

Housing Secretariat (HSE)

Chart 1
2024 Approved Budget by Category (\$Million) \$701.71M

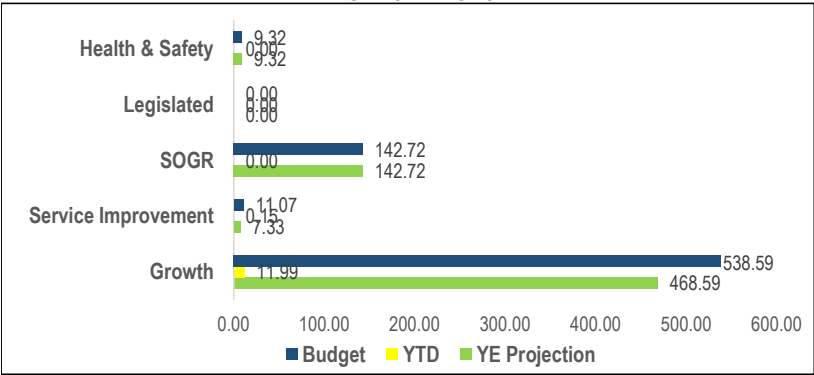


Table 1
2024 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	1
Service Improvement	3
Growth	7
Total # of Projects	12

Chart 2
Project Status - 12

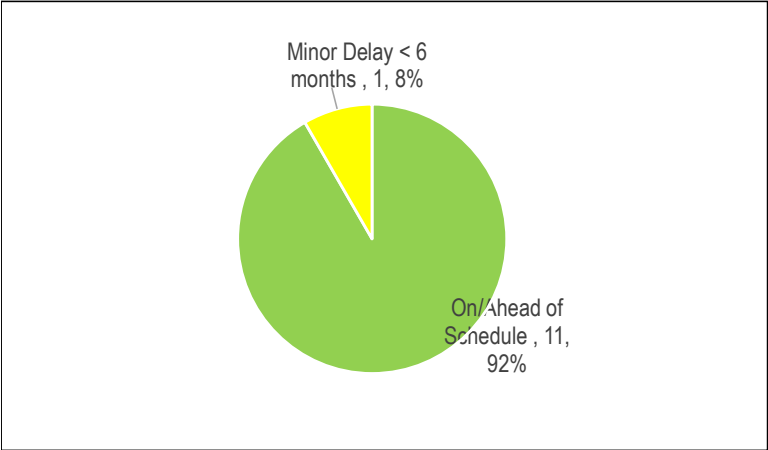


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
694.95	6.75			

Reasons for "Other*" Projects Delay:

- The minor delay is related to recruitment, and establishing legal agreements.

Housing Secretariat (HSE)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
TCHC IT Capital	9.323	0.000	0.0%	9.323	100.0%	Ⓞ	Ⓞ		5.908	4.472
Sub-Total	9.323	0.000	0.0%	9.323	100.0%	-	-		5.908	4.472
TCHC Building Repair Capital	142.719	0.000	0.0%	142.719	100.0%	Ⓞ	Ⓞ		1,599.904	291.879
Sub-Total	142.719	0.000	0.0%	142.719	100.0%	-	-		1,599.904	291.879
Taking Action on Tower Renewal Program	6.754	0.000	0.0%	3.761	55.7%	Ⓢ	Ⓢ	#1	19.825	0.000
Toronto Renovates	0.652	0.000	0.0%	0.652	100.0%	Ⓞ	Ⓞ		0.652	0.000
Choice Based Housing Access System	3.669	0.148	4.0%	2.917	79.5%	Ⓞ	Ⓞ		8.485	1.719
Sub-Total	11.075	0.148	1.3%	7.330	66.2%	-	-		28.962	1.719
Housing Now	43.535	1.552	3.6%	43.535	100.0%	Ⓞ	Ⓞ	#2	871.925	22.278
Rental Development	31.960	0.135	0.4%	31.960	100.0%	Ⓞ	Ⓞ		107.102	2.455
Modular Housing	17.436	0.000	0.0%	17.436	100.0%	Ⓞ	Ⓞ		57.492	28.133
Rapid Housing Initiative	69.917	0.000	0.0%	69.917	100.0%	Ⓞ	Ⓞ		423.658	310.303
Emergency Housing Action	56.870	10.304	18.1%	56.870	100.0%	Ⓞ	Ⓞ		130.494	70.059
Third Party Grants Funding	270.000	0.000	0.0%	200.000	74.1%	Ⓞ	Ⓞ	#3	270.000	0.000
TCHC Development In-Flight	48.873	0.000	0.0%	48.873	100.0%	Ⓞ	Ⓞ		32.268	13.592
Sub-Total	538.592	11.990	2.2%	468.592	87.0%	-	-		1,892.940	446.819
Total	701.709	12.138	1.7%	627.964	89.5%				3,527.713	744.890

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:

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

Note # 2:

The Rental Development project includes a budget adjustment in 2025 for \$66.6 million funded from the Housing Accelerator Fund (HAF). The funds will help increase housing supply and support the development of communities that are more affordable, diverse, and climate resilient.

Note # 3:

The Third Party Capital funding program is a new program within the Capital Budget which has been transferred from the Operating Budget at an amount of \$270.2 million, this adjustment will not impact program delivery or service levels.

Waterfront Revitalization Initiative (WFT)

Chart 1
2024 Approved Budget by Category (\$Million) \$206.56M

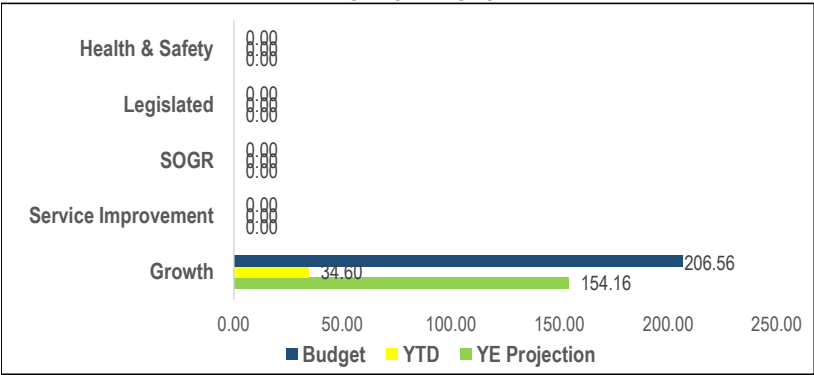


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 28

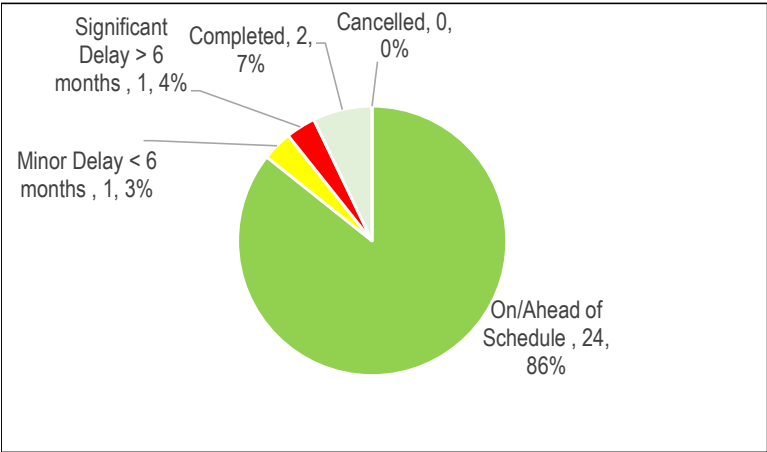


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
204.70	0.37	1.48		

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
PRECINCT IMPLEMENTATION PROJECTS	9.101	2.309	25.4%	7.500	82.4%	G	G	#1	251.123	242.257
TRANSPORTATION INITIATIVES	1.481	0.047	3.1%	0.581	39.2%	R	R		35.199	31.264
WATERFRONT SECRETARIAT	0.682	0.164	24.1%	0.657	96.4%	G	G		10.827	9.964
WATER'S EDGE	0.189	0.013	7.1%	0.150	79.4%	G	G		0.190	0.011
PROME, TRANS&TRANSPOR INIT						G	G			
URBAN PLANNING RESOURCES	0.653	0.143	21.9%	0.550	84.2%	G	G		6.121	4.888
BATHURST QUAY PUBLIC REALM	0.301	0.087	29.0%	0.301	100.0%	G	G		2.759	1.076
EBF Public Art Plan	1.277	1.277	100.0%	1.277	100.0%	G	G		3.859	0.985
EBF LOCAL	0.055	0.000	0.0%	0.040	72.7%	G	G		0.000	0.000
INFRASTRUCTURE						G	G			
QUAYSIDE	0.055	0.000	0.0%	0.045	81.7%	G	G	#2	0.550	0.495
BENTWAY AND FORT YORK IMPROVEMENTS		0.000					G		1.313	1.312
LOWER DON COORDINATION	1.390	0.036	2.6%	0.980	70.5%	G	G		2.109	0.755
LESLIE STREET LOOKOUT	0.500	-0.147	-29.3%	0.351	70.2%	G	G		4.000	3.353
PARK PLANNING AND DESIGN	0.861	0.162	18.8%	0.685	79.5%	G	G		1.820	0.652
DEVELOPMENT						G	G			
NEXT PHASE OF WATERFRONT REVITALIZATION	0.605	0.152	25.1%	0.500	82.6%	G	G		0.800	0.347
PORT LANDS PLANNING AND IMPLEMENTATION S	2.760	0.133	4.8%	2.000	72.5%	G	G		6.200	0.690
CONVERT FIRE HALL TO COMMUNITY SPACE PFR	3.000	0.208	6.9%	2.500	83.3%	G	G		3.000	0.208
BAYSIDE PHASE 2 WATER'S EDGE PROMENADE	1.730	0.000	0.0%	1.400	80.9%	G	G		17.152	0.000
WESTERN WATERFRONT MASTER PLAN UPDATE	0.374	0.016	4.4%	0.270	72.2%	G	Y	#3	0.400	0.026
INDIGENOUS ENGAGEMENT	0.200	0.000	0.0%	0.150	75.0%	G	G		0.625	0.000
PORT LANDS FLOOD PROTECTION	79.093	30.000	37.9%	57.000	72.1%	G	G		417.525	360.602
PORT LANDS PARKS AND PUBLIS REALM	30.000	0.000	0.0%	25.000	83.3%	G	G		32.500	0.000
COMMISSIONERS STREET SEWER DETAILED DESI	0.150	0.000	0.0%	0.120	80.0%	G	G		7.150	0.000
KEATING CHANNEL DREDGING	12.000	0.000	0.0%	9.000	75.0%	G	G		24.000	0.000
KEATING CHANNEL PEDESTRIAN BRIDGE	1.400	0.000	0.0%	1.100	78.6%	G	G		9.000	0.000
QUAYSIDE TRANSPORTATION INFRASTRUCTURE	58.700	0.000	0.0%	42.000	71.6%	G	G		102.000	0.000
Sub-Total	206.557	34.602	16.8%	154.157	74.6%	-	-		940.221	658.888
Total	206.557	34.602	16.8%	154.157	74.6%				940.221	668.143

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

Note # 1:

Waterfront Revitalization Initiative (WFT)

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

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 # 2:

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 # 3:

A credit is being received.

2024 Capital Spending by Program
Corporate Services

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Customer Experience	4M-2024	4.50	0.56	2.60	57.9%	Ⓨ
Corporate Real Estate Management	4M-2024	274.76	46.16	170.10	61.9%	Ⓨ
Environment & Climate Division	4M-2024	36.23	3.09	21.80	60.2%	Ⓨ
Fleet Services	4M-2024	146.36	12.46	91.08	62.2%	Ⓨ
Chief Information Security Office	4M-2024	6.55	0.46	5.77	88.1%	Ⓞ
Technology Services	4M-2024	62.90	12.86	60.05	95.5%	Ⓞ
TOTAL	4M-2024	531.30	75.59	351.39	66.1%	Ⓨ

For the four months ended April 30, 2024, the capital expenditures for Corporate Services totalled \$75.6 million of their collective 2024 Approved Capital Budget of \$531.3 million. Spending is expected to increase to \$351.4 million (66.1%) by year-end. 2 programs in this service area has the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

Programs with projected year-end spending rate above 70% are Technology Services, and Chief Information Security Office.

Customer Experience (CXD)

Chart 1
2024 Approved Budget by Category (\$Million) \$4.5M

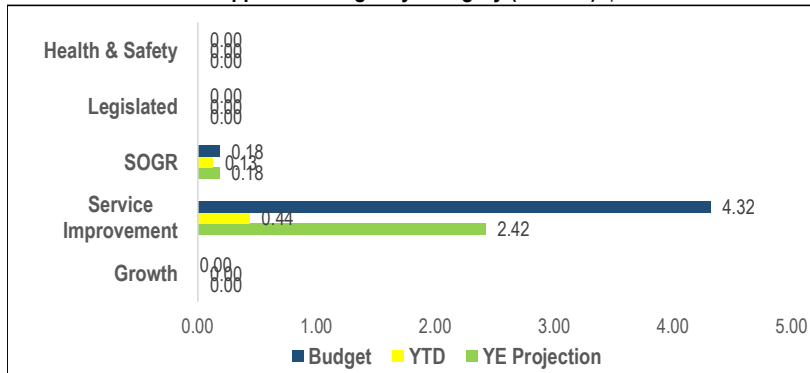


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 3

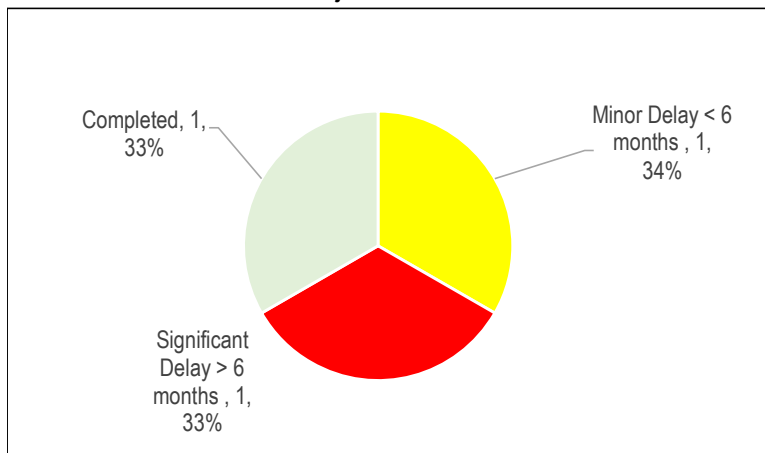


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.05	4.32	0.13	

Reasons for "Other*" Projects Delay:

- The SOGR project was delayed due to Cloud Assessment approvals that took longer than expected.
- The Channel & Counter Strategy project was delayed due to reassessment of funding utilization including projects to be executed, prioritizing and getting clarity from all stakeholders.

Customer Experience (CXD)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
SOG - Various	0.052	0.021	40.4%	0.052	100.0%	Ⓞ	Ⓨ	#1	1.977	1.386
Salesforce Optimization	0.129	0.107	82.9%	0.129	100.0%	Ⓞ	Ⓞ		0.382	0.360
Sub-Total	0.181	0.128	70.7%	0.181	100.0%	-	-		2.359	1.746
Channel & Counter Strategy (C&C)	4.315	0.435	10.1%	2.420	56.1%	Ⓨ	Ⓡ	#2	5.281	1.401
Sub-Total	4.315	0.435	10.1%	2.420	56.1%	-	-		5.281	1.401
Total	4.496	0.563	12.5%	2.601	57.9%				7.640	3.147

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 Channel & Counter Strategy project was delayed due to reassessment of funding utilization including projects to be executed, prioritizing and getting clarity from all stakeholders.

Corporate Real Estate Management (FAC)

Chart 1
2024 Approved Budget by Category (\$Million) \$274.76M

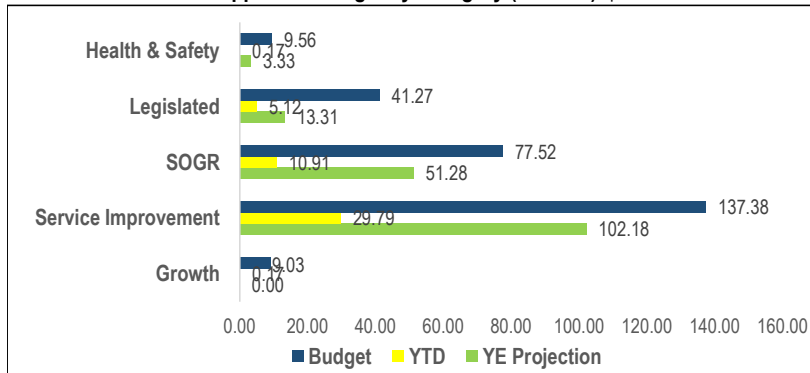


Table 1
2024 Active Projects by Category

Health & Safety	9
Legislated	3
SOGR	84
Service Improvement	101
Growth	5
Total # of Projects	202

Chart 2
Project Status - 202

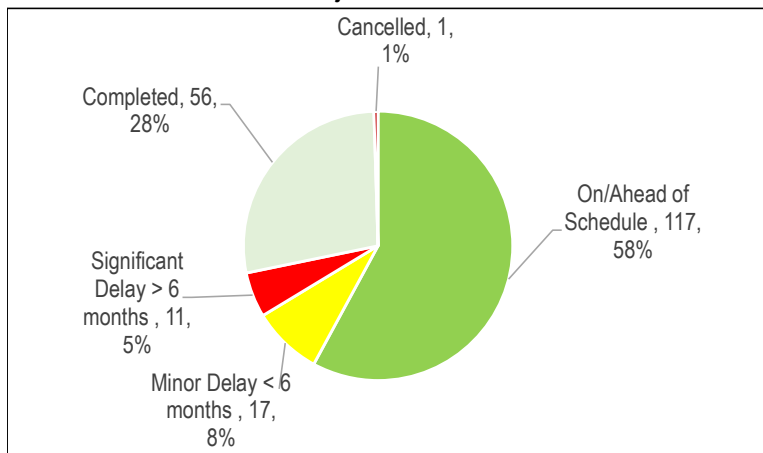


Table 2

Reason for Delay	28	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		4
RFQ/RFP Delayed	1	10
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	4	3
Community Consultation		
Other*	3	
Total # of Projects	11	17

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
240.16	17.38	5.05	12.17	

Reasons for "Other*" Projects Delay:

- Work for various Mechanical and Electrical as well as Elevator State of Good Repair (SOGR) is delayed due to longer durations needed to define scope and setting project strategy.
- The Young People's Theatre Lighting project is delayed while the client secures funding.

Key Discussion Points: (Please provide reason for delay)

- Ongoing risks being managed and potentially impacting the Division's ability to achieve the forecasted spend rate include bids exceeding available funding levels due to ongoing inflationary market conditions, weather conditions and unforeseen site conditions during construction, and changing client needs and demands.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Environmental Remediation	2.012	0.000	0.0%	0.035	1.7%	Ⓜ	Ⓢ	#1	2.189	0.177
Global Corporate Security	0.422	0.022	5.2%	0.422	100.0%	Ⓢ	Ⓢ		6.640	6.240
Program										
Safety Audits	7.131	0.148	2.1%	2.875	40.3%	Ⓜ	Ⓢ	#2	12.661	5.678
Sub-Total	9.565	0.170	1.8%	3.332	34.8%	-	-		21.490	12.096
Accessibility for Ontarians with	41.234	5.118	12.4%	13.305	32.3%	Ⓜ	Ⓢ	#3	197.210	134.296
Disabilities Act (AODA)										
Barrier Free / Equity	0.033	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓢ	#1	0.853	0.819
Sub-Total	41.267	5.118	12.4%	13.305	32.2%	-	-		198.063	135.115
Albert Campbell Square Park	0.002	-0.027	-1121.4%	0.000	0.0%	Ⓜ	Ⓢ	#1	3.194	3.165
Rehabilitation										
Emergency Repairs	2.770	0.181	6.5%	0.869	31.4%	Ⓜ	Ⓜ	#2	5.334	2.746
Environmental Remediation	1.760	0.096	5.5%	1.687	95.8%	Ⓢ	Ⓢ		6.318	4.655
Indian Residential School	7.566	1.383	18.3%	7.504	99.2%	Ⓢ	Ⓢ		24.950	16.767
Survivors Legacy										
Mechanical & Electrical	8.782	0.293	3.3%	2.247	25.6%	Ⓜ	Ⓜ	#2	90.298	55.620
Others - SOGR	28.033	1.713	6.1%	16.582	59.2%	Ⓢ	Ⓢ		87.271	45.660
Relocation of Fire Station 332	0.998	0.113	11.3%	1.364	136.6%	Ⓜ	Ⓢ	#5	30.207	2.984
Roofing	4.023	0.354	8.8%	2.865	71.2%	Ⓢ	Ⓢ		21.152	1.627
Sitework	2.217	0.097	4.4%	0.124	5.6%	Ⓜ	Ⓢ	#2	22.220	19.499
SOGR - Leased Properties	3.532	0.012	0.4%	1.688	47.8%	Ⓜ	Ⓢ	#2	4.684	1.165
Structural / Building Envelope	17.837	6.695	37.5%	16.346	91.6%	Ⓢ	Ⓢ	#2	144.575	103.661
Sub-Total	77.521	10.910	14.1%	51.277	66.1%	-	-		440.204	257.549
8 Cumberland St	0.912	0.000	0.0%	0.000		Ⓜ	Ⓢ	#1	1.800	0.888
Administrative Penalty System	0.047	0.000	0.0%	0.036		Ⓢ	Ⓢ		2.674	2.602
CCTV Infrastructure	0.127	0.001	0.7%	0.127		Ⓢ	Ⓢ		9.842	9.716
Enhancements										
Corporate Facilities	0.342	0.005	1.4%	0.049		Ⓜ	Ⓢ	#2	1.527	1.190
Refurbishment Program										
Customer Experience Program	0.031	0.000	0.0%	0.000		Ⓜ	Ⓢ	#1	10.188	10.158
Energy Management	4.984	0.998	20.0%	3.845		Ⓢ	Ⓜ	#2	47.301	24.877
Etobicoke Civic Centre	53.339	16.839	31.6%	41.694		Ⓢ	Ⓢ	#3	429.461	47.544
Global Corporate Security	6.870	0.289	4.2%	4.877		Ⓢ	Ⓜ	#2	31.517	3.410
Program										
Mechanical & Electrical	0.034	0.000	0.0%	0.000		Ⓜ	Ⓢ	#1	2.010	1.976
ModernTO	16.731	1.872	11.2%	15.538		Ⓢ	Ⓢ	#3	250.001	49.505
Others - Service Improvements	12.293	7.442	60.5%	9.100		Ⓢ	Ⓜ	#2	42.340	22.089
Others - SOGR	0.008	0.000	0.0%	0.000		Ⓜ	Ⓢ	#1	2.500	0.398
Physical Security Capital Plan	3.042	0.436	14.3%	2.042		Ⓢ	Ⓜ	#2	26.723	6.416
Real Estate Property	0.009	0.000	0.0%	0.000					0.569	0.560
Management and Lease Admin						Ⓜ		#1		
Security Bollards - Union Station	2.003	0.141	7.0%	2.102		Ⓜ		#5	5.135	1.273
St. Lawrence Market North	18.310	1.117	6.1%	18.310	100.0%			#3	126.929	109.953
Redevelopment										

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
St. Lawrence Market South Renovations	0.472	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓢ	#1	1.500	1.028
Strategic Property Acquisitions	0.021	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓢ	#4	103.757	103.736
Toronto Strong Neighbourhood Strategy	1.144	0.250	21.9%	1.144	100.0%	Ⓢ	Ⓢ		2.060	1.168
TransformTO	0.261	0.164	63.0%	0.324	124.4%	Ⓜ	Ⓢ	#5	1.996	1.900
Union Station - Signage & Wayfinding	0.447	0.001	0.2%	0.268	60.1%	Ⓢ	Ⓢ	#1	0.915	0.069
Union Station Enhancement Project	3.298	0.000	0.0%	0.434	13.2%	Ⓜ	Ⓢ	#1	4.498	1.200
Union Station PTIF Projects	0.132	0.000	0.0%	0.132	100.0%	Ⓢ	Ⓢ		0.901	0.769
Union Station Revitalization	1.937	0.009	0.5%	0.421	21.8%	Ⓜ	Ⓢ	#1	78.368	758.759
Various IT-Related Projects	10.088	0.227	2.3%	1.692	16.8%	Ⓜ	Ⓢ	#1	37.900	5.959
Wellington Destructor - Construction	0.500	0.000	0.0%	0.045	9.0%	Ⓜ	Ⓜ	#2	32.000	0.000
Sub-Total	137.379	29.792	21.7%	102.182	74.4%	-	-		1,254.411	1,167.144
Growth Related										
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%		0.0%	Ⓜ	Ⓢ	#1	5.942	5.892
Parkdale Hub Acquisition	4.392	-0.021	-0.5%		0.0%	Ⓜ	Ⓢ	#4	22.108	17.694
School Land Properties Acquisitions	2.968	0.000	0.0%		0.0%	Ⓜ	Ⓢ	#4	3.000	0.032
Strategic Property Acquisitions	1.546	0.187	12.1%		0.0%	Ⓜ	Ⓢ	#1	46.553	45.194
Westwood	0.073	0.000	0.0%		0.0%	Ⓜ	Ⓢ	#1	4.000	1.155
Sub-Total	9.029	0.166	1.8%	0.000	0.0%	-	-		81.602	69.967
Total	274.760	46.156	16.8%	170.095	61.9%				1,995.770	1,641.871

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 and Property Acquisitions are done on an as-needed basis.

Note # 5:

The project team is monitoring the project spend and will decide at an upcoming variance report if a budget adjustment is needed.

Environment & Climate Division (ECD)

Chart 1
2024 Approved Budget by Category (\$Million) \$36.23M

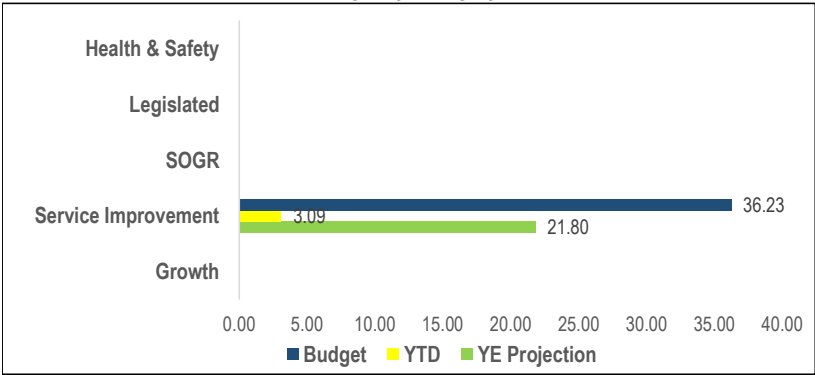


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 8

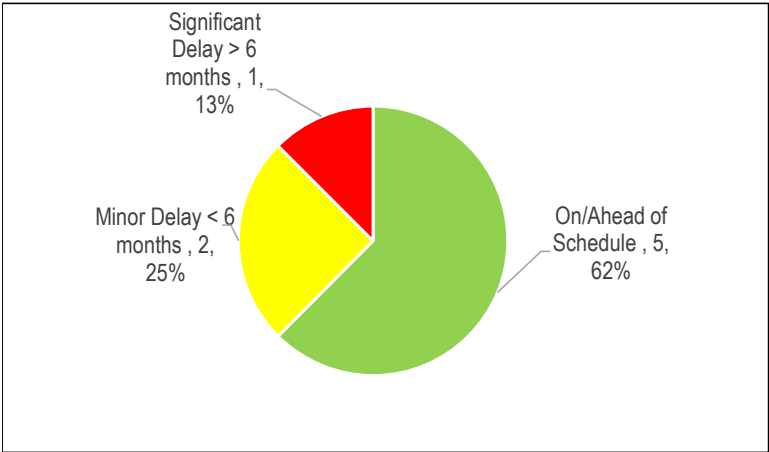


Table 2

Reason for Delay	3	
	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*		2
Total # of Projects	1	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.19	10.40	3.65		

Reasons for "Other*" Projects Delay:

- The Existing Building Retrofits project to enable community energy projects that reduce emissions for existing buildings is delayed due to changes in scope.
- The Carbon check project to support creative energy efficiency initiatives for the Canadian residential sector is delayed while finalizing the legal agreement with the vendor.

Environment & Climate Division (ECD)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Carboncheck	0.400	0.000	0.0%	0.200	50.0%	Ⓢ	Ⓢ	#1	4.500	3.375
Community Initiatives - Existing Building Retrofits	11.250	1.725	15.3%	6.200	55.1%	Ⓢ	Ⓢ	#2		
Exhibition Place Decarbonization	6.000	0.000	0.0%	6.000	100.0%	Ⓢ	Ⓢ			
New Development Sustainable Energy Plan Financing	5.000	0.000	0.0%	2.200	44.0%	Ⓢ	Ⓢ	#5		
Renewable Thermal Energy Program	9.581	0.155	1.6%	0.550	5.7%	Ⓢ	Ⓢ	#3		
Residential Energy Retrofit Program (HELP)	4.000	1.206	30.1%	6.650	166.2%	Ⓢ	Ⓢ	#4	4.500	3.375
Sub-Total	36.231	3.085	8.5%	21.800	60.2%	-	-		9.000	6.750
Total	36.231	3.085	8.5%	21.800	60.2%				9.000	6.750

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 Carbon check project to support creative energy efficiency initiatives for the Canadian residential sector is delayed while finalizing the legal agreement with the vendor.

Note # 2:

The Existing Building Retrofits project to enable community energy projects that reduce emissions for existing buildings is delayed due to changes in scope.

Note # 3:

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

Note # 4:

The project team is anticipating significant interest in the interest-bearing loan program due to some rebate programs coming to an end. At this time the team is monitoring the project spend and will decide at an upcoming variance report if a budget adjustment is needed.

Note # 5:

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

Fleet Services (FLT)

Chart 1
2024 Approved Budget by Category (\$Million) \$146.36M

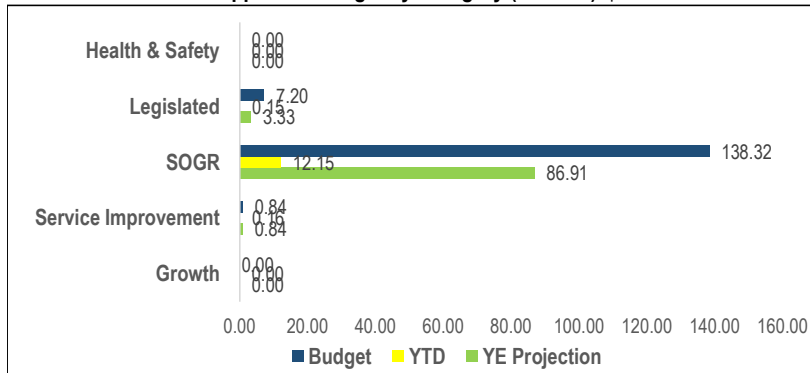


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	95
Service Improvement	3
Growth	
Total # of Projects	108

Chart 2
Project Status - 108

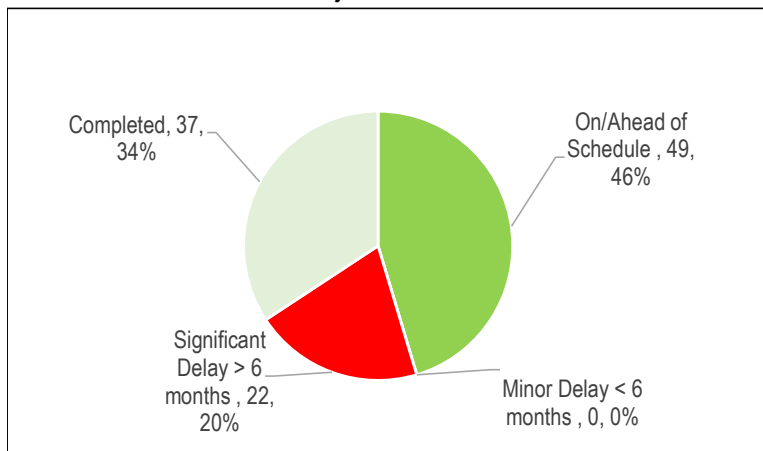


Table 2

Reason for Delay	22	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	19	
Total # of Projects	22	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
86.96		57.63	1.77	

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)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sustainable Fleet Project	0.401	0.000	0.0%	0.398		Ⓡ	Ⓢ	#1	0.439	0.038
EV Program	6.801	0.154	2.3%	2.929		Ⓡ	Ⓢ	#1	12.516	5.868
Sub-Total	7.202	0.154	2.1%	3.327	46.2%	-	-		12.955	5.906
Arena Boards - Fleet Replacement	0.128	0.000	0.0%	0.125	97.7%	Ⓢ	Ⓡ	#2	0.411	0.109
Economic Development & Culture - Fleet Replacement	0.159	0.000	0.0%	0.152	95.6%	Ⓢ	Ⓢ		0.256	0.040
Engineering & Construction Services - Fleet Replacement	0.885	0.328	37.1%	0.806	91.1%	Ⓢ	Ⓢ		2.082	1.298
Exhibition - Fleet Replacement	0.257	0.163	63.4%	0.163	63.4%	Ⓢ	Ⓡ	#2	1.751	1.103
Facility & Real Estate - Fleet Replacement	0.463	0.031	6.7%	0.215	46.4%	Ⓡ	Ⓢ	#1	9.243	7.855
Fire Services - Fleet Replacement	42.780	6.776	15.8%	28.808	67.3%	Ⓢ	Ⓢ	#1	216.875	33.775
Fleet - Insurance Contingency	0.055	0.000	0.0%	0.041	74.5%	Ⓢ	Ⓢ		0.285	0.230
Fleet - Tools & Equipment	1.597	-0.075	-4.7%	1.595	99.9%	Ⓢ	Ⓢ		1.952	0.279
Fleet Office Modernization	0.121	0.000	0.0%	0.120	99.2%	Ⓢ	Ⓢ		0.843	0.447
Fleet Services - Fleet Replacement	0.233	0.000	0.0%	0.218	93.6%	Ⓢ	Ⓢ		1.002	0.067
Fuel Site Closure, Upgrade & Replacement	2.164	0.037	1.7%	0.203	9.4%	Ⓡ	Ⓡ	#3	4.707	0.269
Library - Fleet Replacement	0.789	0.000	0.0%	0.280	35.5%	Ⓡ	Ⓡ	#3	2.808	1.406
Municipal Licensing - Fleet Replacement	1.048	0.046	4.4%	0.928	88.5%	Ⓢ	Ⓢ		1.699	0.697
Parks, Forestry & Recreation - Fleet Replacement	7.615	1.401	18.4%	6.911	90.8%	Ⓢ	Ⓢ		54.335	21.100
Public Health - Fleet Replacement	0.401	0.000	0.0%	0.203	50.6%	Ⓢ	Ⓢ	#1	0.465	0.064
Purchasing & Materials - Fleet Replacement	0.170	0.000	0.0%	0.069	40.6%	Ⓡ	Ⓢ	#1	0.413	0.243
Toronto Shelter and Support Services	0.092	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	0.869	0.406
Solid Waste - Fleet Replacement	35.570	0.849	2.4%	24.262	68.2%	Ⓢ	Ⓡ	#2	153.032	44.189
Toronto Community Housing Corporation - Fleet Replacement	0.865	0.000	0.0%	0.858	99.2%	Ⓢ	Ⓢ		4.005	1.760
Toronto Paramedic - Fleet Replacement	23.513	1.773	7.5%	3.298	14.0%	Ⓡ	Ⓡ	#2	41.708	19.967
Toronto Water - Fleet Replacement	9.580	0.486	5.1%	9.513	99.3%	Ⓢ	Ⓡ	#2	57.128	30.963
Transportation Services - Fleet Replacement	8.635	0.334	3.9%	7.672	88.8%	Ⓢ	Ⓡ	#2	87.191	47.843
Zoo - Fleet Replacement	1.196	0.000	0.0%	0.466	39.0%	Ⓡ	Ⓡ	#2	1.340	0.147
Sub-Total	138.316	12.149	8.8%	86.906	62.8%	-	-		644.400	214.257
Service Improvements										
Economic Development & Culture - Fleet Replacement	0.000	0.000		0.000			Ⓢ		0.320	0.320
Sustainment of Fleet Technologies and Systems	0.495	0.082	16.6%	0.494	99.8%				2.562	1.072
Vendor Management Portal	0.349	0.073	20.9%	0.350	100.3%		Ⓡ	#4	0.597	0.322

Fleet Services (FLT)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.844	0.155	18.4%	0.844	100.0%	-	-		3.479	1.714
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	146.362	12.458	8.5%	91.077	62.2%				660.834	221.877

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

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

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

Note # 3:

Project is delayed due to procurement or RFQ/RFP delays.

Note # 4:

Project is delayed due to insufficient staff resources

Chief Information Security Office (CYB)

Chart 1
2024 Approved Budget by Category (\$Million) \$6.55M

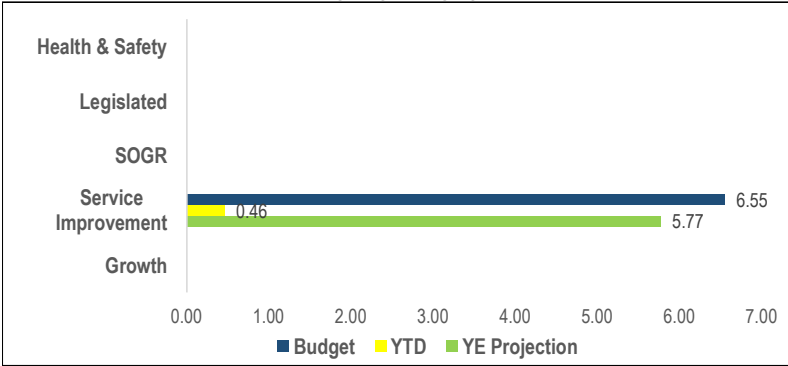


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 3

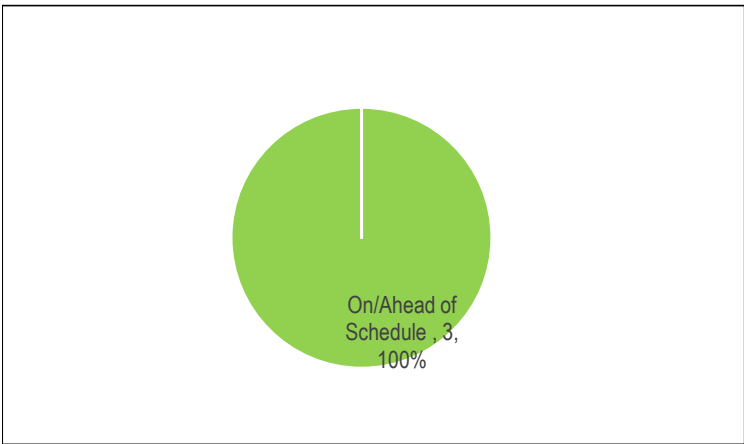


Table 2

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
6.55				

Chief Information Security Office (CYB)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Cyber Command Centre	1.777	0.000	0.0%	1.000	56.3%	Y	G	#1	10.554	0.000
Cyber Foundation	2.902	0.236	8.1%	2.902	100.0%	G	G		7.002	2.937
Digitization Support Services	1.868	0.221	11.8%	1.868	100.0%	G	G		8.104	0.817
Sub-Total	6.547	0.457	7.0%	5.770	88.1%	-	-		25.660	3.755
Total	6.547	0.457	7.0%	5.770	88.1%				25.660	3.755

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

Note # 1:

The Cyber Command Centre project is anticipated to experience spending delays as construction is scheduled to commence later in 2024 with a target completion date of 2025. The design and consultation works are actively progressing and the project is expected to be on time.

Technology Services (ITP)

Chart 1
2024 Approved Budget by Category (\$Million) \$62.9M

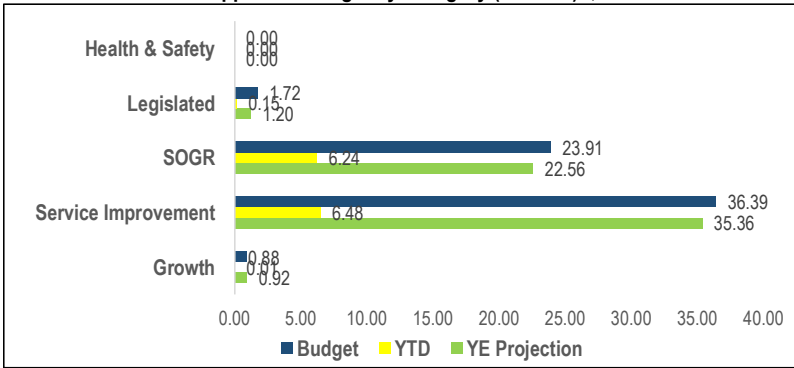


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	6
SOGR	24
Service Improvement	46
Growth	4
Total # of Projects	80

Chart 2
Project Status - 80

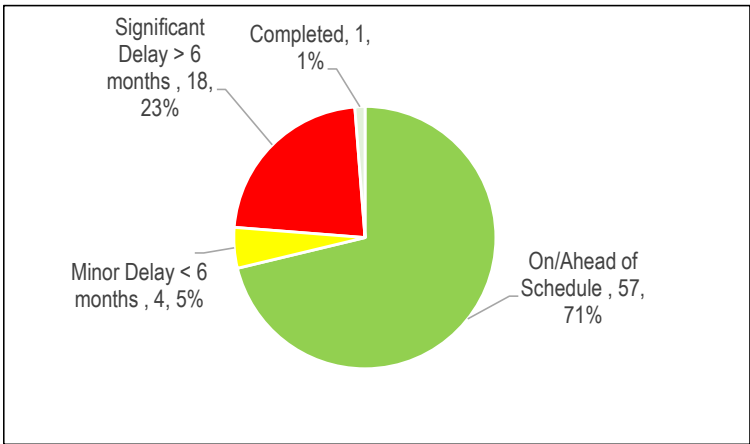


Table 2

Reason for Delay	22	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	
Procurement Issues		
RFQ/RFP Delayed	3	
Contractor Issues	2	1
Site Conditions		
Co-ordination with Other Projects	4	3
Community Consultation		
Other*	4	
Total # of Projects	18	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
45.57	0.99	16.33	0.02	

Reasons for "Other*" Projects Delay:

- The project delays are due to reprioritization of project deliverables.

Technology Services (ITP)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Automating Short Term Rental Operator Verification Process	0.279	0.000	0.0%	0.223	79.9%	Ⓔ	Ⓔ		0.611	0.000
Corporate Accessibility Services/Support Acquisition	0.326	0.000	0.0%	0.033	10.1%	Ⓔ	Ⓔ	#1	0.527	0.000
Equity, Diversity and Human Rights - Complaints Management System	0.059	0.000	0.0%	0.059	99.7%	Ⓔ	Ⓔ	#2	0.308	0.249
Multi-Tenant Housing - Technology Implementation	0.514	0.000	0.0%	0.411	80.0%	Ⓔ	Ⓔ		1.303	0.000
SAP ERP Modernization	0.340	0.068	20.0%	0.274	80.6%	Ⓔ	Ⓔ		13.945	0.068
Paramedic Activity & Compliance Tracking Program	0.203	0.081	40.0%	0.203	100.2%	Ⓔ	Ⓔ	#3	0.305	0.166
Sub-Total	1.721	0.149	8.7%	1.203	69.9%	-	-		16.999	0.483
API Cloud Migration	0.044	0.036	81.8%	0.044	100.0%	Ⓔ	Ⓔ		0.275	0.266
Asset Lifecycle Management	17.156	5.235	30.5%	17.034	99.3%	Ⓔ	Ⓔ		377.029	164.496
Audio Visual Program	1.340	0.009	0.7%	1.340	100.0%	Ⓔ	Ⓔ		11.996	0.009
Business App. Service Monitoring	0.220	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ	#3	0.713	0.463
Community Development and Regulatory & Licensing (CDRL) System	0.745	0.000	0.0%	0.865	116.1%	Ⓔ	Ⓔ	#1	13.813	0.000
Modernized Program						Ⓔ	Ⓔ			
Directory Services Transition	0.589	0.119	20.2%	0.379	64.3%	Ⓔ	Ⓔ	#5	1.268	0.382
Disaster Recovery Program	0.295	0.158	53.6%	0.508	172.2%	Ⓔ	Ⓔ	#1	3.683	3.535
Document Direct View Direct	0.522	0.222	42.5%	0.522	100.0%	Ⓔ	Ⓔ		1.894	1.306
Fleet Services Digital Driver Permit	0.179	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ	#3	0.371	0.023
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet	0.055	0.000	0.0%	0.006	10.9%	Ⓔ	Ⓔ	#1	0.383	0.000
Management Information System						Ⓔ	Ⓔ			
Information Mgmt Infrastructure	0.077	0.000	0.0%	0.077	100.0%	Ⓔ	Ⓔ	#4	0.784	0.707
Integrated Business Mgmt System	0.277	0.129	46.6%	0.129	46.6%	Ⓔ	Ⓔ	#1	3.915	3.767
Legal Services Document Management System	0.230	0.081	35.2%	0.195	84.8%	Ⓔ	Ⓔ		0.925	0.081
Museum & Heritage Services It Infrastructure SOGR	0.065	0.003	4.6%	0.065	100.0%	Ⓔ	Ⓔ		1.434	1.372
Network Modernization	1.435	0.079	5.5%	0.883	61.5%	Ⓔ	Ⓔ	#1	7.930	0.013
Project Portfolio Management System Migrate To ServiceNow	0.556	0.122	21.9%	0.465	83.6%	Ⓔ	Ⓔ	#2	0.652	0.136
Public Engagement Database and Online Engagement Platform	0.085	0.000	0.0%	0.009	10.6%	Ⓔ	Ⓔ	#1	0.112	0.000
Salesforce Realignment Of Foundational Technologies	0.044	0.042	95.5%	0.043	97.7%	Ⓔ	Ⓔ		0.515	0.511
Sub-Total	23.914	6.235	26.1%	22.564	94.4%	-	-		427.692	177.067
311 - Technology Upgrades	0.187	0.001	0.5%	0.187	100.0%	Ⓔ	Ⓔ	#3	2.631	2.445
Accelerating The Digitization Journey	0.483	0.091	18.8%	0.398	82.4%	Ⓔ	Ⓔ		1.302	0.215
Access Control Self Serve	0.342	0.032	9.4%	0.321	94.0%	Ⓔ	Ⓔ	#3	0.460	0.150
Artificial Intelligence (AI)	0.949	0.026	2.7%	0.854	90.0%	Ⓔ	Ⓔ		1.541	0.419
Class Replacement - Ent Implementation	0.675	0.045	6.7%	0.667	98.8%	Ⓔ	Ⓔ		2.310	0.482
ConnectTO - Network Utility	1.791	0.172	9.6%	1.035	57.8%	Ⓔ	Ⓔ	#1	10.173	1.430
Digital Service Enhancement	0.600	0.000	0.0%	0.420	70.0%	Ⓔ	Ⓔ	#1	0.600	0.000
Disaster Recovery Solution Implementation	0.845	0.000	0.0%	0.845	100.0%	Ⓔ	Ⓔ		12.458	0.000
Domino Decommissioning Strategy & Implementation	0.134	0.105	78.4%	0.128	95.6%	Ⓔ	Ⓔ		5.373	5.269
ECS Cloud Deployment-Construction	2.325	0.370	15.9%	1.997	85.9%	Ⓔ	Ⓔ		6.789	4.684
Employee Communication Modernization	0.869	0.181	20.8%	0.800	92.1%	Ⓔ	Ⓔ		1.180	0.493
Enterprise Business Intelligence Implementation	0.651	0.232	35.6%	0.788	121.1%	Ⓔ	Ⓔ	#6	4.012	2.030
Enterprise Social Media Management and Analytics Software	0.125	0.000	0.0%	0.013	10.4%	Ⓔ	Ⓔ	#1	0.969	0.000
Enterprise Work Mgmt Solution (EWMS)	7.860	1.960	24.9%	10.240	130.3%	Ⓔ	Ⓔ	#3 & #6	51.761	33.692
eScheduling Solution & Implementation	1.154	0.345	29.9%	1.035	89.7%	Ⓔ	Ⓔ	#5	8.178	1.899
File Services Migration to SharePoint	0.445	0.000	0.0%	0.356	80.0%	Ⓔ	Ⓔ		2.067	0.000
Fleet Services Driver Accident And Fine Management	0.624	0.180	28.8%	1.350	216.3%	Ⓔ	Ⓔ	#1	4.190	1.080
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.645	0.000	0.0%	0.065	10.1%	Ⓔ	Ⓔ	#1	2.650	0.000
HR Labour Relations Information System	0.618	0.052	8.4%	0.675	109.2%	Ⓔ	Ⓔ	#4	1.350	0.719
Human Services Integration Service Enhancements	0.424	0.000	0.0%	0.339	80.0%	Ⓔ	Ⓔ		0.517	0.000
LLRS Replacement	0.505	0.071	14.1%	0.504	99.8%	Ⓔ	Ⓔ		1.190	0.557
MLS Modernization - Phase 2	0.411	0.116	28.2%	0.214	52.0%	Ⓔ	Ⓔ	#5	8.748	8.453
MLS Onboarding To Administration	0.050	0.000	0.0%	0.050	100.0%	Ⓔ	Ⓔ		0.381	0.000
MLS Rentsafeto Evaluation Tool Redesign Implementation	0.329	0.167	50.8%	0.329	100.0%	Ⓔ	Ⓔ		0.416	0.254
Modernization Of Microsoft Access Application - Phase 1	1.013	0.202	19.9%	1.013	100.0%	Ⓔ	Ⓔ		2.218	0.293
Modernized Data Centre Architecture	2.419	0.370	15.3%	1.817	75.1%	Ⓔ	Ⓔ	#5	13.083	11.078
Occupational Health & Safety	0.019	0.003	15.8%	0.019	100.0%	Ⓔ	Ⓔ		2.482	2.466
OEM Business Continuity Improvements	0.227	0.061	26.9%	0.223	98.2%	Ⓔ	Ⓔ	#2	0.227	0.061
OFFICE 365	2.576	0.601	23.3%	2.548	98.9%	Ⓔ	Ⓔ	#3	9.495	7.520
Open Data Master Plan Implementation	0.684	0.098	14.3%	0.563	82.3%	Ⓔ	Ⓔ	#2	3.846	2.682
PPEB - Day Forward Scanning Implementation Project	0.575	0.000	0.0%	0.460	80.0%	Ⓔ	Ⓔ		0.818	0.000
Privileged Access Management (PAM)	0.200	0.000	0.0%	0.140	70.0%	Ⓔ	Ⓔ	#1	0.200	0.000
Project Tracking Tool Capital Coordination Future State Seed Project	0.150	0.000	0.0%	0.120	80.0%	Ⓔ	Ⓔ		0.845	0.000
Quality Assurance Centre Of Excellence Foundation	0.034	0.000	0.0%	0.033	97.1%	Ⓔ	Ⓔ	#6	0.150	0.116
SAP SuccessFactors Onboarding 2.0	0.764	0.000	0.0%	0.764	100.0%	Ⓔ	Ⓔ		1.395	0.000

Technology Services (ITP)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
SDFA- Online Grant Management	0.221	0.000	0.0%	0.221	100.0%	Ⓞ	Ⓞ		0.820	0.599
ServiceNow	3.089	0.971	31.4%	3.646	118.0%	Ⓡ	Ⓞ	#1	7.224	5.106
Special Events Consolidated Permitting Application and Monitoring Tool	0.172	0.000	0.0%	0.017	9.9%	Ⓡ	Ⓞ	#1	0.366	0.000
TEAM Central Service Delivery Solution	0.150	0.000	0.0%	0.015	10.0%	Ⓡ	Ⓞ	#1	9.437	0.000
Telestaff Upgrade	0.031	0.000	0.0%	0.031	100.0%	Ⓞ	Ⓡ	#3	0.040	0.009
TFS Online Payment	0.542	0.000	0.0%	0.054	10.0%	Ⓡ	Ⓞ	#1	0.780	0.000
T-Recs Cloud Assessment & Migration	0.063	0.000	0.0%	0.063	100.0%	Ⓞ	Ⓞ		0.986	0.145
Webgencat Replacement	0.420	0.024	5.7%	0.077	18.3%	Ⓡ	Ⓢ	#4	0.701	0.303
Sub-Total	36.390	6.476	17.8%	35.361	97.2%	-	-		186.359	94.649
Growth Related										
Data Centre Zones Implementation	0.194	0.000	0.0%	0.161	83.0%	Ⓞ	Ⓞ		2.729	2.535
eSignature Project	0.114	0.005	4.4%	0.106	93.0%	Ⓞ	Ⓞ		0.291	0.183
Talent Management Solution Assessment	0.100	0.000	0.0%	0.010	10.0%	Ⓡ	Ⓞ	#1	2.183	0.000
Workforce Business Intelligence	0.469	0.000	0.0%	0.646	137.7%	Ⓡ	Ⓢ	#6	1.782	0.914
Sub-Total	0.877	0.005	0.6%	0.923	105.2%	-	-		6.985	3.632
Total	62.902	12.865	20.5%	60.051	95.5%				638.035	275.831

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:

The project is anticipated to be completed within or under budget. The project status will be reviewed and updated at the Q2 Variance Report.

Note # 2:

The project is delayed due to insufficient staff resources. The issue has been resolved, the project will realign on deliverables, timeline and budget.

Note # 3:

Project is delayed due to co-ordination with other projects or stakeholders.

Note # 4:

The project is delayed due to contractor issues.

Note # 5:

The project is delayed due to reprioritization of project deliverables.

Note # 6:

The project is delayed due to RFQ/RFP delays in 2023. The procurement issue has been resolved and the project will re-baseline on cost and schedule.

2024 Capital Spending by Program
Finance and Treasury Services

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Office of the CFO and Treasurer	4M-2024	0.77	0.20	0.72	93.8%	Ⓞ
Office of the Controller	4M-2024	75.70	13.86	70.19	92.7%	Ⓞ
TOTAL	4M-2024	76.47	14.06	70.92	92.7%	Ⓞ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the four months ended April 30, 2024, the capital expenditures for Finance and Treasury Services totalled \$14.1 million of their collective 2024 Approved Capital Budget of \$76.5 million. Spending is expected to increase to \$70.9 million (92.7%) by year-end.

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

Office of the CFO and Treasurer (CFO)

Chart 1
2024 Approved Budget by Category (\$Million) \$0.77M

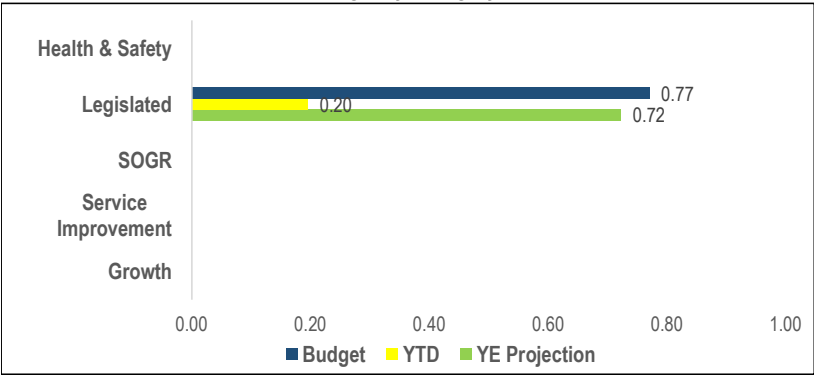


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 1

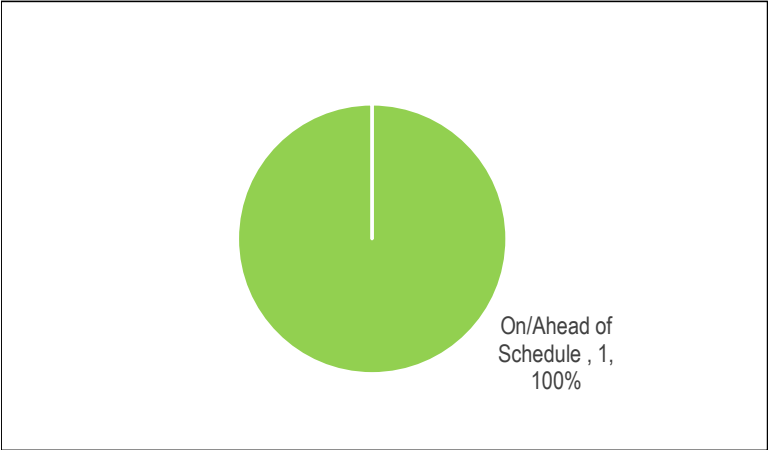


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- Delivery of the 2024 Corporate Asset Management Plan (non-core AMP) is near completion to meet the provincially legislated due date of July 1, 2024. An external consultant was secured in 2023 to support project delivery and Corporate Asset Management is in the process of hiring 2 temporary senior financial analysts to continue work through 2024 for the final provincial requirement. 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.

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Integrated Asset Planning Management (IAPM)	0.770	0.195	25.3%	0.722	93.8%	Ⓔ	Ⓔ		3.096	1.427
Sub-Total	0.770	0.195	25.3%	0.722	93.8%	-	-		3.096	1.427
Total	0.770	0.195	25.3%	0.722	93.8%				3.096	1.427

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

Chart 1
2024 Approved Budget by Category (\$Million) \$75.7M

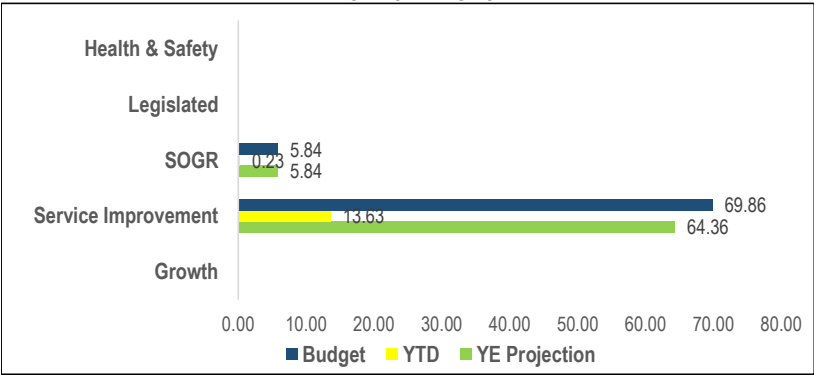


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	6
Growth	
Total # of Projects	8

Chart 2
Project Status - 8

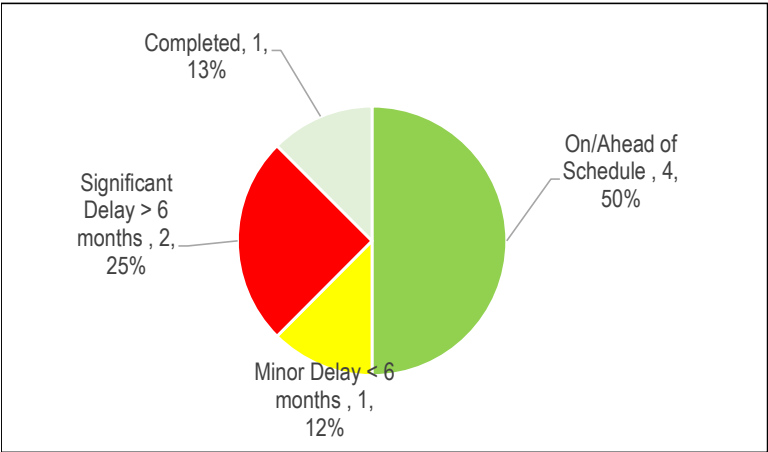


Table 2

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*	2	1
Total # of Projects	2	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.02	57.32	7.36		

Reasons for "Other*" Projects Delay:

- Financial Systems Transformation Project (FSTP): Delay is mainly due to project replanning in early Fall 2023 to reflect current program realities. Project reset is in progress due to delays from the Solution Design phase with open issues and decisions impacting the overall delivery schedule. Revised schedule is in progress to determine the new go-live date.
- Supply Chain Management Transformation: Initial plan has been deferred and timelines have been extended to December 2026 due to a delay in integration of SAP ARIBA family of modules with S4/HANA which has recently been identified by a S4/HANA health check.
- Process Innovation Project: Major delay and projected underspending due to the service area's higher prioritization on delivery of its major project (FSTP).

Key Discussion Points:

- Payroll Platform Assessment: Project completed and recommended for full closure.

Office of the Controller (FNS)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Tax Billing System	2.545	0.175	6.9%	2.545	100.0%	Ⓞ	Ⓞ		6.873	3.965
Utility Billing System	3.291	0.055	1.7%	3.291	100.0%	Ⓞ	Ⓞ		5.971	2.048
Sub-Total	5.836	0.230	3.9%	5.836	100.0%	-	-		12.844	6.013
Parking Tag Management Software Upgrade	2.595	0.000	0.0%	1.500	57.8%	Ⓢ	Ⓞ	#1	3.458	0.863
Supply Chain Management Transformation (SCMT)	6.121	0.578	9.4%	3.421	55.9%	Ⓢ	Ⓢ	#2	38.904	23.891
PPEB Transformation Program	2.588	0.459	17.7%	1.700	65.7%	Ⓢ	Ⓞ	#3	8.140	6.012
Payroll Platform Assessment	0.000	0.000		0.000			Ⓞ	#4	0.268	0.268
Financial Systems Transformation Project (FSTP)	57.315	12.597	22.0%	57.315	100.0%	Ⓞ	Ⓢ	#5	151.454	69.384
Process Innovation Project	1.242	0.000	0.0%	0.422	33.9%	Ⓢ	Ⓢ	#6	2.097	0.000
Sub-Total	69.861	13.634	19.5%	64.358	92.1%	-	-		204.322	100.417
Total	75.697	13.864	18.3%	70.194	92.7%				217.166	106.431

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:

Projected underspending by year-end is related to the lower cost of the new Contract Management (CMS) system purchased from the RFP process. There will be therefore an in-year budget adjustment to re-allocate \$1.0M originally transferred from Tax Billing System back for 2025.

The contract for new CMS system and storage to support parking tags, Red Light Camera (RLC) and Automated Speed Enforcement (ASE) was recently signed, and thus the majority of spending will occur in Q2 and Q3 of 2024. 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. A new Corporate counter/cashiering payment software through Active networks will be implemented in Q3/Q4 to replace the existing Class system.

Note # 2:

Project scope of work includes the need to integrate the SAP Ariba Contracts and Supplier Lifecycle Performance modules and update and integrate the 2019 build of Buying & Invoicing. A recent S/4HANA health check has identified a delay to integration thus deferring the initial plan while identifying the opportunity to pull forward other work. The variance will ensure the City is able to more effectively plan and reprioritize in the near term work and complete the integration work using the funds identified for this purpose at a time when the work can be completed.

Note # 3:

Projected underspending by year-end is due to staff vacancies. Some of the vacancies are expected to be filled until later in 2024.

Note # 4:

Project completed and is recommended for full closure for the period ended April 30, 2024. Payroll Strategy Report delivered in May 2023. Next phase of the project to be delivered through PPEB Transformation Program. Residual funds have been transferred to PPEB Transformation Program to support continued work.

Note # 5:

Project reset is in progress due to delays from the Solution Design phase with open issues and decisions impacting the overall delivery schedule. Revised schedule is in progress to determine the new go-live date. Underspending will be utilized in the later half of the year.

Note # 6:

Project is delayed due to the service area's higher prioritization on its major project (FSTP). This delay results in projected underspending by year-end.

**2024 Capital Spending by Program
Other City Programs**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
City Clerk's	4M-2024	3.24	0.36	3.03	93.5%	Ⓜ
Corporate Initiatives	4M-2024	0.52	0.13	0.43	81.9%	Ⓜ
TOTAL	4M-2024	3.76	0.49	3.45	91.9%	Ⓜ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the four months ended April 30, 2024, the capital expenditures for Other City Programs totalled \$0.5 million of their collective 2024 Approved Capital Budget of \$3.8 million. Spending is expected to increase to \$3.5 million (91.9%) by year-end. 2 programs in this service area has the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

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

City Clerk's Office (CLK)

Chart 1
2024 Approved Budget by Category (\$Million) \$3.24M

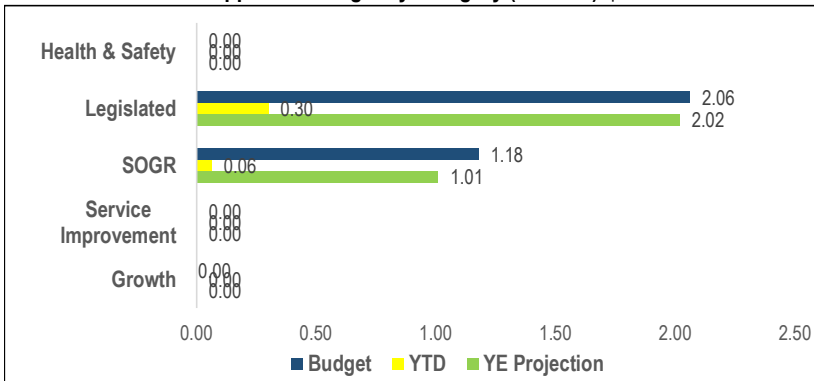


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	6
Service Improvement	
Growth	
Total # of Projects	15

Chart 2
Project Status - 15

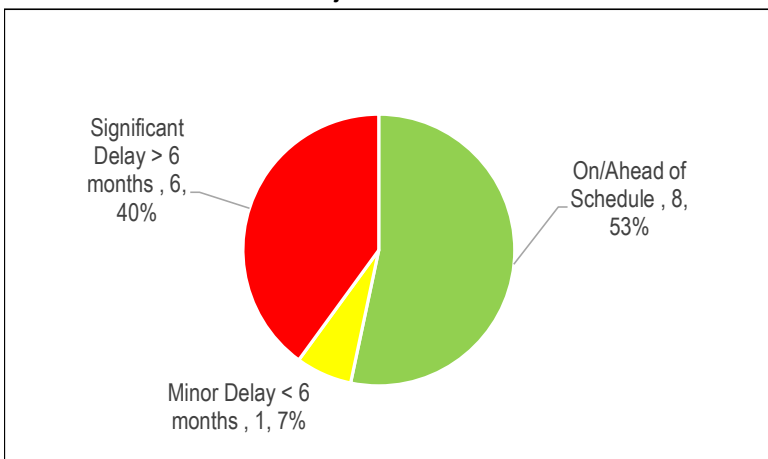


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	3	
Total # of Projects	6	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.82	0.36	1.06		

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 was revised to Q4 2024.
- City Clerk's Business System - Legislative Compliance: FOI/Privacy case management system project includes two phases: - for Phase 1 the Project closure report is being finalized and was delayed due to production state. Phase 2: Requirements gathering in progress; iterative web-form development and integration with payment processing system is underway but was delayed due to staff hiring challenges.
- Image Library Migration to Manage Cloud: Impact assessment has been submitted by the vendor but given the volume and complexity of the digital assets and the on-premises configuration, the discovery phase has taken longer than anticipated.




City Clerk's Office (CLK)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
ELECTION TECHNOLOGY PROGRAM FOR 2026 ELECTION	0.603	0.107	17.7%	0.603	100.0%	Ⓔ	Ⓔ		4.260	0.689
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.200	0.000	0.0%	0.200	100.0%	Ⓔ	Ⓔ		0.200	0.000
TMMIS SOGR 2019-2022	0.047	0.013	28.0%	0.045	94.7%	Ⓔ	Ⓡ	#1	0.757	0.723
PUBLIC APPOINTMENTS SOGR 2023-2024	0.180	0.030	16.7%	0.180	100.0%	Ⓔ	Ⓔ		0.370	0.030
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.336	0.068	20.1%	0.336	100.0%	Ⓔ	Ⓡ	#2	1.249	0.981
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.359	0.078	21.7%	0.359	100.0%	Ⓔ	Ⓨ	#3	0.475	0.194
CITY CLERK'S BUS SYSTEM SOGR 2024-26	0.210	0.002	1.2%	0.171	81.2%	Ⓔ	Ⓔ		0.850	0.002
COUNCIL BUSINESS SYSTEM - 2020-2021	0.062	0.000	0.0%	0.061	98.1%	Ⓔ	Ⓡ	#4	1.135	1.034
MEMBER OFFICES EQUIPMENT REQ 2023	0.064	0.002	2.4%	0.064	100.0%	Ⓔ	Ⓡ	#5	0.150	0.088
Sub-Total	2.061	0.300	14.5%	2.018	97.9%	-	-		9.446	3.740
State of Good Repair										
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.200	0.000	0.0%	0.200	100.0%	Ⓔ	Ⓡ	#6	0.200	0.000
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.281	0.000	0.0%	0.281	100.0%	Ⓔ	Ⓔ		0.420	0.089
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.352	0.064	18.0%	0.187	53.2%	Ⓨ	Ⓡ	#7	0.570	0.282
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.100	0.000	0.0%	0.100	100.0%	Ⓔ	Ⓔ		0.300	0.000
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.080	0.000	0.0%	0.080	100.0%	Ⓔ	Ⓔ		0.160	0.000
PRINTING EQUIPMENT SOGR 2024	0.165	0.000	0.0%	0.162	97.9%	Ⓔ	Ⓔ		0.165	0.000
Sub-Total	1.178	0.064	5.4%	1.010	85.7%	-	-		1.815	0.370
Total	3.239	0.363	11.2%	3.028	93.5%				11.261	4.111

On Time

On Budget

City Clerk's Office (CLK)

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

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

Note # 2:

City Clerk's Business System - Legislative Compliance: FOI/Privacy case management system project includes two phases: - for Phase 1 the Project closure report is being finalized and Phase 2 Requirements gathering in progress; iterative web-form development and integration with payment processing system is underway.

Note # 3 & 4:

Registry Serv. Tracking Sys SOGR 2023-24 And Council Business System - 2020-2021 : Projects are proceeding but will be completed later than planned due to staffing challenges.

Note #5:

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 # 6:

INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022 - Work is dependent on a large corporate AODA construction project which will commence in Q4. Planning is underway.

Note # 7:

Image Library Migration to Manage Cloud: Discovery sessions completed, and impact assessment has been submitted by the vendor. Due to volume and complexity of the digital assets and configuration, the discovery phase took longer. The discovery phase to longer.

**2024 Capital Spending by Program
City Agencies**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Exhibition Place	4M-2024	40.70	4.07	40.70	100.0%	Ⓞ
To Live	4M-2024	20.98	5.68	18.97	90.4%	Ⓞ
Toronto & Region Conservation Authority	4M-2024	22.54	7.01	22.54	100.0%	Ⓞ
Toronto Police	4M-2024	113.26	34.12	107.80	95.2%	Ⓞ
Toronto Public Health	4M-2024	6.38	2.29	4.80	75.3%	Ⓞ
Toronto Public Library	4M-2024	33.00	9.31	32.72	99.2%	Ⓞ
Toronto Zoo	4M-2024	39.38	5.48	37.78	95.9%	Ⓞ
Yonge Dundas Square	4M-2024	0.44	0.07	0.44	100.0%	Ⓞ
Toronto Transit Commission	4M-2024	1,360.74	345.44	1,355.68	99.6%	Ⓞ
TOTAL	4M-2024	1,637.44	413.47	1,621.44	99.0%	Ⓞ

For the four months ended April 30, 2024, the capital expenditures for City Agencies totalled \$1621.4 million of their collective 2024 Approved Capital Budget of \$1637.4 million. 9 programs in this service area have the year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

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

Exhibition Place (EXH)

Chart 1
2024 Approved Budget by Category (\$Million) \$40.7M

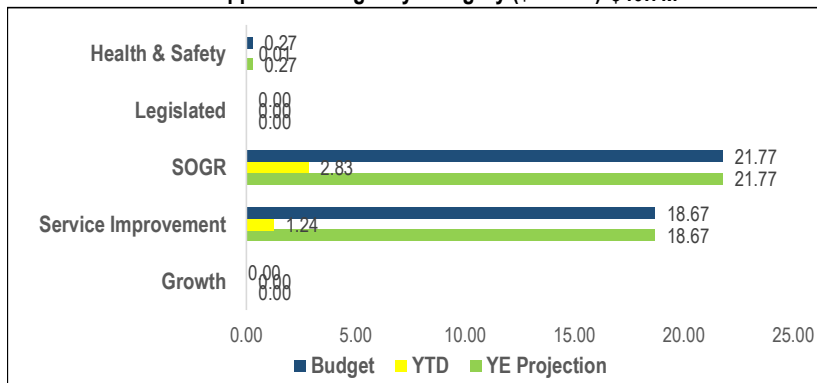


Table 1
2024 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	65
Service Improvement	7
Growth	
Total # of Projects	74

Chart 2
Project Status - 74

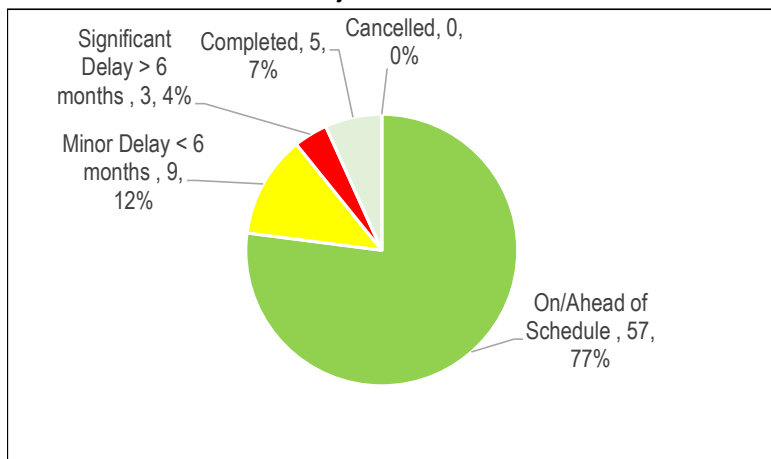


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		4
Community Consultation	1	
Other*	1	3
Total # of Projects	3	9

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
36.91	1.28	2.34	0.18	

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- Exhibition Place is projecting to achieve a 2024 Year-end spending of \$40.705 million, or 100% of its 2024 Council Approved Capital Budget of \$40.705 million.
- *Revitalization of Centennial Square* (\$0.896 million) State of Good Repair project. The accepted bid (total 3 bids received in response to the tender) for Centennial Square Installation of Indigenous Feature Wall exceeds the original approved budget for this project due to price escalation of construction materials and labour as well as higher inflation. Consultant has also reviewed bid price and confirmed price escalations in other jurisdictions (GTHA). Consultant has recommended to proceed with an award to the lowest compliant bidder. Project funding adjustment request of extra \$2.136 million from within Exhibition Place Capital Program to cover the cost escalation.
- *BMO FIELD UPGRADES FOR FIFA WC 2026* (\$16.834 million) Service Improvement Project. Project Design team has completed 100% Construction Document designs for legacy work. Seating vendor procurement has been completed, and Construction Manager procurement concludes within the month.