELECTRICAL SWITCHBOARD UPGRADE (CPK331-01)	0.001	0.001	100.0%	G	G		0.251	0.251
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	1.165	0.773	66.3%	Y			2.170	1.540
CP 43 STAIRWELL REHABILITATION (CPK353-01)	4.267	4.267	100.0%	G	G		4.495	4.432
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.050	0.034	68.7%	Y			0.550	0.351
CP 29 ELECTRICAL SWITCHBOARD UPGRADES (CPK372-16)	0.001	0.001	100.0%				0.201	0.181
CP PROVISION DUE TO CITY INITIATIVES (CPK374-02)	0.015	0.000	0.0%	R			5.015	1.662
CP 11 STRUCTURAL CONCRETE REPAIRS (CPK381-02)	0.177	0.177	100.0%				-0.346	0.205
CP 68 STAIRWELL REHABILITATION (CPK384-01)	0.023	0.023	100.0%				0.313	0.111
SURFACE LOT CONDITION ASSESSMENT (CPK435-01)	0.038	0.038	100.0%				0.378	0.310
CP68 REVITALIZATION PROJECTS - FACILITIE (CPK438-01)	0.464	0.427	92.0%				0.414	0.000
GARAGE CONDITION ASSESSMENTS (CPK443-01)	0.044	0.000	0.0%	R			0.360	0.316
HEALTH AND SAFETY - SAFETY COMPLIANCE IM (CPK449-01)	0.769	0.281	36.5%	R			1.599	0.727
WAYFINDING BIKE SHARE (CPK462-04)	0.162	0.086	53.4%	Y			0.232	0.086
CP 68 STAIRWELL REHABILITATION (CPK463-01)	1.745	1.745	100.0%				1.745	1.745
SURFACE LOT CONDITION ASSESSMENT 2023 (CPK463-02)	0.400	0.220	55.0%	Y			1.070	0.220
ENGINEERING SERVICES 2023 (CPK463-03)	0.747	0.747	100.0%				10.747	0.747
CP286 GARAGE MAJOR REPAIRS (CPK463-04)	1.160	1.018	87.7%				1.160	1.018
CP246 DECOMMISSION (CPK463-05)	0.118	0.027	23.2%	R			0.118	0.027
CONSULTANT RETAINER FOR DESIGN AT FM SIT (CPK463-07)	0.177	0.136	77.1%				0.177	0.136
CP43 GARAGE MODERNIZATION (CPK463-09)	5.000	5.000	100.0%				29.210	5.000
CP58 GARAGE MODERNIZATION (CPK463-10)	2.975	2.470	83.0%				7.335	2.470
CP68 GARAGE MODERNIZATION (CPK463-11)	1.781	1.781	100.0%				4.517	1.781
BUILDING CONDITION ASSESSMENTS 2023 (CPK463-13)	0.650	0.546	84.0%				0.650	0.546
CLIVEDEN DEMO AND SURFACE LOT EXPANSION (CPK464-01)	0.050	0.028	55.7%	Y			0.590	0.028
DEVELOPMENT OF GREEN P FACILITY STANDARD (CPK464-05)	0.125	0.000	0.0%	R	R		0.125	0.000
WAYFINDING (CPK465-07)	0.638	0.180	28.3%	R	G		3.038	0.180
HYDRO CONNECTION FEE (CPK468-04)	1.400	1.400	100.0%	G	G		2.540	1.400
Sub-Total	24.516	21.746	88.7%	G			84.376	30.855
Service Improvements								
ERP/FINANCIAL SYSTEM - PICK REPLACEMENT (CPK367-02)	0.141	0.137	97.3%	G	G		1.327	0.666
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	0.222	0.050	22.3%	R	G		0.452	0.279
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.016	0.000	0.0%	R	G		0.100	0.065
NETWORK SWITCHES (CPK395-03)	0.081	0.070	87.1%	G	G		0.081	0.070
LTE UPGRADE (CPK436-01)	0.030	0.030	100.0%	G	G		0.525	0.525
CP36 - M1 SHOP - FACILITIES MAINTENANCE (CPK446-01)	0.075	0.035	46.4%	R	G		0.100	0.060
END USER EQUIPMENT REFRESH (CPK447-01)	0.101	0.098	96.5%	G	G		0.130	0.126
MOBILE COMMUNICATIONS AND NETWORK EQUIP (CPK452-01)	0.050	0.000	0.0%	R	G		0.250	0.000
FLEET VEHICLES FOR OPERATIONS-FLEET VEH (CPK456-01)	0.089	0.067	74.9%	G	G		0.272	0.250
MOBILE EQUIPMENT -MOBILE EQUIP SMALL EQU (CPK461-01)	0.285	0.108	37.8%	R	G		0.550	0.373
REIMAGING THE MONITORING STATION (CPK463-08)	0.130	0.070	54.0%	Y	G		2.230	0.070
DIGITAL PAYMENTS SOLUTION: MOBILE APP, R (CPK464-02)	0.575	0.400	69.6%	Y	G		2.375	0.400
INNOVATION HUBS X2 (CPK464-06)	0.142	0.049	34.6%	R	G		0.992	0.049
GREEN EV THE FLEET (CPK465-02)	0.221	0.150	68.0%	Y	Y		1.921	0.150
DG4 REFURBISHMENT TO ACCEPT 2027 CC (CPK465-05)	2.082	2.082	100.0%	G	G		12.582	2.082
PARKING MANAGEMENT SYSTEM MODERNIZATION (CPK465-06)	0.360	0.151	41.9%	R	G		8.410	0.151
Offstreet EV purchase of THESL Pilot Loc (CPK467-07)	1.500	1.298	86.5%	G	G		1.500	1.298
Sub-Total	6.099	4.794	78.6%	G			33.797	6.615
Growth Related								
CP 15 (JV) 50 CUMBERLAND ST. REDEVELOPME (CPK293-01)	0.150	0.080	53.2%	Y	R		6.183	0.096
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	0.150	0.003	2.2%	R	R		5.883	0.092
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-02)	-0.022	0.000	0.0%	R	G		0.254	0.011
ACQUISITION - BESSARION COMMUNITY CENTRE (CPK371-01)	4.142	3.992	96.4%	G	Y	1	4.704	4.303
CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-01)	0.000	0.000	0.0%	R	R	3	9.399	0.000
ST. LAWRENCE MARKET NORTH (CPK422-01)	14.000	0.000	0.0%	R	R	2	14.500	0.000
ACQUISITION ST LAWRENCE MARKET NORTH GAR (CPK422-02)	1.190	0.051	4.3%	R	R	2	1.190	0.051
2022 TPA & NATURAL RESOURCES CANADA EV (CPK434-01)	0.912	0.709	77.8%	G	G		1.595	1.392

Toronto Parking Authority (TPA)

Projects by Category (Million)	2023 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
BIKE SHARE EQUIPMENT PURCHASE (CPK462-01)	12.105	11.889	98.2%	Ⓢ	Ⓢ		49.820	11.889
ELECTRIFICATION BIKE SHARE (CPK462-05)	0.122	0.122	100.0%				0.122	0.122
SHIFT INSTALLATION COST (CPK462-08)	2.046	2.006	98.0%				5.096	2.006
EV CHARGING PROGRAM - OFFSTREET (CPK467-02)	9.526	8.279	86.9%		Ⓢ		57.726	8.279
EV CONSULTANTS PHASE 2 OFFSTREET (CPK467-04)	2.207	1.590	72.1%		Ⓢ		2.207	1.590
EV CONSULTANTS PHASE 3 UTILITY SUE INVES (CPK467-05)	0.220	0.009	4.1%	Ⓢ	Ⓢ		0.220	0.009
EV FAST CHARGING STATION PROTOTYPE DESIG (CPK467-06)	0.200	0.100	49.9%	Ⓢ	Ⓢ		1.400	0.100
EV CHARGING PROGRAM ON-STREET (CPK468-01)	1.362	0.817	60.0%	Ⓢ	Ⓢ		4.962	0.817
EV CONSULTANTS ON-STREET (CPK468-02)	1.323	1.130	85.4%	Ⓢ	Ⓢ		2.523	1.130
EV PURCHASE FROM THESL FOR 47 ON-STREET (CPK468-03)	0.876	0.831	94.8%	Ⓢ	Ⓢ		0.876	0.831
COMMISSIONING AGENT FOR NEW JVS (CPK469-01)	0.050	0.000	0.0%	Ⓢ	Ⓢ		1.100	0.000
Sub-Total	50.559	31.607	62.5%	Ⓢ			169.760	32.717
Total	82.461	59.139	71.7%	Ⓢ			292.477	72.837

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:

Acquisition - Bessarion Community Centre (CPK371-01) - Completed Garage transferred to TPA with substantial completion & capitalization of purchase in Q3 2023 with final equipment install November 2023. Final completion will be December-2024 including additional changes. Note: Actuals are not recognized by TPA until an engineering confirmation of substantial completion. The total spend noted of \$3.9M for the acquisition was recognized by PF&R in 2022 and by TPA, based on substantial completion, in 2023.

Note # 2:

Acquisition -St. Lawrence Market North (CPK422-01) and St. Lawrence Market North Final Fit-out(CPK422-02) - Completed Garage expected to be transferred to TPA in October 2024. Substantial completed not expected until then. It is expected that post possession, specific outfitting and post possession requests related to safety and operational considerations to be taken. Business requirements not led by TPA and left in projection. Actuals will not be recognized by TPA until an engineering confirmation of substantial completion. Project completion expected December 2024.

Note # 3:

The project for CP 12/CP 223 (JV) 30 ALVIN AVE (CPK406-01) has been deferred to future years.

Toronto Water (TW)

Chart 1
2023 Approved Budget by Category (\$Million) \$1,388.65

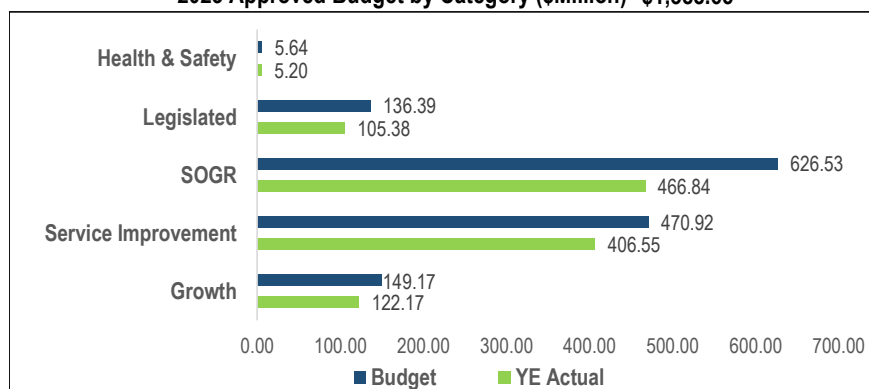


Table 1
2023 Active Projects by Category

Health & Safety	3
Legislated	7
SOG	21
Service Improvement	17
Growth	11
Total # of Projects	59

Chart 2
Project Status - 59

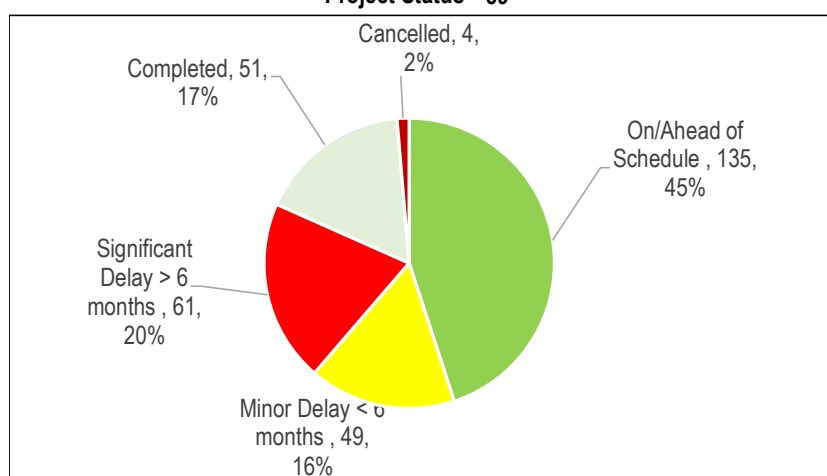


Table 2

Reason for Delay	110	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	3
Procurement Issues	11	11
RFQ/RFP Delayed	11	6
Contractor Issues	6	11
Site Conditions	2	8
Co-ordination with Other Projects	8	5
Community Consultation		
Other*	19	5
Total # of Projects	61	49

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,131.55	151.35	92.72	11.34	1.69

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 24 projects due to extended or pending scoping or design phase in order to address infrastructure needs, complete required site investigations, select equipment or reprioritize program, delays during procurement phase in order to refine requirements or reissue/cancel tenders due to high bid prices, need to develop project plan, collect data to address excess soil regulations, additional time to acquire required permits and secure legal agreements, planned work originally intended to be procured externally undertaken by internal staff resources, and/or combination of several factors listed above.

Key Discussion Points:

- As of December 31, Toronto Water spent \$1.106 billion or 79.7% of the 2023 Approved Capital Budget of \$1.389 billion. The year-end spending rate is lower than the 10-Year Rate Model completion target for 2023 of 85.0% .
- 55.3% or \$768.564 million was dedicated to State of Good Repair, Health and Safety and Legislative projects in 2023.
- \$1.143 billion or 62.0% of projects were on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following provides year-end spending by various program areas: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$412.754 million or 75.8% of the 2023 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$128.557 million or 82.2% of the 2023 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$66.724 million or 85.0% of the 2023 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$27.019 million or 65.9% of the 2023 Approved Capital Budget); Wet Weather Flow (\$101.871 million or 83.4% of the 2023 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$59.749 million or 85.5% of the 2023 Approved Capital Budget); Trunk Sewer projects (\$40.014 million or 72.1% of the 2023 Approved Budget); Improvements at Water Treatment Plants which include capital investment at Clark, Harris, Horgan, and Island Treatment Plants (\$25.570 million or 65.7% of the 2023 Approved Capital Budget); Basement Flooding Program (\$224.026 million or 92.7% of the 2023 Approved Capital Budget); and Other Capital Projects (\$19.869 million or 49.9% of the 2023 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	2.903	2.599	89.5%	G	G	#3	38.164	35.218
FJ Horgan Treatment Plant	0.125	-	0.0%	R	R		0.579	-
Humber Wastewater Treatment	2.610	2.603	99.7%	G	G		16.384	12.808
Sub-Total	5.638	5.202	92.3%	-	-		55.127	48.026
Legislated								
	53.710	51.191	95.3%	G	G		557.242	476.910
Ashbridges Bay Treatment Plant				G	G			
Highland Creek Treatment Plant	10.884	9.889	90.9%	G	G		123.355	108.282
Humber Wastewater Treatment	5.073	2.979	58.7%	Y	R	#3	69.707	57.092
Island Treatment Plant	1.813	0.427	23.5%	R	R	#3	113.921	23.902
Pumping Stations & Forcemains	10.127	8.630	85.2%	G	G		77.925	35.006
Water Service Replacement	54.736	32.262	58.9%	Y	G	#1	428.106	334.399
WT - Storage & Treatment	0.050	0.006	11.1%	R	G	#1	1.675	1.530
Sub-Total	136.393	105.383	77.3%	-	-		1,371.931	1,037.121
State of Good Repair								
	84.245	61.541	73.0%	G	G		2,152.916	459.178
Ashbridges Bay Treatment Plant				G	G			
RL Clark Treatment Plant	0.441	0.213	48.3%	R	G	#1	18.336	14.291
RC Harris Treatment Plant	3.641	2.520	69.2%	Y	G	#1	70.171	63.197
Highland Creek Treatment Plant	34.252	27.584	80.5%	G	G		285.645	158.477
FJ Horgan Treatment Plant	3.223	1.584	49.1%	R	Y	#2	25.740	8.401
Humber Wastewater Treatment	22.019	15.488	70.3%	G	G		436.374	246.169
Island Treatment Plant	3.438	1.195	34.8%	R	Y	#2	54.881	36.235
Linear Engineering	119.126	83.530	70.1%	G	Y	#2	950.206	722.367
	5.259	2.623	49.9%	R	Y	#2	105.181	49.224
Pumping Stations & Forcemains								
Sewer Rehabilitation	83.470	64.318	77.1%	G	G		868.773	599.203
Sewer Replacement	14.276	8.234	57.7%	Y	G	#1	113.033	54.911
Trunk Sewers	22.843	17.874	78.2%	G	G		397.126	210.778
Trunk Watermains	2.096	0.937	44.7%	R	Y	#2	40.838	6.042
Watermain Rehabilitation	71.090	61.548	86.6%	G	G		815.732	720.683
Watermain Replacement	105.829	88.732	83.8%	G	G		856.548	653.597
Water Service Replacement	5.747	3.869	67.3%	Y	G	#1	48.683	37.213
WT - Storage & Treatment	26.054	18.678	71.7%	G	R	#3	220.225	137.422
WTP - Plantwide	3.074	1.814	59.0%	Y	R	#3	79.833	21.317
WWF - Implementation Projects	1.227	0.087	7.1%	R	R	#3	82.259	35.191
WWF - Stream Restoration	14.373	4.229	29.4%	R	R	#3	139.621	71.563
Yards & Facilities	0.810	0.245	30.3%	R	R	#3	5.321	4.136
Sub-Total	626.533	466.844	74.5%	-	-		7,767.442	4,309.595
Service Improvements								
	10.656	9.768	91.7%	G	G		57.279	42.204
Ashbridges Bay Treatment Plant				G	G			
Water Meter Program (AMR)	5.023	4.186	83.3%	G	G		243.374	228.577
	22.074	11.565	52.4%	Y	Y	#2	120.651	73.661
Business & Technology Support								
Basement Flooding Program	241.703	224.026	92.7%	G	G		2,164.820	809.064
RC Harris Treatment Plant	1.312	0.097	7.4%	R	R	#3	12.665	2.276
Highland Creek Treatment Plant	33.335	29.251	87.7%	G	G		307.178	83.289
FJ Horgan Treatment Plant	1.492	0.034	2.3%	R	R	#3	9.928	2.404
Humber Wastewater Treatment	11.322	5.949	52.5%	Y	Y	#2	90.051	29.659
Island Treatment Plant	2.881	2.066	71.7%	G	G		9.161	6.836

Toronto Water (TW)

Projects by Category (Million)	2023 Approved Cash Flow	Year-End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Linear Engineering	2.879	1.387	48.2%	Ⓡ	Ⓡ	#3	20.665	8.761
Trunk Sewers	1.253	0.497	39.7%	Ⓡ	Ⓢ	#2	16.819	0.497
Trunk Watermains	0.304	0.167	54.9%	Ⓢ	Ⓢ	#1	8.788	7.591
WT - Storage & Treatment	1.465	0.733	50.1%	Ⓢ	Ⓢ	#1	44.019	40.854
WTP - Plantwide	17.190	15.582	90.6%	Ⓢ	Ⓢ		194.700	30.183
WWF - Implementation Projects	86.127	78.146	90.7%	Ⓢ	Ⓢ		760.416	581.787
WWF -TRCA	20.380	19.408	95.2%	Ⓢ	Ⓢ		159.404	157.704
Yards & Facilities	11.524	3.689	32.0%	Ⓡ	Ⓢ	#2	137.830	43.034
Sub-Total	470.919	406.553	86.3%	-	-		4,357.748	2,148.381
Growth Related								
	4.920	3.458	70.3%	Ⓢ	Ⓢ		210.555	6.974
Ashbridges Bay Treatment Plant				Ⓢ	Ⓢ			
Island Treatment Plant	0.271	0.037	13.8%	Ⓡ	Ⓢ	#2	19.355	0.344
Linear Engineering	0.871	0.294	33.8%	Ⓡ	Ⓢ	#1	3.350	1.191
New Service Connections	51.162	41.954	82.0%	Ⓢ	Ⓢ		525.415	454.439
New Sewers	19.714	17.145	87.0%	Ⓢ	Ⓢ		82.738	40.753
Pumping Stations & Force mains	2.301	1.005	43.7%	Ⓡ	Ⓢ	#1	23.417	21.993
Trunk Sewers	13.685	9.384	68.6%	Ⓢ	Ⓡ	#3	763.316	11.876
Trunk WM	37.460	37.263	99.5%	Ⓢ	Ⓢ		114.443	80.478
Water Efficiency Plan	0.380	0.184	48.5%	Ⓡ	Ⓢ	#1	13.499	12.295
Watermain Replacement	15.913	9.480	59.6%	Ⓢ	Ⓢ	#1	165.471	117.908
WT - Storage & Treatment	2.491	1.965	78.9%	Ⓢ	Ⓢ		7.206	2.011
Sub-Total	149.167	122.171	81.9%	-	-		1,928.765	750.262
Total	1,388.651	1,106.153	79.7%				15,481.013	8,293.385

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:

Major projects within Program areas are proceeding on schedule with lower than anticipated costs and/or demand for services.

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to extend design, tendering and award phases and/or address site conditions (Raw Water Pump Upgrades at FJ Horgan Water Treatment Plant, Cast Iron Trunk Replacement project within the Trunk Watermains Program, Island Photovoltaic System and Island Flooding Resiliency projects at the Island Water Treatment Plant, Lower Simcoe Combined Sewer Overflow project within Trunk Sewers Program Area), pending coordination with other projects and other divisions (Technology Improvement projects within the Business & Technology Support Program Area), high bid prices (Sunnyside Sewage Pumping Station - Wetwell project within the Pumping Stations and Force mains Program Area), delays in equipment and furniture deliveries (Operations Control Centre Construction at Humber Wastewater Treatment Plant) and procurement of laboratory equipment (Yards & Facilities Program Area). Linear Engineering work supporting watermain and sewer replacement had lower than forecasted spending due to program reprioritization.

Note # 3:

Major project delays are due to one or combination of various technical issues as well as complexity of projects, including need to revise scope of work (FJ Horgan Water Treatment Plant Chemical Systems and Service Water Modifications), extended/pending design completion or due to slower than forecasted mobilization on another project (Humber Wastewater Treatment Plant Odour Control Implementation - Phase 1 project), extended design completion to address site conditions and required investigations (Chemical & Residual Management at Island Water Treatment Plant, Zebra Mussel Control Construction project - Plantwide Water Treatment Program Area), consultant and/or vendor performance related delays and/or pending acquisition of required permits and legal agreements (Pumping Station Rehabilitation - Phase 2 Engineering and Construction within Storage & Program Treatment Area, Emergency Standby Power at RC Harris Water Treatment Plant, Watercourse Construction projects within the Wet Weather Flow Stream Restoration Program Area), pending project scope finalization (Western Beaches Retrofit Project within the Wet Weather Flow Program Area), delays in procurement of new laboratory equipment (Yards & Facilities Program Area), need to cancel contracts due to extended procurement phase or high bid prices (Electrical Grounding System at FJ Horgan Water treatment Plant, Black Creek Sewage Pumping Station Design & Construction within the Trunk Sewers Program Area), and need to develop scope and insufficient staff resources (Asset Management System Implementation project).