

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

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Children's Services	4M-2024	13.65	2.07	13.65	100.0%	Ⓔ
	Q2-2024	15.65	3.76	14.81	94.7%	Ⓔ
	Q3-2024	15.65	8.01	13.06	83.5%	Ⓔ
Court Services	4M-2024	0.16	0.05	0.16	100.0%	Ⓔ
	Q2-2024	0.16	0.08	0.16	100.0%	Ⓔ
	Q3-2024	0.16	0.13	0.16	100.0%	Ⓔ
Economic Development and Culture	4M-2024	42.14	3.42	30.96	73.5%	Ⓔ
	Q2-2024	43.14	5.88	26.18	60.7%	Ⓕ
	Q3-2024	42.99	12.48	24.07	56.0%	Ⓕ
Parks, Forestry & Recreation	4M-2024	319.46	43.89	272.58	85.3%	Ⓔ
	Q2-2024	320.59	75.01	277.75	86.6%	Ⓔ
	Q3-2024	331.60	147.38	272.99	82.3%	Ⓔ
Seniors Services and Long-Term Care	4M-2024	20.16	0.86	19.73	97.8%	Ⓔ
	Q2-2024	20.16	1.78	11.54	57.2%	Ⓕ
	Q3-2024	20.16	3.49	9.12	45.2%	Ⓖ
Toronto Shelter and Support Services	4M-2024	81.47	3.84	59.63	73.2%	Ⓔ
	Q2-2024	138.76	16.78	105.97	76.4%	Ⓔ
	Q3-2024	142.51	26.52	65.78	46.2%	Ⓖ
Fire Services	4M-2024	17.86	3.91	10.52	58.9%	Ⓕ
	Q2-2024	17.86	4.74	9.61	53.8%	Ⓕ
	Q3-2024	17.81	5.21	7.41	41.6%	Ⓖ
Toronto Paramedic Services	4M-2024	16.67	0.83	8.67	52.0%	Ⓕ
	Q2-2024	16.65	3.01	10.00	60.1%	Ⓕ
	Q3-2024	16.65	4.83	10.00	60.1%	Ⓕ
TOTAL	4M-2024	511.57	58.88	415.90	81.3%	Ⓔ
	Q2-2024	572.97	111.04	456.02	79.6%	Ⓔ
	Q3-2024	587.52	208.03	402.60	68.5%	Ⓕ
<div> Ⓔ >70% Ⓕ between 50% and 70% Ⓖ < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Community and Social Services totalled \$208.0 million of their collective 2024 Approved Capital Budget of \$587.5 million. Spending is expected to increase to \$402.6 million (68.5%) by year-end. 3 programs in this service area has the projected year-end spend rate of over 70% of their respective 2024 Approved Capital Budgets. Programs with projected year-end spend rate above 70% are Court Services, Children's Services, and Parks, Forestry & Recreation

Chart 1

2024 Approved Budget by Category (\$Million) \$15.65M

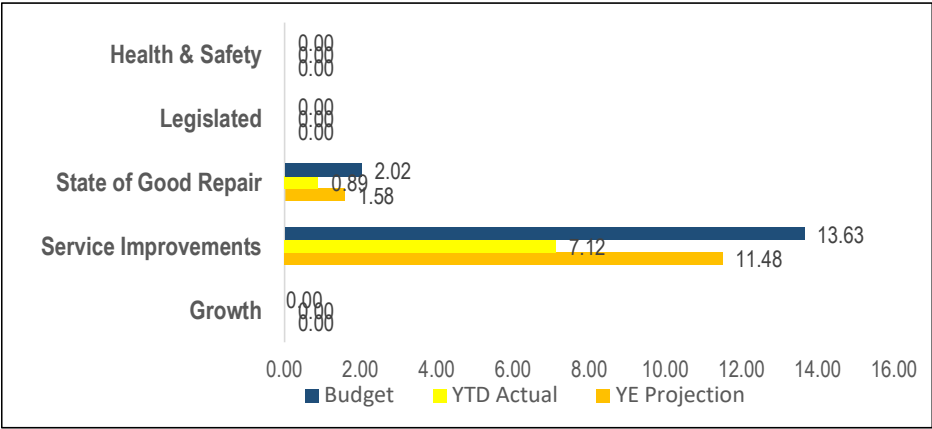


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	18
Growth	
Total # of Projects	23

Chart 2

Project Status - 23

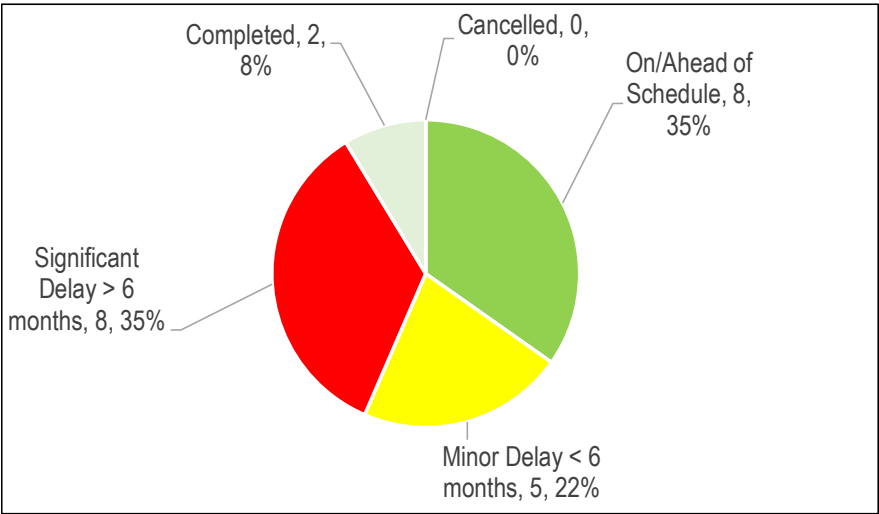


Table 2

Reason for Delay 13

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed		
Contractor Issues	3	
Site Conditions		
Co-ordination with Other Projects	4	2
Community Consultation		1
Other*		1
Total # of Projects	8	5

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.320	1.465	2.436	0.426	

Reasons for "Other*" Projects Delay:

- The TELCCS Playground Retrofit project is delayed due to planning and design delays.

Key Discussion Points:

- Specific project activities scheduled for completion in 2024 may be delayed due to non-receipt of regular or final invoices, and delay completion of other final finishes. These issues are expected to be resolved in 2025.
- Projects being jointly delivered with other divisions/agencies, and agreements being negotiated with third parties, may be delayed in the preliminary planning phase.

Children's Services (CHS)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS - State of Good Repair 2021	0.027	0.026	96.3%	0.027	100.0%	Ⓔ	Ⓔ		1.366	1.364
TELCCS - State of Good Repair 2022	0.659	0.266	40.4%	0.459	69.7%	Ⓕ	Ⓖ	#1	1.540	1.147
TELCCS - State of Good Repair 2023	0.140	0.063	45.0%	0.140	100.0%	Ⓔ	Ⓖ	#1	1.044	0.067
TELCCS - State of Good Repair 2024	0.640	0.202	31.6%	0.402	62.8%	Ⓕ	Ⓔ	#2	1.540	0.202
TELCCS - Playground Retrofit	0.550	0.331	60.2%	0.550	100.0%	Ⓔ	Ⓕ	#3	10.950	4.819
Sub-Total	2.016	0.888	44.0%	1.578	78.3%	-	-		16.440	7.599
Service Improvements										
Canoe Landing Block 31 Child Care Centre	0.102	-	0.0%	-	0.0%	Ⓖ	Ⓔ	#4	4.733	4.027
Bridletown Community Centre	0.150	-	0.0%	-	0.0%	Ⓖ	Ⓖ	#5	3.900	-
Stanley Public School	0.324	-	0.0%	-	0.0%	Ⓖ	Ⓔ	#4	3.900	3.576
St. Barnabas Catholic School	0.305	-	0.0%	0.055	18.0%	Ⓖ	Ⓕ	#6	3.500	3.195
St. Roch Catholic School	0.318	-	0.0%	0.068	21.4%	Ⓖ	Ⓕ	#6	4.000	3.347
St. Bartholomew Catholic School	0.903	-	0.0%	0.403	44.6%	Ⓖ	Ⓖ	#7	4.100	2.681
North East Scarborough Recreation Centre	2.380	1.508	63.4%	2.008	84.4%	Ⓔ	Ⓔ		9.300	5.816
Mount Dennis Child Care Centre	3.397	2.926	86.1%	3.397	100.0%	Ⓔ	Ⓔ		22.330	21.190
David & Mary Thomson Child Care Centre (Centre 7)	0.050	-	0.0%	0.050	100.0%	Ⓔ	Ⓖ	#8	11.500	-
Anishnawbe Miziwe Biik Child Care Centre	2.705	1.439	53.2%	2.705	100.0%	Ⓔ	Ⓔ		8.709	6.241
Wallace Emerson Child Care Centre	1.817	1.181	65.0%	1.717	94.5%	Ⓔ	Ⓔ		8.775	3.480
Western North York Child Care Centre	0.242	-	0.0%	0.242	100.0%	Ⓔ	Ⓕ	#9	10.100	0.342
Woodbine Casino Child Care Centre	0.350	-	0.0%	0.350	100.0%	Ⓔ	Ⓖ	#10	11.009	-
Alexandra Park Child Care Centre	0.134	-	0.0%	0.134	100.0%	Ⓔ	Ⓖ	#11	3.078	2.037
Lawrence Heights Child Care Centre	0.152	0.009	5.9%	0.152	100.0%	Ⓔ	Ⓔ		13.000	0.009
3933 Keele Street Child Care Centre	0.050	-	0.0%	-	0.0%	Ⓖ	Ⓕ	#12	6.960	-
Willowridge Child Care Centre	0.202	0.055	27.2%	0.202	100.0%	Ⓔ	Ⓔ		1.998	0.104
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	-	0.0%	Ⓖ	Ⓖ	#10	2.229	-
Sub-Total	13.631	7.118	52.2%	11.483	84.2%	-	-		133.121	56.045
Total	15.647	8.006	51.2%	13.061	83.5%				149.561	63.644

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:

Work on the TELCCS - State of Good Repair 2022 and TELCCS - State of Good Repair 2023 projects is delayed due to contractor licensing issues, with project ramp up expected upon resolution of these issues in 2025.

Note # 2:

Work on the TELCCS - State of Good Repair 2024 is progressing on schedule.

Note # 3:

The TELCCS - Playground Retrofit is delayed due to delays in planning and design, with construction anticipated to commence in Q2 2025.

Note #4:

The Canoe Landing Block and Stanley Public School projects are completed, pending final invoicing.

Note #5:

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

Note #6:

The St. Barnabas Catholic School and St. Roch Catholic School projects are delayed due to delay in invoicing and progress confirmation from the Catholic school board.

Note #7:

The St. Bartholomew Catholic School project is delayed due to delay in appointment of a new contractor and delay in planning and invoicing.

Note #8:

Preliminary planning and designing activities still ongoing in the David & Mary Thomson project, with work expected to be completed in 2025.

Note #9:

The procurement process for the Western North York Child Care Centre project is nearing completion, with construction expected to start in 2025.

Note #10:

The Woodbine Casino Child Care Centre and 150 Queens Wharf Rd (New EarlyON No. 17) projects are delayed due to the delay in review of legal agreements.

Note #11:

The Alexandra Park Child Care Centre project is jointly being delivered with Toronto Community Housing (TCH), and is delayed due to delays in procurement, with final invoicing pushed back to Q3 2025.

Note #12:

The 3933 Keele Street Child Care Centre project is delayed due to community consultation.

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

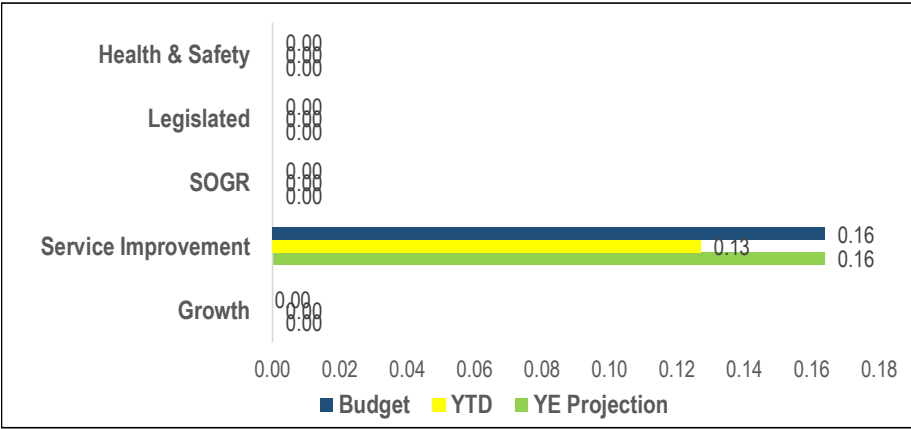


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status -

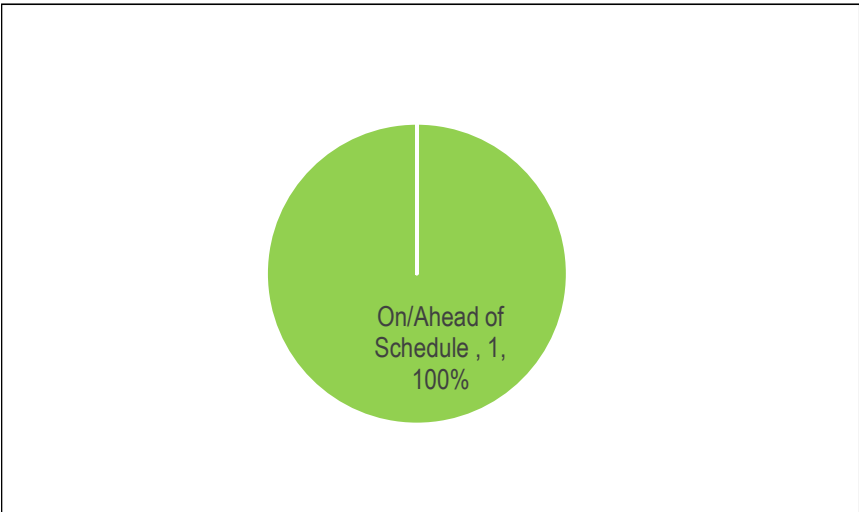


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Court Services

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Adjudicative Information Management System	0.164	0.127	77.5%	0.164	100.0%	Ⓒ	Ⓒ	#1	0.308	0.271
Sub-Total	0.164	0.127	77.5%	0.164	100.0%	-	-		0.308	0.271
Total	0.164	0.127	77.5%	0.164	100.0%				0.308	0.271

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

Note # 1:

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

Chart 1

2024 Approved Budget by Category (\$Million) \$42.99M

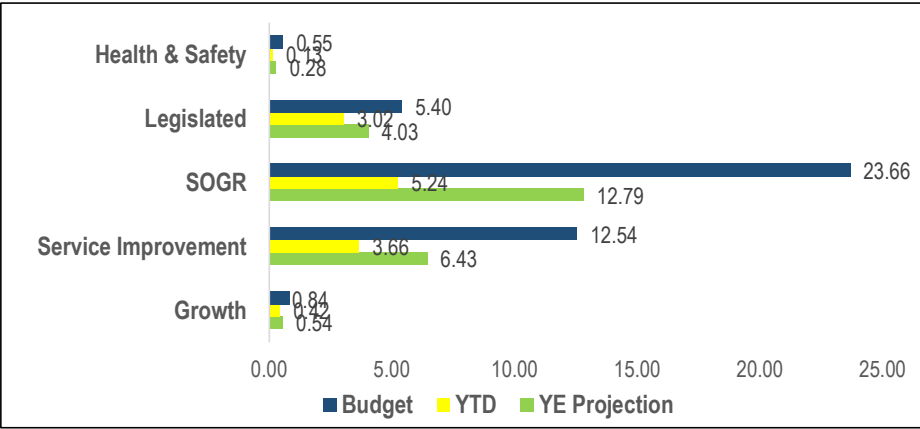


Table 1

2024 Active Projects by Category

Health & Safety	3
Legislated	2
SOGR	9
Service Improvement	9
Growth	1
Total # of Projects	24

Chart 2

Project Status - 24

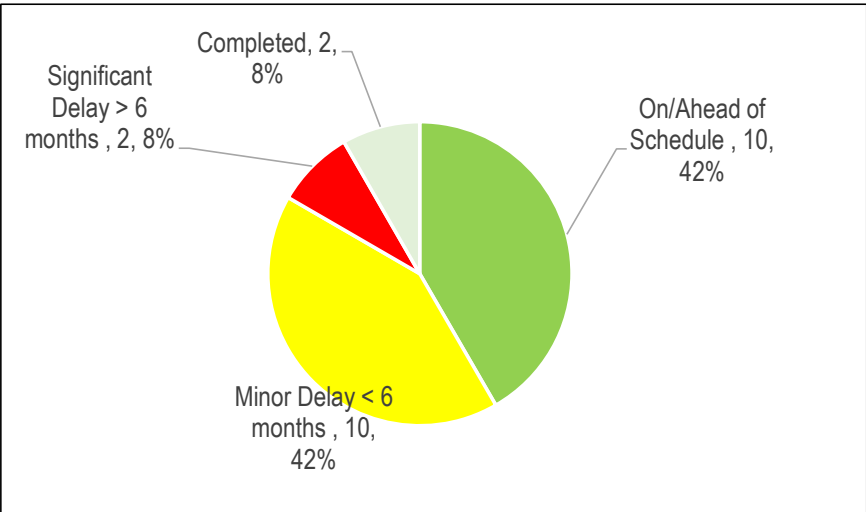


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		1
RFQ/RFP Delayed		3
Contractor Issues		1
Site Conditions		1
Co-ordination with Other Projects	1	1
Community Consultation		
Other*		3
Total # of Projects	2	10

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.83	28.51	1.64	0.16	

Reasons for "Other*" Projects Delay:

- The *Assembly Hall Mechanical* project is experiencing delays due to supply chain difficulties.
- The *Casa Loma - Garden Wall Restoration* project is experiencing delays due to the recent scope increase to include additional work.
- The *Cedar Ridge Creative Arts Centre* project is experiencing delays as re-scoping required due to cost escalations.

Key Discussion Points: (Please provide reason for delay)

Economic Development and Culture spent \$12.476 million or 29.0% YTD, with a year-end projection of \$24.075 million or 56.0%. The projected underspending of \$18.912 million is mainly attributed to the following:

- The *BIA Equal Share Funding* projects that have been tendered, commenced construction in early Spring 2024, with a targeted completion date of December 31, 2024. While, Equal Share Projects that have completed the design stage are slated to be tendered in late Fall 2024, with a target completion date of December 31, 2025. As of Period 9, \$2.101 million or 29.2% of \$7.202 million has been spent. By 2024 year-end, the projected expenditure is \$5.805 million or 80.6% of \$7.202 million.

Economic Development and Culture (EDC)

Key Discussion Points (cont'd):

- The *Assembly Hall - Mechanical* project tender was cancelled in 2022 when it came in over budget. The scope of work was reduced, and the project was retendered in early 2023. EDC waited several months for a PO to be issued, delaying the completion date to Q2 2025 from 2023. In 2024, the budget was increased for the deferred scope of work, but that project could not commence until the first scope was completed. As of Period 9, Phase 1 is now complete with \$0.858 million or 30.9% of \$2.777 million spent. By year-end, it is estimated that \$1.600 million or 57.6% of \$2.777 million will be spent.
- The *BIA Fixed Finance - Toronto Entertainment District BIA Streetscape Improvement project* at the John Street Cultural Corridor is a joint project between various City Divisions, including E&CS, Transportation Services, Toronto Water, PF&R and EDC. In 2012, the John Street Corridor Improvements EA Study was completed. The study objective is to transform the street into a cultural corridor by redesigning the streetscape between Front Street and Stephanie Street; creating a pedestrian friendly corridor from the AGO to the Waterfront. Delays attributed to design changes and coordination with other projects have pushed the project timeline resulting in the delay of spending any funding as of Period 9, 2024. Pending an agreement with Toronto Hydro, the project is expected to be tendered in Q4 2024 and construction to begin in Spring 2025. By the end of 2024, the projected actuals are estimated to be nil of \$2.350 million budgeted.
- The *Service Enhancement - Cedar Ridge Studio Improvements* project involves adding geothermal heating to the renovating and expanding of the coach house. EDC sought federal grant funding for the work but was unsuccessful, leading to a slight delay in the work and the project being re-scheduled for 2024/2025. Geotechnical studies and other preliminary work has been completed along with architectural planning design; however higher class 4 cost estimates have resulted in a need to reduce the scope of work, and phasing in the additional work in future year budgets. This project will not be completed before Q4 2025. As of Period 9, \$0.042 million or 4.0% of \$1.055 million has been spent. By year-end, it is estimated that \$0.150 million or 14.2% of \$1.055 million will be spent.
- The *Indigenous Centre for Innovation and Entrepreneurship* project had a previous issue with the window supplier identified in the 4 month report but has now been settled. No further delays are anticipated. Construction is underway and the project is anticipated to be complete by Q1 2025. As of Period 9, \$2.624 million or 35.9% of \$7.312 million has been spent. By the end of 2024, it is estimated that 54.1% or \$3.958 million of \$7.312 million will be spent.

Economic Development and Culture (EDC)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Assembly Hall AODA	0.200	0.093	46.5%	0.200	100.0%	Ⓞ	Ⓢ	#1	0.241	0.134
Casa Loma Exterior Restoration	0.003	0.001	17.0%	0.003	100.0%	Ⓞ	Ⓞ		6.054	6.051
Restoration and Preservation of Heritage Elements	0.345	0.040	11.6%	0.075	21.7%	Ⓡ	Ⓞ		0.500	0.195
Sub-Total	0.549	0.134	24.4%	0.279	50.8%	-	-		6.795	6.380
Major Maintenance	1.701	0.157	9.3%	0.641	37.7%	Ⓡ	Ⓢ	#2	4.731	1.488
Restoration and Preservation of Heritage Elements	3.697	2.866	77.5%	3.389	91.7%	Ⓞ	Ⓢ	#3	5.500	3.549
Sub-Total	5.398	3.023	56.0%	4.030	74.7%	-	-		10.231	5.036
BIA Equal Share Funding	7.202	2.101	29.2%	5.805	80.6%	Ⓞ	Ⓞ		16.410	6.174
BIA Financed Funding FF	1.350	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		2.350	0.000
BIA Planning Act Revenue	1.295	0.190	14.7%	0.257	19.8%	Ⓡ	Ⓞ		6.599	4.807
Collections Care	0.707	0.000	0.0%	0.080	11.3%	Ⓡ	Ⓢ	#2	1.116	0.109
Cultural Infrastructure Development	0.482	0.027	5.7%	0.200	41.5%	Ⓡ	Ⓢ	#4	0.756	0.301
Eglinton Crosstown BIA	0.700	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		1.560	0.000
Streetscape Improvements										
Major Maintenance	4.328	1.402	32.4%	2.613	60.4%	Ⓢ	Ⓢ	#5	6.290	3.814
Restoration and Preservation of Heritage Elements	7.584	1.520	20.0%	3.839	50.6%	Ⓢ	Ⓢ	#6	16.388	9.009
Streetscape Master Plan Program	0.012	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.060	0.048
Sub-Total	23.660	5.241	22.1%	12.794	54.1%	-	-		51.529	24.263
BIA Financed Funding FF	0.150	0.046	30.6%	0.150	100.0%	Ⓞ	Ⓞ		1.100	0.996
Collections Care	0.534	0.024	4.5%	0.200	37.5%	Ⓡ	Ⓢ	#2	0.550	0.040
Commercial Façade Improvement Program	1.268	0.564	44.5%	0.760	59.9%	Ⓢ	Ⓞ		3.043	1.639
Cultural Infrastructure Development	0.007	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.264	0.257
Economic Competitiveness Data Mgmt System	0.800	0.260	32.6%	0.640	80.0%	Ⓞ	Ⓡ	#7	1.700	0.661
Indigenous Centre For Innovation And Ent	7.312	2.624	35.9%	3.958	54.1%	Ⓢ	Ⓢ	#8	9.853	5.328
Mural Program	0.330	0.068	20.4%	0.068	20.4%	Ⓡ	Ⓞ		0.465	0.202
Service Enhancement	1.832	0.073	4.0%	0.572	31.3%	Ⓡ	Ⓢ	#9	5.003	1.743
Streetscape Master Plan Program	0.305	0.000	0.0%	0.080	26.2%	Ⓡ	Ⓞ		0.600	0.045
Sub-Total	12.538	3.658	29.2%	6.427	51.3%	-	-		22.578	10.911
Cultural Infrastructure Development	0.842	0.421	50.0%	0.545	64.7%	Ⓢ	Ⓡ	#9	1.149	0.609
Sub-Total	0.842	0.421	50.0%	0.545	64.7%	-	-		1.149	0.609
Total	42.987	12.476	29.0%	24.075	56.0%				92.282	47.200

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 *Assembly Hall AODA* project is experiencing delays due to contractor issues.

Note # 2:

The *Alumnae Theatre - AODA*, *Culture Assets Storage Workshop*, and *Collections Facility Mechanical* projects are experiencing delays due to more time needed in the RFQ/RFP process.

Economic Development and Culture (EDC)

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

Note # 3:

The *Casa Loma - Garden Wall Restoration* project is experiencing delays due to the recent scope increase to include additional work.

Note # 4:

The *Guild Revitalization log cabin* project is experiencing delays due to procurement issues.

Note # 5:

The *Assembly Hall Mechanical* project is experiencing delays due to supply chain issues.

Note # 6:

The *Cedar Ridge Creative Arts Centre* project is experiencing delays as re-scoping required due to cost escalations.

Note # 7:

The *Delivery Service Phase 2* project is experiencing delays due to insufficient staff resources.

Note # 8:

The *Indigenous Centre for Innovation and Entertainment* projects is experiencing delays due to site conditions.

Note # 9:

The *Museum of Toronto Planning Study* project is experiencing delays due to co-ordination with other projects.

Chart 1
2024 Approved Budget by Category (\$Million) \$331.6M

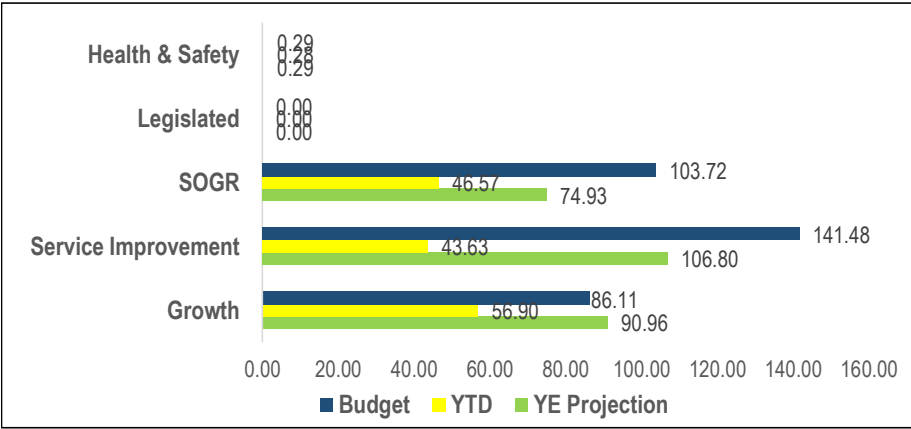


Table 1
2024 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	57
Service Improvement	178
Growth	68
Total # of Projects	305

Chart 2
Project Status - 305

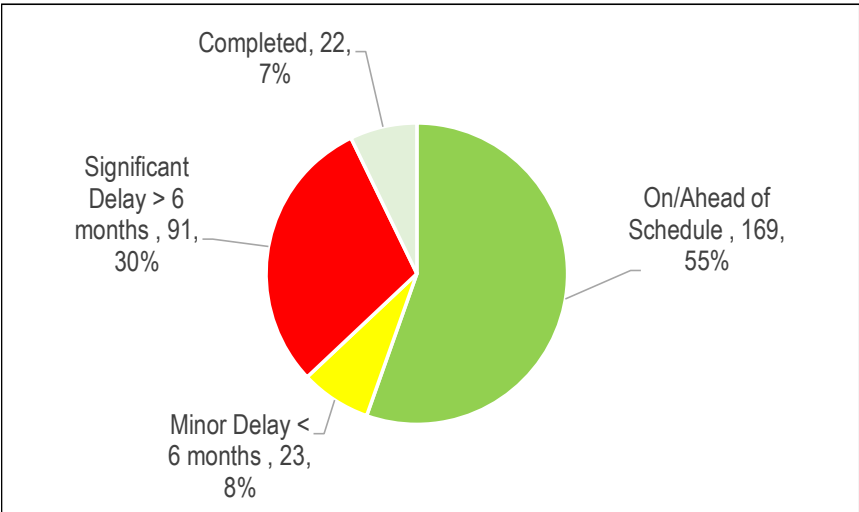


Table 2

Reason for Delay	114	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	2
Procurement Issues	4	1
RFQ/RFP Delayed	4	
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects	51	18
Community Consultation	7	1
Other*	18	1
Total # of Projects	91	23

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
207.27	24.23	97.75	2.34	

Reasons for "Other*" Projects Delay:

- Projects may be delayed as they are being delivered by a third party and/or are awaiting third party approval;
- Projects may require confirmation of project scope and/or require further directions before proceeding
- Incomplete or changing in legislation requirements
- Final designs of various projects may not be complete.
- Delay in confirming grant funding resulted in a delay to overall timeline.

Key Discussion Points:

- Parks, Forestry and Recreation spent \$147.375 million or 44.4% of the 2024 Approved Capital Budget and is projecting a 2024 year-end spend of \$272.987 million, or 82.3% of its 2024 Approved Capital Budget of \$331.598 million. This includes a 72.2% spend rate or \$74.929 million for State of Good Repair projects (\$47.851 million or 96.7% on the Capital Asset Management Program for SOGR).

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- Projected under-spending of \$58.611 million is mainly attributed to a number of reasons as follows:
 - ☐ Supply chain impacts and material shortages.
 - ☐ Delays in projects being led or in coordination with partners that are external to PF&R control including TRCA (Franklin's Children's Garden Wetland Restoration), TCHC (Lawrence Heights Parks), Metrolinx (Keeleisdale Park) and other Divisions such as Toronto Water (Market Lane Parkette and Wilket Creek) and Transportation Services (John Street Corridor, 320 Markham and Phoebe Street/Soho Square).
 - ☐ Difficult and long process to advance recruitment of positions given other corporate hiring challenges and priorities
 - ☐ Delays in Procurement and Large Contract Awards due to extended bid periods (Ferry Replacement)
- As of September 30, 2024, Parks, Forestry and Recreation reported 169 projects currently on-track (\$207.274 million) and 22 completed projects. These projects were completed under budget (\$7.727 million out of total budget of \$9.445 million)
- 114 projects (\$121.983 million) experienced delays primarily due to longer than anticipated RFP/RFQ processes, insufficient staff resources, site conditions, contractor issues, community engagement and consultation for park development and community centre projects, coordination and interdependencies with other projects, and other reasons mentioned above.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
PARK DEVELOPMENT	0.160	0.159	99.5%	0.159	99.5%	G	G		0.165	0.141
TRAILS & PATHWAYS	0.133	0.116	87.7%	0.133	100.0%	G	G		0.485	0.259
Sub-Total	0.293	0.276	94.1%	0.292	99.7%	-	-		0.650	0.400
State of Good Repair										
ARENA	38.344	23.454	61.2%	30.362	79.2%	G	G		239.129	153.286
COMMUNITY CENTRES	6.789	0.742	10.9%	2.662	39.2%	R	R	#1	116.687	98.986
ENVIRONMENTAL INITIATIVES	4.681	1.396	29.8%	4.438	94.8%	G	G		39.963	30.545
OUTDOOR RECREATION CENTRE	2.911	0.540	18.5%	1.449	49.8%	R	R	#2	30.086	22.653
PARK DEVELOPMENT	5.340	2.029	38.0%	5.340	100.0%	G	G		47.578	42.330
PARKING LOTS & TENNIS COURTS	1.606	0.001	0.0%	1.606	100.0%	G	G		36.898	34.155
PLAYGROUNDS/WATERPLAY	1.445	0.626	43.3%	1.445	100.0%	G	G		19.860	15.108
POOL	12.039	5.524	45.9%	6.707	55.7%	Y	Y	#3	70.081	48.444
SPECIAL FACILITIES	16.609	7.073	42.6%	11.318	68.1%	Y	R	#4	148.157	99.587
FACILITY COMPONENTS	12.909	4.287	33.2%	8.560	66.3%	Y	R	#5	68.236	55.939
TRAILS & PATHWAYS	1.043	0.897	86.0%	1.043	100.0%	G	G		48.815	42.629
Sub-Total	103.716	46.568	44.9%	74.929	72.2%	-	-		865.488	643.661
Service Improvements										
ARENA	0.525	0.318	60.6%	0.375	71.4%	G	R	#6	28.880	22.277
COMMUNITY CENTRES	1.296	1.007	77.7%	1.137	87.7%	G	G		99.730	30.588
ENVIRONMENTAL INITIATIVES	1.572	0.039	2.5%	0.422	26.8%	R	R	#7	18.366	13.310
INFORMATION TECHNOLOGY	17.787	8.595	48.3%	14.782	83.1%	G	G		85.087	50.393
OUTDOOR RECREATION CENTRE	5.060	2.097	41.4%	2.789	55.1%	Y	G	#2	55.934	30.515
PARK DEVELOPMENT	32.201	10.318	32.0%	24.147	75.0%	G	R	#8	354.734	212.175
PLAYGROUNDS/WATERPLAY	12.203	5.984	49.0%	9.933	81.4%	G	R	#9	108.224	74.255
POOL	3.344	3.136	93.8%	7.253	216.9%	R	G	#3	94.007	20.569
SPECIAL FACILITIES	37.678	7.121	18.9%	22.390	59.4%	Y	R	#4	177.679	27.403
FACILITY COMPONENTS	11.031	1.316	11.9%	6.388	57.9%	Y	R	#5	62.165	19.869
TRAILS & PATHWAYS	0.188	0.043	22.7%	0.188	100.0%	G	G		30.382	15.361
FIFA	18.592	3.658	19.7%	17.000	91.4%	G	Y	#10	22.581	1.952
Sub-Total	141.478	43.632	30.8%	106.802	75.5%	-	-		1,137.770	518.667
Growth Related										
ARENA	0.320	0.256	80.0%	0.320	100.0%	G	R	#6	8.600	0.249
COMMUNITY CENTRES	57.289	38.980	68.0%	65.738	114.7%	R	G	#1	805.743	348.082
LAND ACQUISITION	15.104	12.603	83.4%	14.630	96.9%	G	G		372.836	118.489
OUTDOOR RECREATION CENTRE	0.954	0.050	5.3%	0.609	63.8%	Y	R	#2	15.254	4.083
PARK DEVELOPMENT	11.468	4.793	41.8%	8.710	76.0%	G	G		163.977	27.933
PLAYGROUNDS/WATERPLAY	0.791	0.118	14.9%	0.771	97.5%	G	G		8.219	0.575
POOL	0.186	0.099	53.4%	0.186	100.0%	G	G		3.938	2.514
Sub-Total	86.112	56.899	66.1%	90.964	105.6%	-	-		1,378.568	501.925
Total	331.598	147.375	44.4%	272.987	82.3%				3,382.476	1,664.654

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:

COMMUNITY CENTRES: under-spending of \$4.127 million is expected due to co-ordination with other projects (\$1.650 million for CAMP (SGR) Community Centres FY2021 project, \$2.477 million for Critical SOGR to Maintain Service project).

Parks, Forestry & Recreation (PKS)

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

Note # 2:

OUTDOOR RECREATION CENTRE (ORC): under-spending of \$4.127 million is expected, including \$2.433 million for co-ordination with other projects (\$1.462 million for the *Sports Field Program* , \$0.400 million for *Park Lawn Track* , \$0.153 million for the *Eglinton Flats Park New Fitness Equipment*); \$0.195 million for *FMP Skateboard Park North District Earl Bales Park* due to finalization of the City's Policy for Engaging First Nations in Archaeological Assessments, and \$0.992 million for projects anticipated to be completed under budget at year-end (\$0.740 million for *Dufferin Grove AIR Building* and \$0.253 million for *Leslie Street Spit Washroom*).

Note # 3:

POOL: under-spending of \$1.423 million is projected, driven by \$5.332 million for *Critical SOGR to Maintain Service for Pools* , offset by over expenditures of \$3.916 million for the 2018 *Davisville Community Pool Construction* (cash flow to be advanced through future quarterly variance reports), and \$0.007 million for *Heron Park Outdoor Pool Lighting* that was completed under budget.

Note # 4:

SPECIAL FACILITIES: under-spending of \$20.580 million is projected, including \$12.194 million for *Ferry Fleet Replacement* due to delays in finalizing contract award; \$5.291 million for the 2018 *Wind Storm Damages* due to coordination with other projects, and \$3.064 million for the *High Park Forestry School Building* which is finalizing the design phase before proceeding to procurement.

Note # 5:

FACILITY COMPONENTS: under-spending of \$8.992 million is projected for the co-ordination of various projects, including \$2.000 million for projects under *Critical Imminent Service Disruption* with work potentially continuing into 2025, \$3.037 million for *Various Parks and Buildings Accessibility* , \$0.309 million for *Capital Asset Management Planning* , and \$2.040 million for *Facility Rehab* projects which are being done in co-ordination with CREM.

Note # 6:

ARENA: under-spending of \$8.132 million is anticipated, including \$7.982 million for projects under *Critical SOGR to Maintain Service for Arenas and AIRs* with work potentially continuing into 2025.

Note # 7:

ENVIRONMENTAL INITIATIVES: under-spending of \$1.393 million is expected, including \$1.028 million for the *Wilket Creek Phase 3* project, which is being done in coordination with Toronto Water and \$0.243 million for *Community Access to Ravines* due to permit delays.

Note # 8:

PARK DEVELOPMENT: under-spending of \$10.813 million is projected, including \$7.345 million for co-ordination with other projects (\$0.740 million for *Huron Washington Park Improvements with the University of Toronto* , \$0.738 million for *North Park Improvements* , \$0.600 million for *Market Lane Parkette Construction* , \$0.317 million for *Toronto Island Park Master Plan Implementation*), and \$1.278 million due to extended community consultation (\$0.507 million for *66 Spadina/51 Sussex Avenue Above Base Park Development* , \$0.449 million for *Victoria Memorial Square Improvements*).

Note # 9:

PLAYGROUNDS AND WATER PLAY: under-spending of \$2.290 million is anticipated, including \$1.594 million for the co-ordination with other projects (\$1.370 million for the *Play Enhancement Program* , \$0.204 million for the *Wigmore Park Splash Pad and Playground* , \$0.020 million for *Dr. Daniel Hill Park Splash Pad & Pathway*); and \$0.696 million for seven projects to be completed under budget (*Fred Hamilton Playground Wading Pool Conversion* , *Tom Riley Park New Playground* , *Bell Manor Park Splash Pad* , *Earl Bales Accessible Playground* , *19 Western Battery Road Park Development* , and *Alderwood Memorial Park Playground*) and/or cancelled to be redirected to another project (*Ward 3 – Spring Garden Park*).

Note # 10:

FIFA: under-spending of \$1.556 million is projected due to delays in contract award.

Chart 1
2024 Approved Budget by Category 20.16M

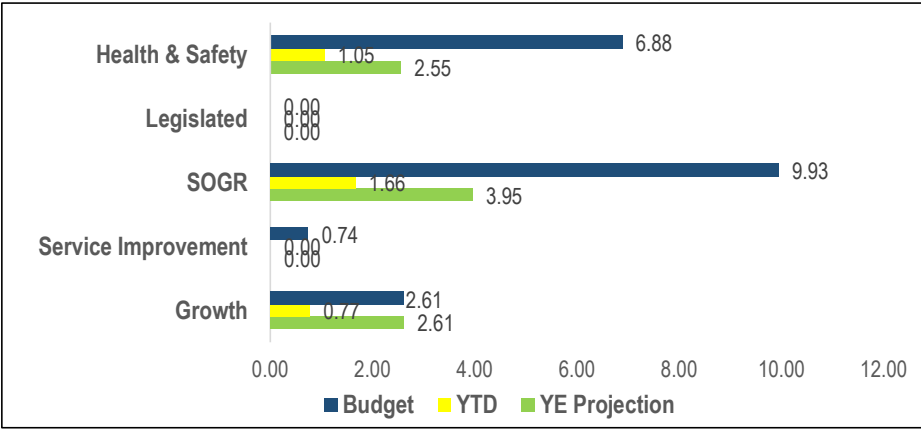


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 12

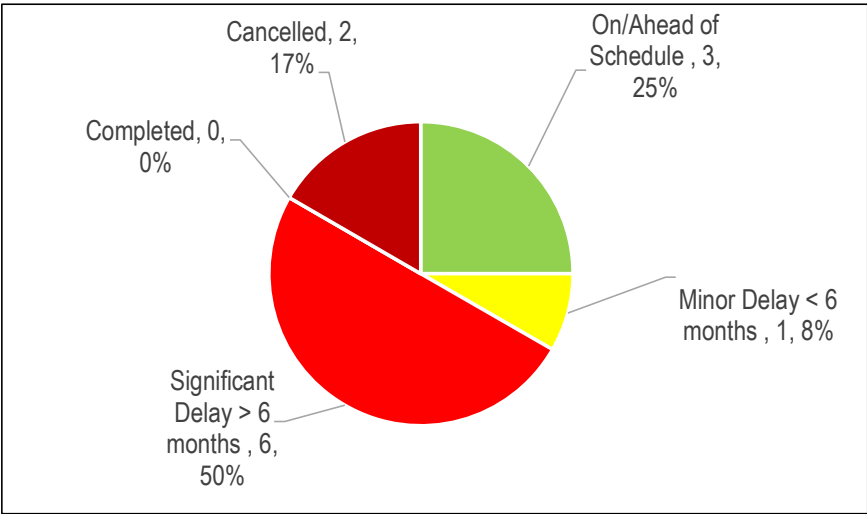


Table 2
Reason for Delay 7

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.95	1.27	14.21		0.74

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Building Health & Safety - 2021	0.780	0.352	45.2%	0.780	100.0%	Ⓞ	Ⓞ		2.116	1.688
Building Health & Safety - 2022	1.274	0.677	53.2%	1.274	100.0%	Ⓞ	Ⓞ		2.115	1.518
Building Health & Safety - Ongoing	4.827	0.026	0.5%	0.500	10.4%	Ⓡ	Ⓡ	#1	14.845	0.043
Sub-Total	6.881	1.055	15.3%	2.554	37.1%	-	-		19.076	3.250
Building SOGR - 2020	1.893	0.221	11.7%	1.893	100.0%	Ⓞ	Ⓞ		7.065	5.975
Building SOGR - 2021	3.385	0.059	1.8%	0.400	11.8%	Ⓡ	Ⓡ	#1	6.607	3.282
Building SOGR - 2022	1.417	0.337	23.8%	0.708	50.0%	Ⓢ	Ⓡ	#1	12.024	5.016
Building SOGR - Ongoing	1.275	1.017	79.8%	0.800	62.8%	Ⓢ	Ⓢ	#2	10.753	0.592
SPIF Community Parkland - Cummer Lodge	0.983	0.004	0.4%	0.010	1.0%	Ⓡ	Ⓡ	#3	1.815	0.004
SPIF Community Parkland - Kipling Acres	0.983	0.022	2.2%	0.140	14.2%	Ⓡ	Ⓡ	#3	1.815	0.022
Sub-Total	9.935	1.661	16.7%	3.951	39.8%	-	-		40.080	14.891
eWorkorder System	0.485	0.005	0.0%	0.005	1.0%	Ⓡ	Ⓡ	#4	0.650	0.170
Time & Attendance System Review	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	0.250	0.000
Sub-Total	0.735	0.005	0.7%	0.005	0.7%	-	-		0.900	0.170
4610 Finch Ave East Redevelopment	2.611	0.769	13.9%	2.611	100.0%	Ⓞ	Ⓡ	#6	175.970	2.686
Sub-Total	2.611	0.769	29.5%	2.611	100.0%	-	-		175.970	2.686
Total	20.162	3.490	17.3%	9.121	45.2%				236.026	20.996

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

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

Note # 1:

Delays are primarily due to projects at various stages of procurement. Renovations and upgrades across homes, including servery, washrooms, tub rooms, humidifiers, flooring, and handrails, have been re-tendered. Previously delayed projects, such as electrical panel upgrades at Bendale Acres and washroom upgrades at Castlview Wychwood Towers, have now been successfully awarded.

Note # 2:

Projected year-end reflects delay in the exterior Accessibility for Ontarians with Disabilities Act upgrades for the 10 homes, which is led by Corporate Real Estate Management division.

Note # 3:

The project at Cummer Lodge has been canceled due to limited land availability to meet the intended scope. Currently, work at Kipling Acres is in the design stage. A revised project scope has been submitted and is currently being reviewed by the Ministry.

Note # 4:

The project has been canceled. After re-examining the original 2023 scope, it was determined that the project does not meet current requirements and should be revisited at a later date.

Note # 5:

The project is ongoing and will be delivered and funded by Technology Services and Pension, Payroll & Employee Benefits. Project will be cancelled at Seniors Services and Long-Term Care.

Note # 6:

The project is in the design development and zoning application phase, with the team actively working with City planners on the required rezoning application. Zoning By-law, Site Plan approval, and an unplanned Sanitary Flow capacity analysis have impacted the timeline.

Chart 1

2024 Approved Budget by Category (\$Million) \$142.51M

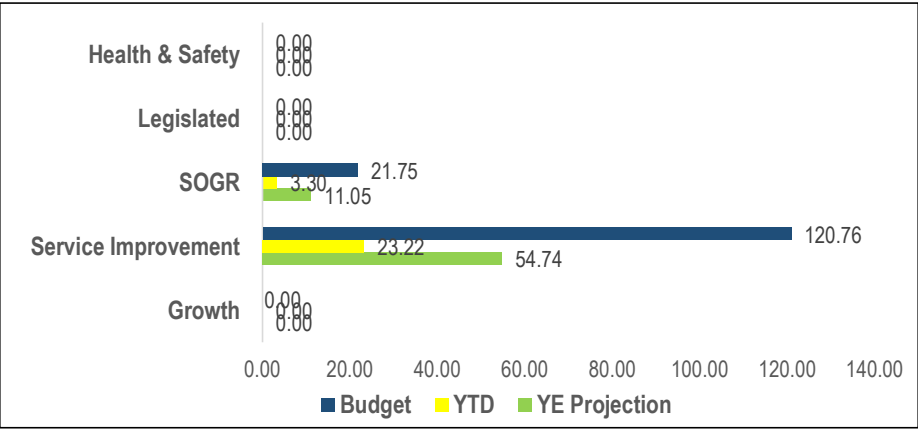


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 11

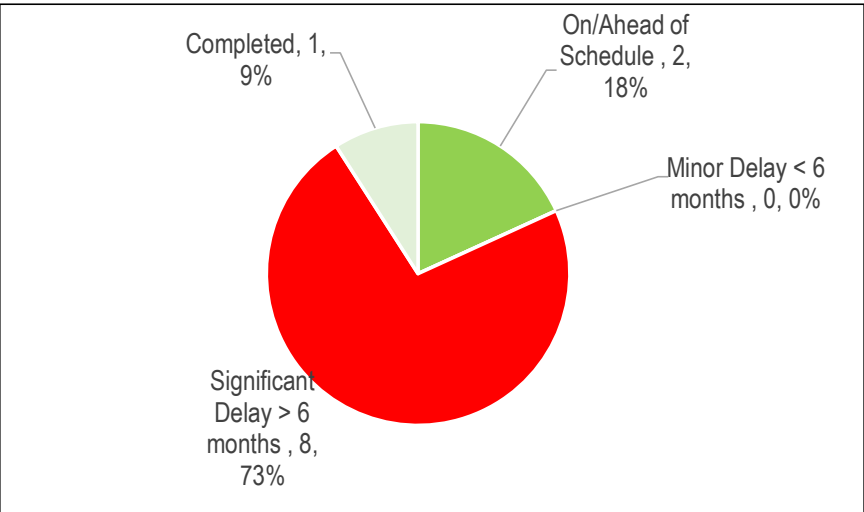


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
60.72		81.64	0.14	

Reasons for "Other*" Projects Delay:

- Office Modernization Project: Operational constraints resulting from understaffing at design vendor and changing site priorities.
- SMIS Software Review: Waiting to finalize specifications outlined by AG which is expected to be completed by the end of 2024.
- Spadina Project: Designs are being revisited due to cost escalations between initial cost estimates and Class D cost estimate. Delays have changed the overall project completion to December 2026.
- Winter Plan: Reduction in 2024 capital spending due to temporary availability of City facilities for Winter use. Delays have changed the expected completion to Q1-2026.

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
TSSS - SOGR	21.745	3.303	15.2%	11.048	50.8%	Y	R	#11	21.745	3.303
Sub-Total	21.745	3.303	15.2%	11.048	50.8%	-	-		21.745	3.303
George Street Revitalization (GSR)	26.073	14.430	55.3%	20.093	77.1%	G	R	#1	684.942	107.251
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	13.664	3.122	22.9%	5.253	38.4%	R	R	#2	120.139	88.334
COVID - 19 Resilience Response	3.428	2.203	64.3%	3.428	100.0%	G	G	#3	15.261	11.019
AODA	5.789	1.655	28.6%	2.485	42.9%	R	R	#4	13.518	3.477
Office Modernization Project	1.668	0.580	34.7%	1.143	68.6%	Y	R	#5	3.931	2.063
Central Intake Call Centre	0.142	0.061	43.0%	0.061	43.0%	R	G	#6	1.865	1.784
SMIS Study	0.100	0.000	0.0%	0.000	0.0%	R	R	#7	0.100	0.000
Spadina Project	3.514	0.057	1.6%	0.500	14.2%	R	R	#8	6.778	0.057
Winter Plan	9.091	1.066	11.7%	3.240	35.6%	R	R	#9	14.720	1.066
Homelessness Services Capital Infrastructure Strategy (HSCIS)	57.293	0.043	0.1%	18.532	32.3%	R	G	#10	89.511	0.043
Sub-Total	120.762	23.216	19.2%	54.736	45.3%	-	-		950.765	215.093
Total	142.507	26.519	18.6%	65.783	46.2%				972.510	218.396

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

Note # 1 - GSR

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

GSR Main: In Q3 2023 the Infrastructure Ontario (IO) lead project was placed on hold due to cost estimates that far exceeded the approved project budget. A staff report was approved by council on February 6, 2024 (EX11.9) and staff will report back to the Executive Committee in Q4-2024 with recommendation for maximizing the value for money of the current approve project budget. Project is currently planned to start in 2025 and to be completed by 2030.

Note # 2 - Housing and Shelter Infrastructure Development:

Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q1-2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is anticipated in December 2026.

Note # 3 - COVID - 19 Resilience Response:

Multiple sites are projected to be completed in Q1 2025. Several sites are currently in design phase and expected to be completed in 2025 as planned.

Note # 4 - AODA:

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

Note # 5 - Office Modernization Project:

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

Note # 6 - Central Intake Call Centre:

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

Toronto Shelter and Support Services (SHL)

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

Note # 7 - SMIS Study:

The division will provide and submit the documentation on SMIS capabilities for AG review. Pending the outcome of the AG review, the division will determine how to proceed with these funds.

Note # 8 - Spadina Project:

Designs are being revisited due to cost escalations between initial cost estimates and Class D cost estimate. Both sites are on hold pending further review. Delays have changed the overall project expected completion date to December 2026.

Note # 9 - Winter Plan:

Because winter sites are operational through all of Q1 winter fit up and construction work to take place Q2-Q4 as planned. Reduction in 2024 capital spending due to temporary availability of City facilities for Winter use. Remaining funding will be used to support capital needs of future winter response plans. The project is expected to be completed by Q1-2026.

Note # 10 - Homelessness Services Capital Infrastructure Strategy (HSCIS):

Budget has been approved by Council on June 26, 2024 (Item - 2024.EX15.3) with cash flows commitments of \$57.3 million in 2024, fully funded by the City Building Fund, in order to proceed with the due diligence and acquisition of properties. The City is in the process of investigating and performing due diligence work for sites with a plan of securing up to five sites in 2024. Of the target of five sites, currently two sites have been acquired. The remaining three sites will be secured in 2025.

Note # 11 - TSSS SOGR:

Multiple small scopes have been identified within the BCAs and scheduled to be completed in 2024 as planned. Major scopes are currently underway which include Net zero requirements, security upgrades and fire life & safety Scopes. All are expected to be completed by 2025. Delays have been experiencing due to understaffing and vendor issues.

Chart 1
2024 Approved Budget by Category (\$Million) \$17.81M

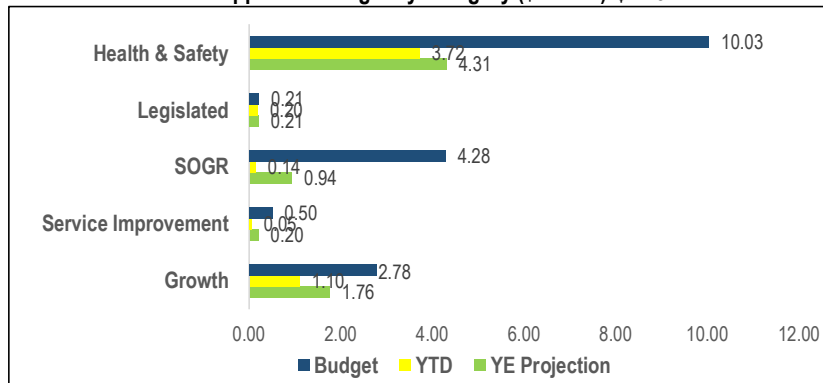


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 32

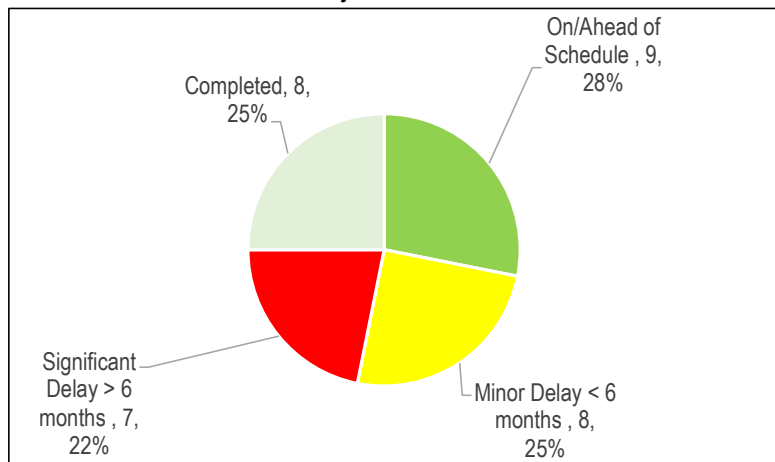


Table 2

Reason for Delay		15	
	Significant Delay	Minor Delay	
Insufficient Staff Resources			
Procurement Issues	2	1	
RFQ/RFP Delayed		3	
Contractor Issues			
Site Conditions			
Co-ordination with Other Projects	1		
Community Consultation			
Other*	4	4	
Total # of Projects	7	8	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.61	5.93	4.92	1.35	

Reasons for "Other*" Projects Delay:

- Toronto Radio Infrastructure Project (TRIP) - The project team continues to work through security issues and resulting impacts on lifecycle. Consultants are being hired to review short and long term scenarios based on the availability of budgeted resources and planned upgrade activities.
- CAD Upgrade - The pre-requisite network provisioning is behind plan, reflecting resource constraints from our provider, as well as similar complications arising from the New Generation 911 system upgrade currently in progress.
- Mobile Driver Simulator - This project is on hold, while the program searches for alternative capital options that will deliver applications that better suit the program's needs.
- Training Simulators and Fac Rehab - Project research and development are still ongoing. Unspent funds will be carried forward to 2025 to complete the project.
- Smaller projects are well underway, with design work and project development still ongoing. Unspent funds will be carried forward to 2025 to complete these projects.
- **Key Discussion Points:**
 - Of 32 projects, 53% or 17 of the projects are on time or completed; 25% or 8 are experiencing a minor delay; and 22% or 7 are experiencing a significant delay.
 - Of the \$17.9 million budget, significant projects include: Stationware Decontamination for \$3.8 million; Toronto Radio Infrastructure Project (TRIP) for \$3.0 million; Mobile Radio Lifecycle for \$2.7 million; the Husar Building expansion for \$2.5 million; and 28 other small equipment projects of \$5.8 million or less.
 - Projects that are experiencing significant delays include: Stationware Decontamination with 5.4% projected spending; Toronto Radio Infrastructure Project (TRIP) with 16.6% projected spending; CAD Upgrade with 28% projected spending; and 4 smaller projects with projected spending of 18% collectively.

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Breathing Air Compressor Repl-2021	0.032	0.000	0.0%	0.032	100.0%	Ⓒ	Ⓒ	# 1	0.080	0.048
Breathing Air Compressor-2022	0.081	0.065	80.4%	0.076	93.8%	Ⓒ	Ⓒ		0.081	0.065
Breathing Air Compressors Replacement 2023	0.167	0.065	39.0%	0.065	38.9%	Ⓖ	Ⓖ		0.253	0.065
Mobile Radios Lifecycle Replacement-2023	2.700	2.115	78.3%	2.300	85.2%	Ⓒ	Ⓒ		2.700	2.115
NEXT GENERATION 911 PROJECT	0.114	0.113	99.1%	0.114	100.0%	Ⓒ	Ⓒ		1.864	1.863
Live Fire Training Simulator	0.011	0.011	97.6%	0.011	100.0%	Ⓒ	Ⓒ	#2	0.650	0.650
Replacement of thermal imaging cameras -2021	0.459	0.346	75.3%	0.346	75.3%	Ⓒ	Ⓐ		1.450	0.787
Mobile Driver Simulator	0.132	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	# 3	0.185	0.000
45mm and 65mm Jacketed Fire Hose Upgrade	0.942	0.942	100.0%	0.942	100.0%	Ⓒ	Ⓒ	# 4	1.350	1.349
Fire Station Digital Signage Turn Out	0.024	0.000	0.0%	0.024	100.0%	Ⓒ	Ⓒ		0.130	0.107
Emergency Medical Bags	0.175	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓐ	# 5	0.175	0.000
Compact Powered Suction	0.275	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	# 6	0.275	0.000
Bunker Suit Washer/Extractor Installations	0.373	0.000	0.0%	0.021	5.6%	Ⓖ	Ⓐ	# 7	0.420	0.047
PPE Decontamination Equipment-Phase 2	0.538	0.000	0.0%	0.031	5.8%	Ⓖ	Ⓐ	# 7	0.943	0.000
Stationwear Decontamination Equipment-Phase 2	3.819	0.000	0.0%	0.208	5.4%	Ⓖ	Ⓐ	# 6	3.819	0.000
Fireboat Dock Repair (Station 334)	0.123	0.000	0.0%	0.070	56.9%	Ⓐ	Ⓐ		0.393	0.000
Fire Station 145 Apparatus Bay Enhancement	0.065	0.065	100.0%	0.065	100.0%	Ⓒ	Ⓒ		0.065	0.065
Sub-Total	10.032	3.723	37.1%	4.306	42.9%	-	-		14.833	7.161
Legislated										
REPLACEMENT OF HUSAR EQUIPMENT-2023	0.002	0.001	45.4%	0.001	49.9%	Ⓒ	Ⓒ			0.048
Replacement of HUSAR Equipment -2024	0.050	0.050	100.0%	0.050	100.0%	Ⓒ	Ⓒ		0.050	0.050
MOBILE PUMP OPERATIONS SIMULATOR	0.150	0.144	96.0%	0.144	96.0%	Ⓒ	Ⓒ		0.150	0.144
PUMP OPERATIONS SIMULATOR UPGRADE	0.012	0.000	0.0%	0.012	100.0%	Ⓒ	Ⓒ		0.130	0.118
Sub-Total	0.215	0.195	90.9%	0.208	96.7%	-	-		0.380	0.359
State of Good Repair										
Training Simulators and Fac Rehab - 2023	0.077	0.044	57.1%	0.077	100.0%	Ⓒ	Ⓒ	#6	0.100	0.067
Training Simulators and Fac Rehab - 2024	0.100	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ		0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	3.011	0.000	0.0%	0.500	16.6%	Ⓖ	Ⓖ	# 8	8.489	3.150
CAD Upgrade	0.888	0.094	10.6%	0.250	28.2%	Ⓖ	Ⓖ	# 8	1.960	1.167
TORONTO FIRE ACADEMY AUDITORIUM CHAIRS	0.012	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓒ	#9	0.115	0.103
Feasibility Study - Flemingdon Station	0.146	0.003	2.0%	0.063	43.0%	Ⓖ	Ⓐ		0.185	0.041
West Training Burn House Repairs	0.047	0.000	3.3%	0.047	100.0%	Ⓒ	Ⓒ		0.125	0.078
Sub-Total	4.282	0.141		0.937	21.9%	-	-		11.074	4.606
Service Improvements										
Fire Prevention Technology Integration	0.154	0.053	34.3%	0.154	100.0%	Ⓒ	Ⓒ		1.010	0.909

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Flemington Park New Fire Station & Trucks	0.350	0.000	0.0%	0.050	14.3%	Ⓡ	Ⓡ	# 10	16.300	0.000
Sub-Total	0.504	0.053	10.5%	0.204	40.5%	-	-		17.310	0.909
Growth Related										
HUSAR Buidling Expansion- Change in Scope	2.478	1.076	43.4%	1.700	68.6%	Ⓢ	Ⓢ		7.900	6.498
Feasibility Study of Fire Academy	0.300	0.025	8.3%	0.056	18.7%	Ⓡ	Ⓢ	# 11	0.300	0.026
Sub-Total	2.778	1.101	39.6%	1.756	63.2%	-	-		8.200	6.524
Total	17.810	5.213	29.3%	7.411	41.6%				51.797	19.559

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

Two of the four replacement compressors have been delivered and installed, with the other two units to be delivered in 2025.

Note # 2

Forty cameras on order have been delivered in 2024. The remaining fund will be used for cameras that will be delivered in 2025 to match program needs.

Note # 3:

This project is temporarily on hold while other viable solutions are being investigated to better meet the program's training needs.

Note # 4:

Research and development are ongoing, with the trial phase projected to begin in Nov., 2024. This project is projected to be completed in early 2025.

Note # 5:

The suction unit will be needed after the medical bags are in place. The emergency medical bags are scheduled to be purchased and delivered in 2024, and the suction units are scheduled to be purchased and delivered in 2025.

Note # 6:

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

Note # 7:

Design work for these projects is expected to be completed in Q4, with construction/ retrofits to be completed by Q2, 2025.

Note # 8:

The project team continues to access project priorities, including working through security issues and resulting impacts on the system lifecycle. The project team is currently reviewing a revised cyber security proposal as well as radio frequency coverage validation methodologies. Unspent funds will be carried forward into 2025 for continuation of the project.

Note # 8:

This project completion is delayed, while the program's public safety partners complete their Next Generation 911 project upgrade. This project is now projected to be completed in 2025.

Note # 9:

The environmental study has started and is expected to be completed by Q4, with unspent funds to be for other study needs.

Note # 10:

This project is being delayed reflecting the need to coordinate the parking agreement with project partners, which include CreateTO, the local school board, and Parks, Forestry and Recreation.

Note # 11:

This project has been substantially completed in Q2, with full completion projected for Q4. underspent funds will be returned to support other City priorities.

Chart 1

2024 Approved Budget by Category (\$Million) \$16.65M

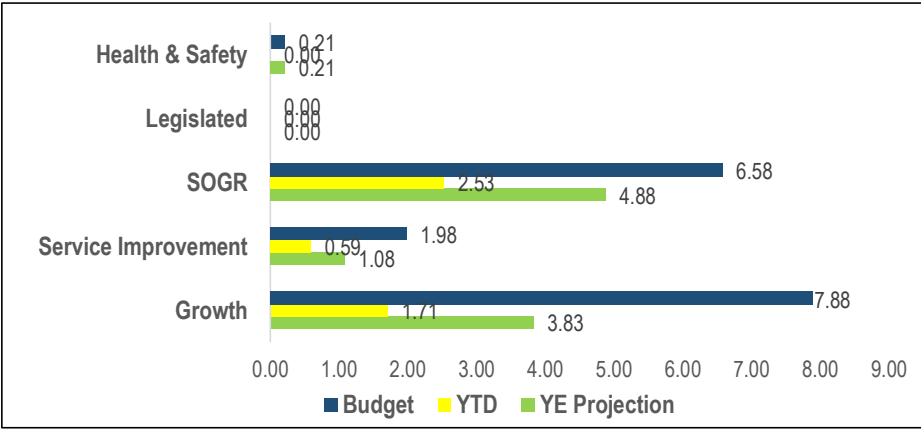


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 24

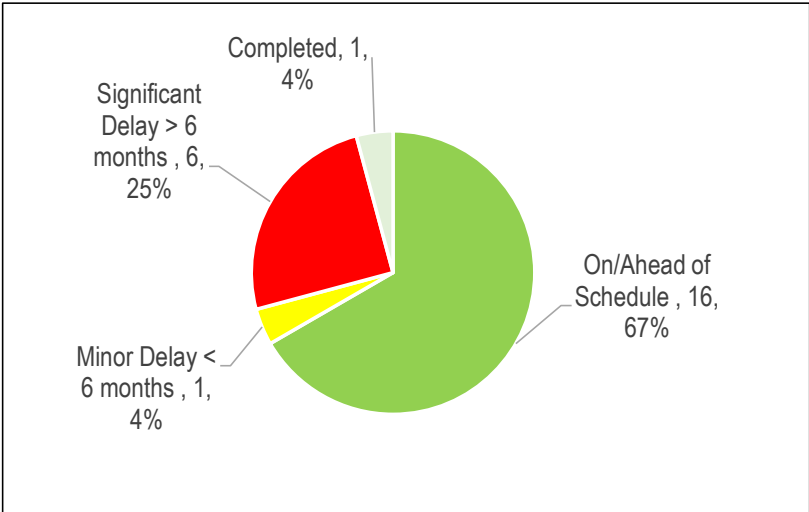


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.09	0.45	5.02	0.10	

Key Discussion Points:

- Toronto Paramedic Services spent \$4.826 million, or 29.0% of its 2024 Approved Capital Budget of \$16.648 million at the end of September.
- The program is projecting to spend \$9.998 million or 60.1% of the 2024 Approved Capital Plan by year-end, with significant delays in the Ambulance Post and Multi-Function Station projects, primarily due to design revisions, co-ordination with other City divisions and RFP considerations.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Defibrillator Replacement Purchases - 2023	0.211	0.000	0.0%	0.211	100.0%	Ⓔ	Ⓔ		6.500	6.489
Sub-Total	0.211	0.000	0.0%	0.211	100.0%	-	-		6.500	6.489
State of Good Repair										
Mobile Data Communications - 2022	0.095	0.095	100.4%	0.095	100.0%	Ⓔ	Ⓔ		2.100	2.100
Mobile Data Communications - 2023	0.256	0.231	90.2%		100.0%	Ⓔ	Ⓔ		0.300	0.284
Mobile Data Communications - 2024	1.800	0.159	8.8%		72.2%	Ⓔ	Ⓔ		1.800	0.165
Medical Equipment Replacement	1.192	0.590	49.5%		74.8%	Ⓔ	Ⓔ		7.323	6.738
Portable Radio Replacement	1.800		40.8%		72.2%	Ⓔ	Ⓔ		1.009	1.744
Dispatch Consol Replacement			0.0%		55.2%	Ⓐ	Ⓐ		4.382	2.149
Next Generation 9-1-1			38.3%		70.3%	Ⓔ	Ⓔ		2.500	0.263
CAD Upgrade			90.8%		84.6%	Ⓔ	Ⓔ		2.500	0.590
Sub-Total			38.5%	4.876	74.1%	-	-		21.914	14.033
Service Improvements										
Capital Asset Management Planning	1.282	0.587	45.8%	0.982	76.6%	Ⓔ	Ⓔ		2.528	1.971
Future Strategic Staging Locations	0.700	0.000	0.0%	0.100	14.3%	Ⓐ	Ⓐ	#2	1.300	0.000
Sub-Total	1.982	0.587	29.6%	1.082	54.6%	-	-		3.828	1.971
Growth Related										
Multi-Function Station # 2 - Construction	0.398	0.250	62.8%	0.399	100.3%	Ⓔ	Ⓔ		80.585	3.298
Multi-Function Station # 2 Facility - TPS	1.278	0.643	50.3%	0.978	76.5%	Ⓔ	Ⓔ		2.100	0.711
Additional ERV 2022	0.227	0.175	77.0%	0.227	100.0%	Ⓔ	Ⓔ		1.170	1.118
Additional ERV 2023	0.780	0.088	11.3%	0.680	87.2%	Ⓔ	Ⓔ		0.780	0.088
Additional ERV 2024	0.780	0.440	56.4%	0.680	87.2%	Ⓔ	Ⓔ		0.780	0.440
Ambulance Post - 30 Queens Plate Drive	1.931	0.047	2.4%	0.531	27.5%	Ⓐ	Ⓐ	#3	2.848	0.047
Ambulance Post - 330 Bering Ave.	0.096	0.025	26.0%	0.046	47.9%	Ⓐ	Ⓐ	#4	0.700	0.318
Ambulance Post # 3 (Don Mills)	0.025	0.000	0.0%	0.025	100.0%	Ⓔ	Ⓔ		3.000	0.000
Ambulance Post # 4 (Finch Ave.)	0.025	0.000	0.0%	0.025	100.0%	Ⓔ	Ⓔ		2.000	0.000
Rivalda Stores	0.890	0.045	5.1%	0.090	10.2%	Ⓐ	Ⓐ	#5	0.950	0.110
Multi-Function Station #3 (Bay St.)	0.227	-0.006	-2.6%	0.027	11.9%	Ⓐ	Ⓐ	#6	0.465	0.018
Multi-Function Station #5 (Dyas Rd.)	1.171	0.003	0.3%	0.070	6.0%	Ⓐ	Ⓐ	#7	10.000	0.033
Equipment & Garage - 1116 King St. W	0.050	0.000	0.0%	0.050	100.0%	Ⓔ	Ⓔ		10.000	0.000
Sub-Total	7.879	1.710	21.7%	3.829	48.6%	-	-		115.378	6.181
Total	16.648	4.826	29.0%	9.998	60.1%				147.620	28.674

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:

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

Note # 2:

The Future Strategic Staging and Asset Tracking project is underspent due to delays in procurement.

Note # 3:

Following community planning consultations, both the facility design and site usage required significant changes, resulting in a land-use and a co-site development agreement with Toronto Fire Service and Paramedic Services, with amendments to the original plan agreed to by both parties in May, 2024. Design activities have resumed based on changes agreed to by both programs. Design development is expected to be completed by the end of November 2024, followed by building permit issuance by January 2025, and tender for a general contractor in Q1 2025.

Note # 4:

This project requires modifications to address structural changes required for the building, which will enhance facility functionality. Construction is anticipated to be completed in 2025.

Note # 5:

Toronto Paramedic Services (AMB)

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

Due to changes in AODA funding availability, the construction required to complete this project was delayed until 2024; a revised building permit was required, which has been submitted. The permit is currently awaiting review by the Building Examiners. Following approval and the issuance of the permit, a Request for Proposal (RFP) will be issued, with the project completion anticipated in Q4, 2025.

Note # 6:

Due to delays in the sale of the Bay Street property, the original plan to build a temporary paramedic station at 610 Bay St. has been revised to meet TPS requirements to accommodate the relocation of District 6 offices to 610 Bay St. The procurement process to hire the General Contractor has commenced, with the construction to commence once the building permit has been issued and the sale of the property between the City and Toronto Coach Terminal has been completed. Once the General Contractor is on board, the program anticipates construction to be significantly completed within 12 to 18 months.

Note # 7:

The full occupancy of the site by PS is under consideration, as other divisions that share occupancy of the location review their options to relocate; CREM is currently reviewing three options for occupancy at this location, one of which includes a proposal that will require PS to relocate to an alternative site, given the city-wide needs of the other divisions that currently share the site with PS.

**2024 Capital Spending by Program
Infrastructure Services**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
Transit Expansion	4M-2024	402.06	4.41	318.60	79.2%	Ⓔ
	Q2-2024	402.06	0.71	315.93	78.6%	Ⓔ
	Q3-2024	402.06	11.41	135.68	33.7%	Ⓡ
Transportation Services	4M-2024	682.20	56.88	530.22	77.7%	Ⓔ
	Q2-2024	715.00	171.42	591.81	82.8%	Ⓔ
	Q3-2024	751.99	366.28	659.18	87.7%	Ⓔ
TOTAL	4M-2024	1,084.26	61.28	848.82	78.3%	Ⓔ
	Q2-2024	1,117.06	172.13	907.73	81.3%	Ⓔ
	Q3-2024	1,154.05	377.69	794.86	68.9%	Ⓨ
<div> Ⓛ >70% Ⓛ between 50% and 70% Ⓛ < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Infrastructure Services totalled \$377.7 million of their collective 2024 Approved Capital Budget of \$1154.0 million. Spending is expected to increase to \$794.9 million (68.9%) by year-end. 1 program in this service area has the projected year-end spend rate of over 70% of their respective 2024 Approved Capital Budgets. Program with projected year-end spend rate above 70% is Transportation Services.

Chart 1
2024 Approved Budget by Category (\$M) \$751.99M

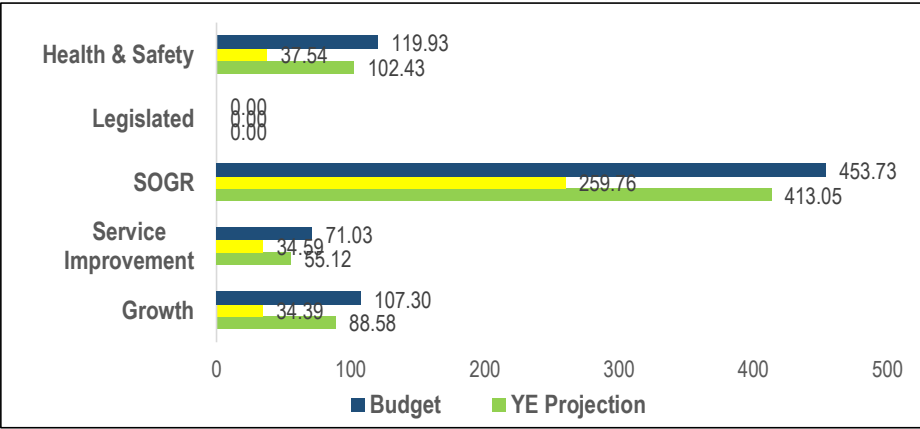


Table 1
2024 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	15
Service Improvement	14
Growth	19
Total # of Projects	52

Chart 2
Project Status - 52

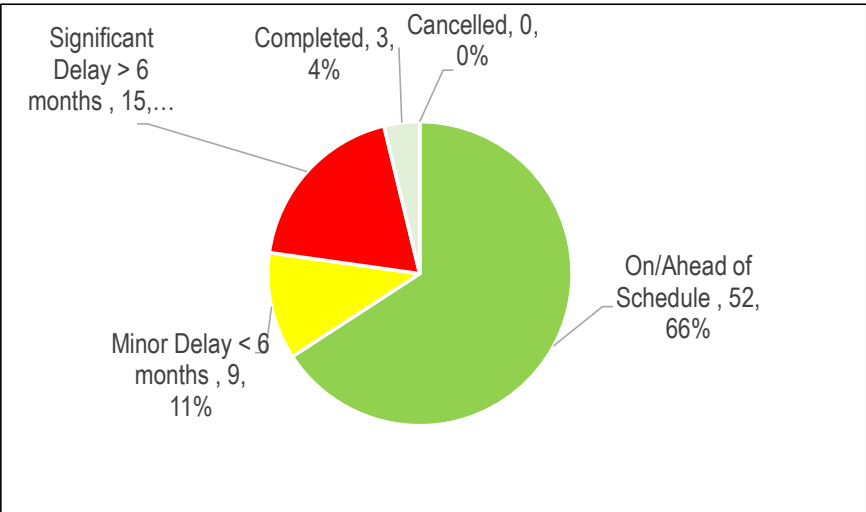


Table 2

Reason for Delay	24	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	3
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation		
Other*	12	5
Total # of Projects	15	9

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
695.17	16.01	40.81		

Reasons for "Other*" Projects Delay:

- Transportation Services has 11 sub-projects with "Other" reasons for delay. In these cases, "Other" represents consultation with stakeholders / developers; detailed design delays; etc.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status

Key Discussion Points: (Please provide reason for delay)

- The rate of spending is consistent with project schedules for construction as most are weather / temperature dependent.
- Typically, the majority of cash flow funding is spent during the traditional construction season through to the latter part of the year, after contracts are tendered and awarded.
- Most of the year-end under-spending is anticipated in capital projects that require third party coordination and/or funding; community consultation; are development / transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	81.379	16.827	0.0%	69.172	85.0%	Ⓞ	Ⓞ		311.564	190.335
Glen Road Pedestrian Bridge	8.393	2.864	0.0%	5.455	65.0%	Ⓢ	Ⓞ		27.486	15.211
Guide Rail Program	1.700	0.961	0.0%	1.530	90.0%	Ⓞ	Ⓞ		12.473	8.782
Road Safety Plan	28.457	16.892	0.0%	26.275	92.3%	Ⓞ	Ⓞ			
Sub-Total	119.929	37.544	31.3%	102.433	85.4%	-	-		351.523	214.328
State of Good Repair										
City Bridge Rehabilitation	35.621	31.810	0.0%	30.278	85.0%	Ⓞ	Ⓞ			
Critical Interim Road Rehabilitation	10.000	1.485	0.0%	9.000	90.0%	Ⓞ	Ⓞ			
Ditch Rehabilitation & Culvert Reconstruction	2.500	0.076	0.0%	1.875	75.0%	Ⓞ	Ⓞ			
Don Valley Parkway Rehabilitation	5.058	0.170	0.0%	2.276	45.0%	Ⓢ	Ⓢ	#1		
Dufferin Street Bridge Rehabilitation	1.400	0.020	0.0%	0.070	5.0%	Ⓢ	Ⓢ	#2		
F.G. Gardiner	214.986	120.349	0.0%	184.113	85.6%	Ⓞ	Ⓞ		2,380.455	585.854
Facility Improvements	4.000	1.849	0.0%	3.600	90.0%	Ⓞ	Ⓞ			
Laneways	1.939	2.113	0.0%	2.715	140.0%	Ⓢ	Ⓞ	#3		
Local Road Rehabilitation	75.109	58.739	0.0%	97.642	130.0%	Ⓢ	Ⓞ	#4		
Major Road Rehabilitation	70.233	31.399	0.0%	56.186	80.0%	Ⓞ	Ⓞ			
Major SOGR Pooled Contingency	6.589	2.535	0.0%	5.930	90.0%	Ⓞ	Ⓞ			
Retaining Walls Rehabilitation	4.421	0.734	0.0%	1.768	40.0%	Ⓢ	Ⓢ	#5		
Sidewalks	15.788	7.590	0.0%	14.209	90.0%	Ⓞ	Ⓞ			
Signs & Markings Asset Management	2.282	0.557	0.0%	1.483	65.0%	Ⓢ	Ⓞ			
Traffic Plant Requirements / Signal Asset Management	3.800	0.332	0.0%	1.900	50.0%	Ⓢ	Ⓢ	#6		
Sub-Total	453.726	259.758	57.2%	413.046	91.0%	-	-		2,380.455	585.854
Service Improvements										
Cycling Infrastructure	29.703	21.747	0.0%	29.703	100.0%	Ⓞ	Ⓞ			
Eglinton Connects	3.400	0.705	0.0%	3.060	90.0%	Ⓞ	Ⓞ			
Engineering Studies	6.000	3.368	0.0%	4.540	75.7%	Ⓞ	Ⓞ			
Green Streets Improvement	1.000	0.000	0.0%	0.050	5.0%	Ⓢ	Ⓢ	#7		
King Street Transit Priority	0.500	0.000	0.0%	0.475	95.0%	Ⓞ	Ⓞ			
Mappping & GIS Repository	0.539	0.207	0.0%	0.270	50.0%	Ⓢ	Ⓢ		2.685	1.352
MoveTO	7.567	2.385	0.0%	7.189	95.0%	Ⓞ	Ⓞ		40.633	18.065
Neighbourhood Improvements	4.836	3.154	0.0%	4.598	95.1%	Ⓞ	Ⓞ			
Rockcliffe Flood Mitigation	1.100	0.000	0.0%	0.550	50.0%	Ⓢ	Ⓢ			
Surface Network Transit Plan	1.908	0.569	0.0%	0.642	33.6%	Ⓢ	Ⓢ	#8	20.562	2.603
System Enhancements for Road Repair & Permits	1.700	0.637	0.0%	1.360	80.0%	Ⓞ	Ⓞ		14.108	8.608
TO360 Wayfinding	0.917	0.502	0.0%	0.825	90.0%	Ⓞ	Ⓞ		5.890	3.634
Traffic Congestion Management	0.012	0.011	0.0%	0.012	100.0%	Ⓞ	Ⓞ		42.350	35.295
West Toronto Rail Path Extension	11.850	1.305	0.0%	1.850	15.6%	Ⓢ	Ⓢ	#9	150.778	3.083
Sub-Total	71.032	34.590	48.7%	55.123	77.6%	-	-		277.007	72.640
Growth Related										
Agincourt Improvement	0.200	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#10		
Beecroft Extension	0.150	0.033	0.0%	0.240	160.0%	Ⓢ	Ⓞ	#11	20.246	0.049
Broadview Extension	37.087	4.748	0.0%	37.087	100.0%	Ⓞ	Ⓞ		14.000	5.182
Emery Village Improvements	0.500	0.054	0.0%	0.250	50.0%	Ⓢ	Ⓢ	#12	4.679	0.448
John Street Revitalization Project	1.000	0.172	0.0%	0.200	20.0%	Ⓢ	Ⓢ	#13	62.464	5.970
Lawrence-Allen Revitalization Project	0.500	0.193	0.0%	0.350	70.0%	Ⓢ	Ⓞ		16.136	4.913
Legion Road Extension & Grade Separation	0.260	0.011	0.0%	0.013	5.0%	Ⓢ	Ⓢ	#14		
Metrolinx Additional Infrastructure	3.000	0.925	0.0%	2.400	80.0%	Ⓞ	Ⓞ		18.693	7.885
North York Service Road	0.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#15	37.794	33.628
Peel and Gladstone	3.100	1.694	0.0%	1.953	63.0%	Ⓢ	Ⓢ	#16		
Port Union Road	10.300	4.476	0.0%	8.240	80.0%	Ⓞ	Ⓞ		12.955	8.391
Rean to Kenaston - New Road	1.985	0.020	0.0%	1.886	95.0%	Ⓞ	Ⓞ		11.413	6.361
Scarlett / St. Clair / Dundas	3.040	1.670	0.0%	2.888	95.0%	Ⓞ	Ⓞ		57.716	11.336

Transportation Services (TRN)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Six Points Interchange Redevelopment	0.500	0.037	0.0%	0.050	10.0%	Ⓡ	Ⓢ	#17	74.936	66.259
St. Clair TMP	18.000	0.928	0.0%	7.200	40.0%	Ⓡ	Ⓡ	#18		
Steeles Widening (Tapscott Rd - Beare Rd)	0.561	0.097	0.0%	0.281	50.0%	Ⓢ	Ⓢ		93.191	1.229
Work for TTC & Others	25.466	19.332	0.0%	25.529	100.2%	Ⓢ	Ⓢ			
Yonge Street Revitalization	0.150	0.000	0.0%	0.015	10.0%	Ⓡ	Ⓡ	#19		
Yonge Tomorrow	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#20		
Sub-Total	107.299	34.391	32.1%	88.582	82.6%	-	-		424.222	151.648
Total	751.986	366.283	48.7%	659.183	87.7%				3,433.207	1,024.470

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:

Overall Project delayed as additional time was required for the tendering of the retaining wall contract and as well as the deferral of the Overhead Sign Support Structure Rehabilitation project to 2025.

Note # 2:

Design on hold as additional feasibility investigations required to address Metrolinx comments / design requirements.

Note # 3:

Projects advancing in a pace quicker than anticipated. Advancement or in-year reallocations required to balance budget.

Note # 4:

Projects advancing in a pace quicker than anticipated. Advancement or in-year reallocations required to balance budget.

Note # 5:

Project experiencing procurement delays.

Note # 6:

Vehicle Messaging Signs Rehabilitation project experiencing delays and additional time is required complete design and tender documents. Project set to commence in 2025.

Note # 7:

Projects experiencing delays due to scope complexity.

Note # 8:

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

Note # 9:

Construction is anticipated to be tendered in Q4 2024/Q1 2025. The execution of the Municipal Infrastructure Agreement (MIA) is being delayed. Metrolinx cannot commence tender until MIA is executed.

Note # 10:

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

Note # 11:

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

Note # 12:

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

Note # 13:

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

Note # 14:

Design is delayed due to changes in design direction following the completion of the TW stormwater assessment study which concluded the stormwater pond is not required. Additional time required for Design.

Note # 15:

Project delayed due to limited submissions for tender call. Project set to be retendered.

Note # 16:

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

Transportation Services (TRN)

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

Note # 17:

Final settlement of project claims continue to be negotiated. Design on Final Toronto Hydro streetlight works ongoing, with works anticipated to commence in 2025.

Note # 18:

Property negotiations taking longer than anticipated. Design is on-going and scheduled for completion in 2024.

Note # 19:

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

Note # 20:

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

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

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Year End Projection	Projected % at Year End	
City Planning	4M-2024	8.36	0.99	6.59	78.8%	G
	Q2-2024	8.36	1.60	6.55	78.3%	G
	Q3-2024	8.36	2.70	6.55	78.3%	G
Housing Secretariat	4M-2024	701.71	12.14	627.96	89.5%	G
	Q2-2024	704.51	135.70	377.23	53.5%	Y
	Q3-2024	706.23	213.43	358.26	50.7%	Y
Waterfront Revitalization Initiative	4M-2024	206.56	34.60	154.16	74.6%	G
	Q2-2024	206.56	87.21	167.16	80.9%	G
	Q3-2024	206.56	110.05	155.58	75.3%	G
TOTAL	4M-2024	916.63	47.73	788.71	86.0%	G
	Q2-2024	919.43	224.51	550.93	59.9%	Y
	Q3-2024	921.15	326.18	520.39	56.5%	Y
<div> <div></div> >70% <div></div> between 50% and 70% <div></div> < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Development and Growth Services totalled \$326.2 million of their collective 2024 Approved Capital Budget of \$921.2 million. Spending is expected to increase to \$520.4 million (56.5%) by year-end. 2 programs in this service area have the projected year-end spend rate of over 70% of their respective 2024 Approved Capital Programs with projected year-end spend rate above 70% are City Planning, and Waterfront Revitalization Initiative.

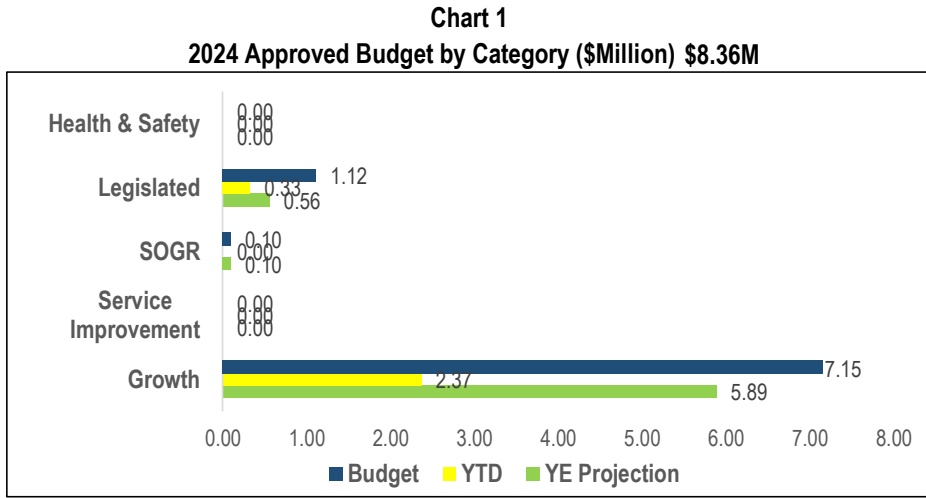


Table 1
2024 Active Projects by Category

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

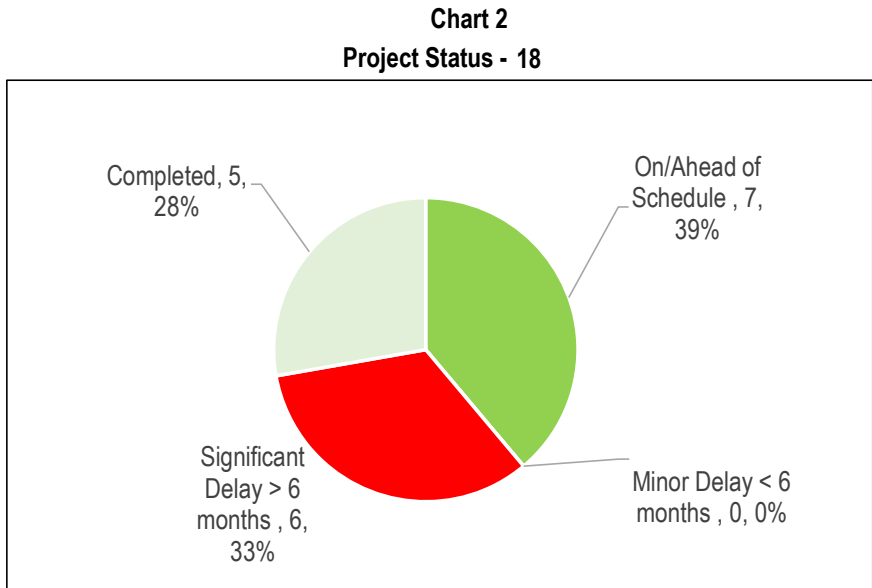


Table 2
Reason for Delay

	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	4	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	2	
Total # of Projects	6	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.92		3.44	0.01	

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

City Planning (URB)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Five Year Review of the Official Plan	0.691	0.168	24.3%	0.263	38.0%	Ⓡ	Ⓡ	#1	3.355	2.520
Official Plan Conformity Review	0.424	0.158	37.4%	0.297	70.0%	Ⓢ	Ⓨ		0.545	0.280
Sub-Total	1.115	0.327	29.3%	0.560	50.2%	-	-		3.900	2.799
St. Lawrence Market North - Heritage Interpretation Plan	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓡ	#2	0.200	0.099
Sub-Total	0.100	0.000	0.0%	0.100	100.0%	-	-		0.200	0.099
Growth Studies	2.909	0.813	27.9%	2.120	72.9%	Ⓢ	Ⓨ	#3	11.067	6.491
Transportation & Transit Studies	0.733	0.226	30.8%	0.413	56.4%	Ⓨ	Ⓨ	#3	1.746	0.849
Heritage Studies	0.708	0.411	58.1%	0.558	78.8%	Ⓢ	Ⓨ	#3	1.700	1.256
Places - Civic Improvements	2.797	0.921	32.9%	2.797	100.0%	Ⓢ	Ⓢ		25.312	16.771
Sub-Total	7.147	2.370	33.2%	5.889	82.4%	-	-		39.825	25.367
Total	8.363	2.697	32.3%	6.549	78.3%				43.925	28.266

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:

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

Note # 2:

Delays are caused by site conditions.

Note # 3:

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

Chart 1

2024 Approved Budget by Category (\$Million) \$706.23M

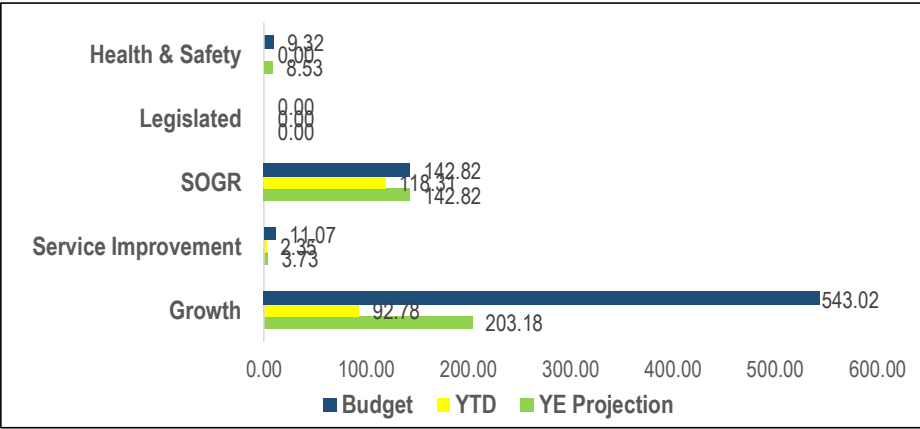


Table 1

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

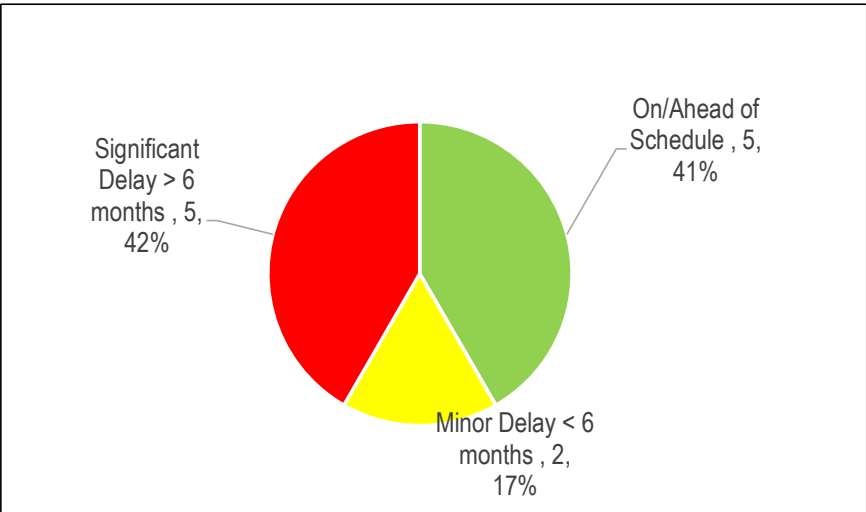


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed	1	
Contractor Issues	2	
Site Conditions	2	2
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	6	3

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
209.09	74.31	422.84		

Reasons for "Other*" Projects Delay:

- The "other" significant delay is related to 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%	8.530	91.5%	Ⓔ	Ⓔ		5.190	4.472
Sub-Total	9.323	0.000	0.0%	8.530	91.5%	-	-		5.190	4.472
TCHC Building Repair Capital	142.815	118.311	82.8%	142.815	100.0%	Ⓔ	Ⓔ		1,600.000	410.190
Sub-Total	142.815	118.311	82.8%	142.815	100.0%	-	-		1,600.000	410.190
Taking Action on Tower Renewal Program	6.754	0.469	6.9%	0.940	13.9%	Ⓓ	Ⓓ	#1	19.825	0.469
Toronto Renovates	0.652	0.575	88.2%	0.652	100.0%	Ⓔ	Ⓔ		0.652	0.575
Choice Based Housing Access System	3.669	1.302	35.5%	2.141	58.4%	Ⓕ	Ⓕ	#2	8.178	2.874
Sub-Total	11.075	2.346	21.2%	3.733	33.7%	-	-		28.655	3.917
Housing Now	62.892	4.926	7.8%	41.413	65.8%	Ⓕ	Ⓓ	#3	883.272	26.659
Rental Development	31.960	4.906	15.3%	11.164	34.9%	Ⓓ	Ⓓ	#4	107.233	7.335
Modular Housing	17.436	10.318	59.2%	12.760	73.2%	Ⓔ	Ⓕ	#5	43.807	40.382
Rapid Housing Initiative	17.313	0.000	0.0%	3.245	18.7%	Ⓓ	Ⓓ	#5	373.492	313.237
Emergency Housing Action	56.870	17.444	30.7%	27.999	49.2%	Ⓓ	Ⓓ	#5	100.861	77.198
Third Party Grants Funding	303.920	55.182	18.2%	106.597	35.1%	Ⓓ	Ⓓ	#6	304.520	55.182
TCHC Development In-Flight	52.628	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓕ	#7	33.755	13.592
Sub-Total	543.019	92.776	17.1%	203.178	37.4%	-	-		1,846.941	533.585
Total	706.232	213.433	30.2%	358.257	50.7%				3,480.787	952.165

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 (i.e., establishing legal agreements, etc.). Important to note, the group has just executed a set of agreements and is expected to now flow loan money.

Note # 2:

Delays to the Choice Based Housing Access System are due to challenges in the procurement process.

Note # 3:

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

Note # 4:

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

Note # 5:

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

Note # 6:

The Third Party Capital funding program is a new program within the Capital Budget which has been transferred from the Operating Budget, this adjustment will not impact program delivery or service levels. With the recent influx of Council approved project funding, including intergovernmental accelerator funds, City - Supported projects that have stalled out due to emergent funding gaps, can now move forward with additional supports and certainty. Although there were delays in the RFQ/RFP process, the current RFP is underway, with funding expected to be committed by the fall and disbursement anticipated by Q4 2024.

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			

Note # 7:

TCHC's current development spending rate shows that no City of Toronto funds have been utilized year-to-date. This is primarily due to the timing of City fund allocations aligning with project milestones, which are currently running less than six months behind schedule. Additionally, TCHC has strategically utilized other funding sources in the initial stages of in-flight projects. Although spending is currently deferred, these projects remain on track, and TCHC anticipates catching up on expenditures in line with adjusted schedules.

Chart 1

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

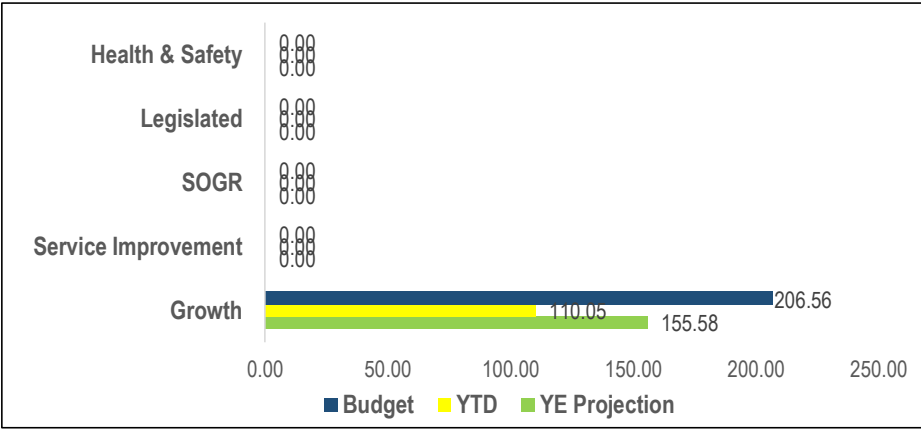


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	26
Total # of Projects	26

Chart 2

Project Status - 26

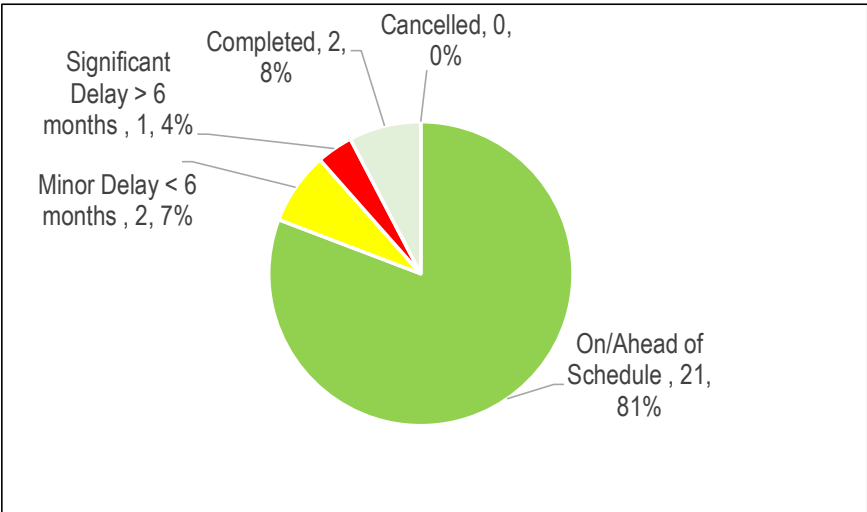


Table 2

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	1	
Community Consultation		1
Other*		1
Total # of Projects	1	2

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
204.65	0.43	1.48		

Reasons for "Other*" Projects Delay:

- EBF Local Infrastructure: Revenues are now expected in 2025 instead of 2024.

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			
PRECINCT IMPLEMENTATION PROJECTS	9.101	5.896	64.8%	7.000	76.9%	Ⓒ	Ⓒ		251.123	247.918
TRANSPORTATION INITIATIVES	1.481		8.9%	0.581	39.2%	Ⓐ	Ⓐ	1	35.199	31.350
WATERFRONT SECRETARIAT	0.682	0.558	81.8%	0.682	100.0%	Ⓒ	Ⓒ		10.860	10.357
WATER'S EDGE	0.189	0.032	16.8%	0.140	74.2%	Ⓒ	Ⓒ		0.157	0.033
PROME, TRANS&TRANSPOR INIT						Ⓒ	Ⓒ			
URBAN PLANNING RESOURCES	0.653	0.461	70.6%	0.600	91.8%	Ⓒ	Ⓒ		6.121	5.206
BROADVIEW EASTERN FLOOD PROTECTION CA	0.000	0.000		0.000			Ⓒ		2.600	2.600
BATHURST QUAY PUBLIC REALM	0.301	0.201	66.9%	0.301	100.0%	Ⓒ	Ⓒ		1.888	1.190
EBF Public Art Plan	1.277	1.277	100.0%	1.277	100.0%	Ⓒ	Ⓒ		3.859	2.261
EBF LOCAL INFRASTRUCTURE	0.055	0.000	0.0%	0.000	0.0%	Ⓐ	Ⓜ	2	17.868	6.343
QUAYSIDE	0.055	0.000	0.0%	0.045	81.7%	Ⓒ	Ⓒ		0.550	0.495
LOWER DON COORDINATION	1.390	0.096	6.9%	0.980	70.5%	Ⓒ	Ⓒ		2.109	0.815
LESLIE STREET LOOKOUT	0.500	-0.147	-29.3%	0.500	100.0%	Ⓒ	Ⓒ		4.000	3.353
PARK PLANNING AND DESIGN DEVELOPMENT	0.861	0.086	9.9%	0.685	79.5%	Ⓒ	Ⓒ		1.820	0.709
NEXT PHASE OF WATERFRONT REVITALIZATION	0.605	0.254	41.9%	0.450	74.3%	Ⓒ	Ⓒ		0.800	0.448
PORT LANDS PLANNING AND IMPLEMENTATION S	2.760	0.504	18.2%	2.000	72.5%	Ⓒ	Ⓒ		6.200	1.193
CONVERT FIRE HALL TO COMMUNITY SPACE PFR	3.000	2.960	98.7%	2.960	98.7%	Ⓒ	Ⓒ		3.000	2.960
BAYSIDE PHASE 2 WATER'S EDGE PROMENADE	1.730	0.000	0.0%	1.730	100.0%	Ⓒ	Ⓒ		17.152	0.000
WESTERN WATERFRONT MASTER PLAN UPDATE	0.374	0.016	4.4%	0.200	53.5%	Ⓜ	Ⓜ	3	0.400	0.043
INDIGENOUS ENGAGEMENT	0.200	0.039	19.6%	0.150	75.0%	Ⓒ	Ⓒ		0.625	0.039
PORT LANDS FLOOD PROTECTION	64.223	60.000	93.4%	60.000	93.4%	Ⓒ	Ⓒ		394.825	390.602
PORT LANDS 2024 BUD ADJUSTMENT	14.870	0.000	0.0%	14.000	94.1%	Ⓒ	Ⓒ		22.700	0.000
PORT LANDS PARKS AND PUBLIC REALM	30.000	3.784	12.6%	11.000	36.7%	Ⓐ	Ⓒ	4	32.500	3.784
COMMISSIONERS STREET SEWER DETAILED DESI	0.150	0.000	0.0%	0.000	0.0%	Ⓐ	Ⓒ	5	7.150	0.000
KEATING CHANNEL DREDGING	12.000	0.000	0.0%	8.300	69.2%	Ⓜ	Ⓒ	6	24.000	0.000
KEATING CHANNEL PEDESTRIAN BRIDGE	1.400	0.000	0.0%	0.000	0.0%	Ⓐ	Ⓒ	7	9.000	0.000
QUAYSIDE TRANSPORTATION INFRASTRUCTURE	58.700	33.906	57.8%	42.000	71.6%	Ⓒ	Ⓒ		102.000	33.906
Sub-Total	206.556	110.054	53.3%	155.580	75.3%	-	-		958.505	745.608
Total	206.556	110.054	53.3%	155.580	75.3%				958.505	745.608

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 RFP for the design of Ordance Park and Wellington Park was delayed due to negotiations with Metrolinx related to Ontario Line work, the contract has now been awarded with design advancing throughout 2024

Note # 2:

Development revenues are now expected in 2025 instead of 2024, forecasts have been adjusted to reflect this change.

Note # 3:

Procurement of consultants to develop a public realm plan update was delayed to allow for more input and consultation with Indigenous community, RFP is now released.

Note # 4:

Soil settlement taking longer than expected, thus delaying construction however there is no change forecasted to the completion date as a result of this delay.

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			

Note # 5:

Issuance of the RFP was delayed due to changed requirements with the planned sewage pumping station, forecasts have not been changed.

Note # 6:

City and TRCA staff have recently finalized a delivery agreement, dredging work has commenced and it is expected to still be completed by the end of 2025.

Note # 7:

2024 expenditures will covered by Waterfront Toronto and the City's share of funding has been deferred to 2025.

**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%	Y
	Q2-2024	4.50	0.85	3.15	70.1%	G
	Q3-2024	4.50	1.25	2.33	51.8%	Y
Corporate Real Estate Management	4M-2024	274.76	46.16	170.10	61.9%	Y
	Q2-2024	275.01	78.25	189.04	68.7%	Y
	Q3-2024	275.01	109.89	180.38	65.6%	Y
Environment & Climate Division	4M-2024	36.23	3.09	21.80	60.2%	Y
	Q2-2024	38.88	4.79	17.20	44.2%	R
	Q3-2024	38.88	6.66	10.28	26.4%	R
Fleet Services	4M-2024	146.36	12.46	91.08	62.2%	Y
	Q2-2024	146.36	28.96	94.05	64.3%	Y
	Q3-2024	146.36	54.84	99.75	68.2%	Y
Chief Information Security Office	4M-2024	6.55	0.46	5.77	88.1%	G
	Q2-2024	6.55	0.94	3.96	60.5%	Y
	Q3-2024	6.55	1.46	2.97	45.4%	R
Technology Services	4M-2024	62.90	12.86	60.05	95.5%	G
	Q2-2024	65.03	20.40	59.58	91.6%	G
	Q3-2024	65.03	34.51	60.88	93.6%	G
TOTAL	4M-2024	531.30	75.59	351.39	66.1%	Y
	Q2-2024	536.32	134.21	366.99	68.4%	Y
	Q3-2024	536.32	208.61	356.60	66.5%	Y
<div> <div></div> >70% <div></div> between 50% and 70% <div></div> < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Corporate Services totalled \$208.6 million of their collective 2024 Approved Capital Budget of \$536.3 million. Spending is expected to increase to \$356.6 million (66.5%) by year-end. 1 program in this service area has the projected year-end spend rate of over 70% of their respective 2024 Approved Capital Budgets.

Program with projected year-end spend rate above 70% is Technology Services.

Chart 1

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

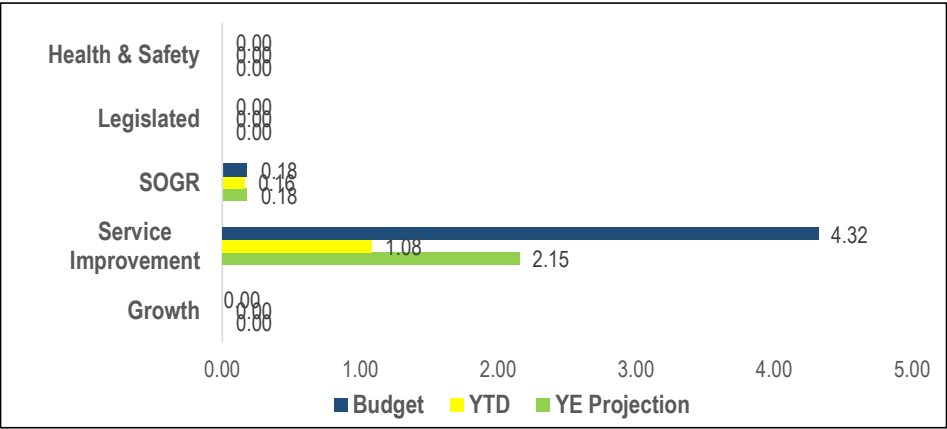


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 3

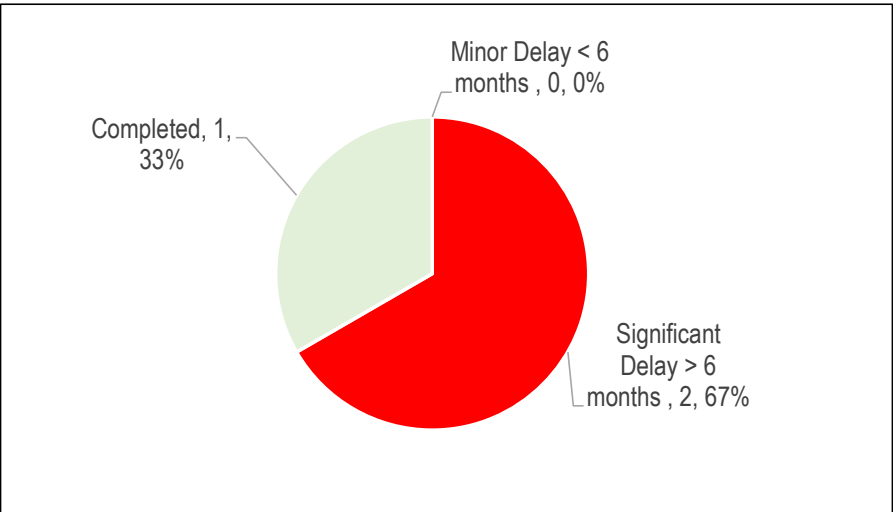


Table 2

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	1	
Community Consultation		
Other*	1	
Total # of Projects	2	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		4.37	0.13	

Reasons for "Other*" Projects Delay:

- The SOGR project was delayed due to co-ordination with other projects.
- 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	0.034	65.8%	0.052	100.0%	Ⓔ	Ⓓ	#1	1.977	1.399
Salesforce Optimization	0.129	0.129	100.0%	0.129	100.0%	Ⓔ	Ⓔ		0.382	0.382
Sub-Total	0.181	0.163	90.2%	0.181	100.0%	-	-		2.359	1.781
Channel & Counter Strategy (C&C)	4.315	1.083	25.1%	2.150	49.8%	Ⓓ	Ⓓ	#2	5.281	1.997
Sub-Total	4.315	1.083	25.1%	2.150	49.8%	-	-		5.281	1.997
Total	4.496	1.246	27.7%	2.331	51.8%				7.640	3.778

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 SOGR project was delayed due to co-ordination with other projects.

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.

Chart 1

2024 Approved Budget by Category (\$Million) \$275.01M

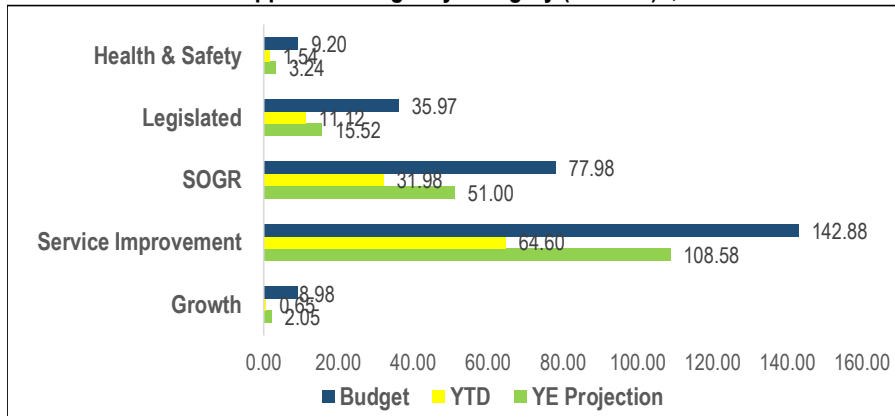


Table 1

2024 Active Projects by Category

Health & Safety	8
Legislated	3
SOGR	98
Service Improvement	89
Growth	5
Total # of Projects	203

Chart 2

Project Status - 203

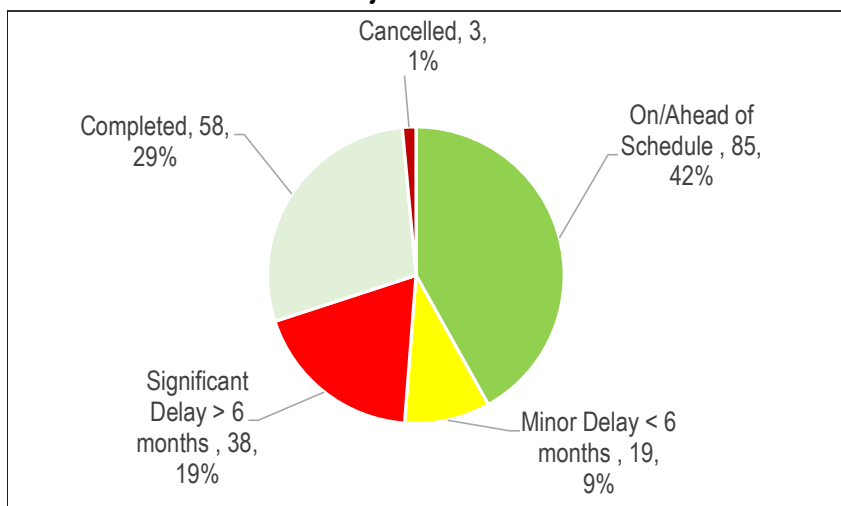


Table 2

Reason for Delay

57

	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	11	6
RFQ/RFP Delayed	7	1
Contractor Issues	1	
Site Conditions	5	2
Co-ordination with Other Projects	5	3
Community Consultation		
Other*	7	7
Total # of Projects	38	19

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
165.28	8.97	87.24	11.32	1.70

Reasons for "Other*" Projects Delay:

- Work for various Mechanical and Electrical projects as well as various Feasibility Studies are delayed due to changes in scope.
- The Young People's Theatre Lighting project is delayed while the client secures funding.
- Union Station Enhancements are delayed as work is contingent on Metrolinx proceeding with plans at Union Station.
- The Future Use of Old City Hall and Wellington Incinerator are being re-evaluated based on current market conditions.
- The North Bay Pedestrian Bridge is being completed by a 3rd Party, with the City to pay its share upon completion.
- Strategic Land Acquisitions are delayed due to on-going negotiations, due diligence and legal agreements which are difficult to forecast timing.

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			
Health & Safety										
Environmental Remediation	2.012	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	2.189	0.177
Global Corporate Security Program	0.053	0.000	0.0%	0.025	47.4%	Ⓡ	Ⓢ	#1	1.090	1.037
Safety Audits	7.131	1.543	21.6%	3.214	45.1%	Ⓡ	Ⓡ	#2	12.661	7.072
Sub-Total	9.196	1.543	16.8%	3.239	35.2%	-	-		15.940	8.287
Accessibility for Ontarians with Disabilities Act (AODA)	35.934	11.119	30.9%	15.510	43.2%	Ⓡ	Ⓡ	#3	197.210	140.297
Barrier Free / Equity	0.033	0.000	0.0%	0.005	15.2%	Ⓡ	Ⓢ	#2	0.853	0.819
Sub-Total	35.967	11.119	30.9%	15.515	43.1%	-	-		198.063	141.116
275 Merton St. - Office Relocation	0.245	0.000	0.0%	0.245	100.0%	Ⓢ	Ⓢ		2.000	0.000
Albert Campbell Square Park Rehabilitation	0.002		0.0%		0.0%	Ⓡ	Ⓢ	#1	3.194	3.165
CCTV Infrastructure Enhancements	0.127	0.069	54.8%	0.127	100.0%	Ⓢ	Ⓢ		9.842	9.785
Emergency Repairs	2.770	0.555	20.0%	0.887	32.0%	Ⓡ	Ⓡ	#2	5.334	3.110
Environmental Remediation	1.752	0.543	31.0%	1.712	97.7%	Ⓢ	Ⓢ		6.310	4.922
Global Corporate Security Program	4.803	0.672	14.0%	3.069	63.9%	Ⓢ	Ⓢ	#2	21.185	8.949
Mechanical & Electrical	6.858	1.456	21.2%	2.532	36.9%	Ⓡ	Ⓡ	#2	90.264	56.783
Others - SOGR	23.933	6.728	28.1%	12.895	53.9%	Ⓢ	Ⓡ	#2	87.247	50.702
Physical Security Capital Plan	3.042	1.083	35.6%	2.166	71.2%	Ⓢ	Ⓢ		26.723	7.064
Roofing	1.324	0.617	46.6%	1.228	92.7%	Ⓢ	Ⓢ		4.645	1.835
Sitework	2.854	0.911	31.9%	1.419	49.7%	Ⓡ	Ⓢ	#2	38.714	20.367
SOGR - Leased Properties	2.482	0.173	7.0%	1.614	65.0%	Ⓢ	Ⓢ		4.684	1.325
Structural / Building Envelope	27.790	19.175	69.0%	23.110	83.2%	Ⓢ	Ⓢ		141.740	113.243
Sub-Total	77.981	31.983	41.0%	51.003	65.4%	-	-		441.882	281.250
8 Cumberland St	0.912	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	1.800	0.888
Administrative Penalty System	0.047	0.005	9.7%	0.036	76.4%	Ⓢ	Ⓢ		2.674	2.606
Corporate Facilities Refurbishment Program	0.342	0.035	10.3%	0.049	14.3%	Ⓡ	Ⓢ	#2	4.020	1.619
Customer Experience Program	0.103	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	10.188	10.158
Energy Management	4.984	2.453	49.2%	4.229	84.9%	Ⓢ	Ⓢ	#2	46.611	25.365
Etobicoke Civic Centre	56.339	32.395	57.5%	52.635	93.4%	Ⓢ	Ⓢ	#3	429.461	63.100
Global Corporate Security Program	2.436	0.458	18.8%	0.815	33.4%	Ⓡ	Ⓡ	#2	15.882	0.483
Indian Residential School Survivors Legacy	9.066	5.537	61.1%	9.093	100.3%	Ⓢ	Ⓢ		24.950	20.920
Mechanical & Electrical	0.034	0.001	3.1%	0.001	3.1%	Ⓡ	Ⓢ	#1	2.010	1.977
ModernTO	16.731	6.861	41.0%	11.458	68.5%	Ⓢ	Ⓢ	#3	250.001	54.492
Others - Service Improvements	12.293	8.073	65.7%	8.581	69.8%	Ⓢ	Ⓢ	#2	42.340	22.720
Real Estate Property Management and Lease Admin	0.009	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#2	0.569	0.560
Relocation of Fire Station 332	0.998	0.202	20.2%	0.850	85.1%	Ⓢ	Ⓢ		30.207	3.073
Security Bollards - Union Station	2.003	0.179	9.0%	1.857	92.7%	Ⓢ	Ⓢ		5.135	1.312
St. Lawrence Market North Redevelopment	18.310	7.164	39.1%	15.509	84.7%	Ⓢ	Ⓢ	#3	127.146	116.000
St. Lawrence Market South Renovations	0.472	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	1.500	1.028

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			
Toronto Strong Neighbourhood Strategy	1.144	0.253	22.1%	1.044	91.3%	Ⓞ	Ⓞ		2.062	1.171
TransformTO	0.261	0.164	63.0%	0.324	124.4%	Ⓡ	Ⓞ	#5	1.996	1.900
Union Station - Signage & Wayfinding	0.447	0.040	8.9%	0.103	23.1%	Ⓡ	Ⓞ	#2	0.915	0.108
Union Station Enhancement Project	3.298	0.022	0.7%	0.022	0.7%	Ⓡ	Ⓡ	#6	4.498	1.222
Union Station PTIF Projects	0.132	0.000	0.0%	0.132	100.0%	Ⓞ	Ⓞ		0.901	0.769
Union Station Revitalization	1.937	0.021	1.1%	0.306	15.8%	Ⓡ	Ⓞ	#1	54.342	376.287
Various IT-Related Projects	10.088	0.733	7.3%	1.409	14.0%	Ⓡ	Ⓞ	#2	37.900	6.464
Wellington Destructor - Construction	0.500	0.000	0.0%	0.125	25.0%	Ⓡ	Ⓡ	#7	32.000	0.000
Sub-Total	142.885	64.596	45.2%	108.578	76.0%	-	-		1,129.108	714.223
Growth Related										
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	5.942	5.892
Parkdale Hub Acquisition	4.392	0.183	4.2%	1.584	36.1%	Ⓡ	Ⓞ	#4	22.108	17.898
School Land Properties Acquisitions	2.968	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#4	3.000	0.032
Strategic Property Acquisitions	1.567	0.464	29.6%	0.464	29.6%	Ⓡ	Ⓞ	#4	46.574	45.471
Westwood	0.000			0.000			Ⓞ	#1	4.000	1.155
Sub-Total	8.977	0.646	7.2%	2.048	22.8%	-	-		81.623	70.448
Total	275.006	109.887	40.0%	180.384	65.6%				1,866.617	1,215.325

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, scope adjustments, 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.

Note # 6:

Union Station Enhancements are delayed as work is contingent on Metrolinx proceeding with plans at Union Station.

Note # 7:

The project plans are being re-evaluated due to changing market conditions. Revised options are being considered and will brought back to Council for consideration.

Chart 1
2024 Approved Budget by Category (\$Million) \$38.88M

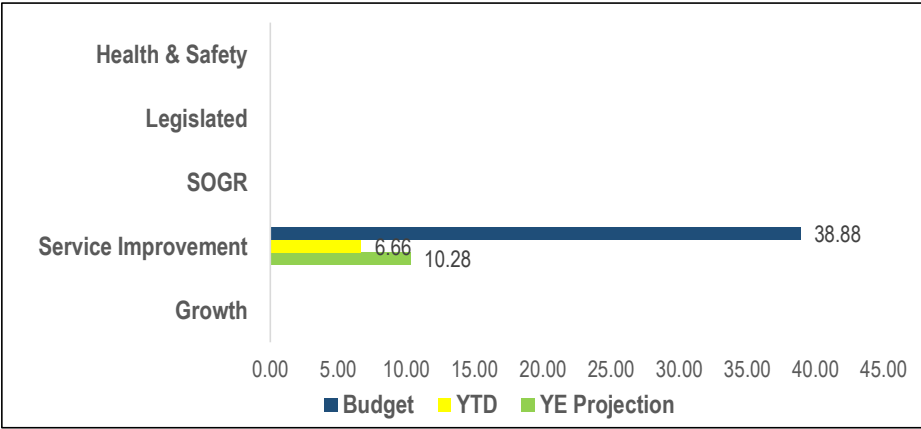


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 8

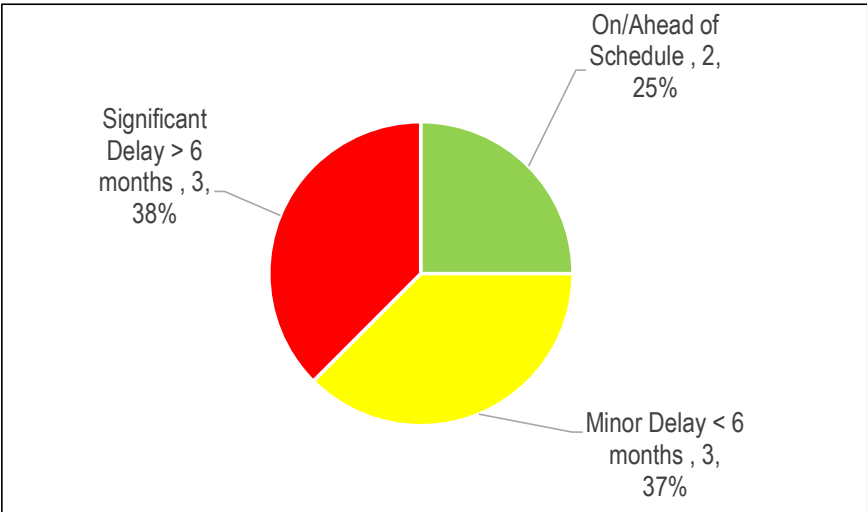


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.90	16.40	14.58		

Reasons for "Other*" Projects Delay:

- The Renewable Energy Thermal Program is still experiencing impacts from higher interest rates impacting uptake.
- The Exhibition Plan Decarbonization project is delayed while finalizing the legal agreement with the vendor.
- The Sustainable Energy Financing Plan Program is delayed while scope for eligible projects are being finalized.

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			
Carboncheck	0.400	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	#1	0.400	0.000
Community Initiatives - Existing Building Retrofits	11.250	1.725	15.3%	3.000	26.7%	Ⓜ	Ⓜ	#4	35.000	6.172
Exhibition Place Decarbonization	6.000	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	#3	14.000	0.000
New Development Sustainable Energy Plan Financing	5.000	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#5	20.000	0.098
Renewable Thermal Energy Program	9.581	0.575	6.0%	0.631	6.6%	Ⓜ	Ⓜ	#2	20.209	11.204
Residential Energy Retrofit Program (HELP)	6.650	4.364	65.6%	6.650	100.0%	Ⓢ	Ⓢ		14.512	10.119
Sub-Total	38.881	6.665	17.1%	10.281	26.4%	-	-		104.121	27.593
Total	38.881	6.665	17.1%	10.281	26.4%				104.121	27.593

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

Note # 2:

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

Note # 3:

The Exhibition Plan Decarbonization project is delayed while finalizing the legal agreement with the vendor.

Note # 4:

The Community Initiatives - Existing Building Retrofits is delayed due to scope changes.

Note # 5:

The Sustainable Energy Financing Plan Program is delayed while scope for eligible projects are being finalized.

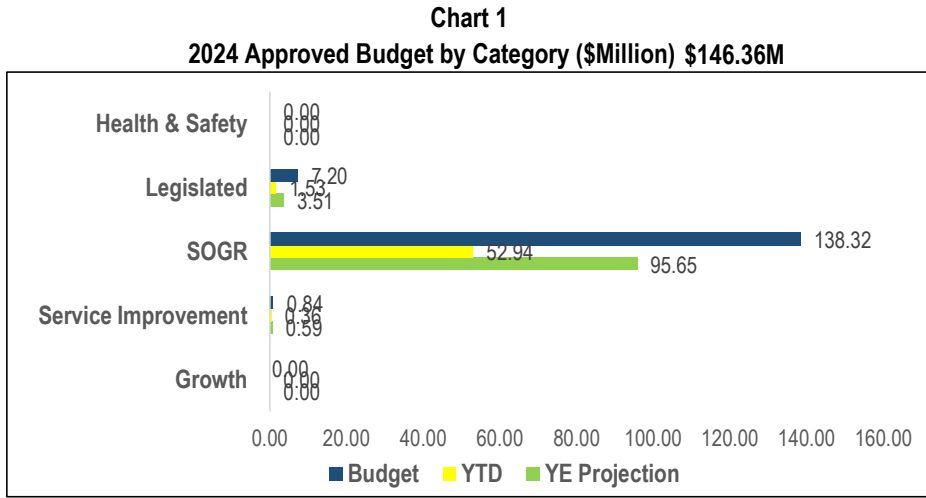


Table 1
2024 Active Projects by Category

Health & Safety	1
Legislated	4
SOGR	114
Service Improvement	9
Growth	
Total # of Projects	128

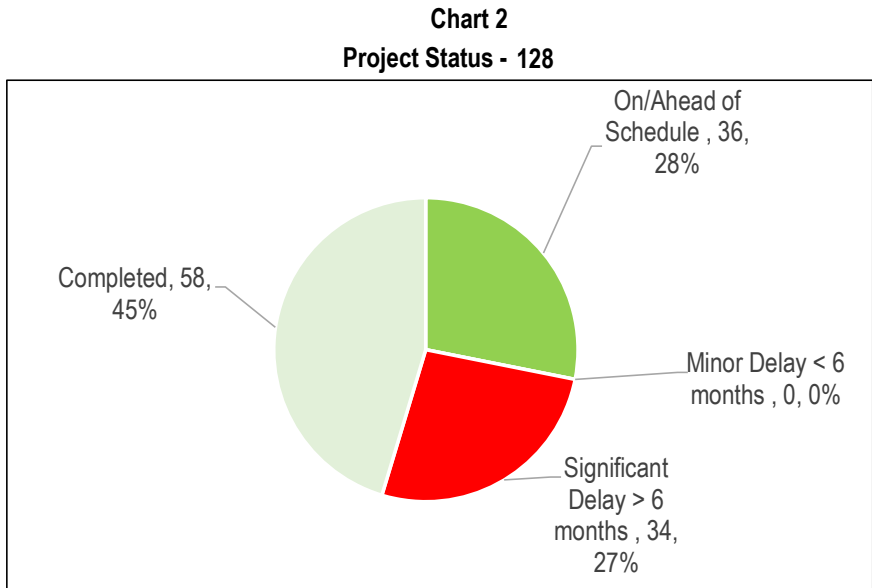


Table 2
Reason for Delay 34

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	30	
Total # of Projects	34	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
98.61		46.14	1.61	

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			
Health & Safety										
Fleet - Garage Security	0.000	0.000		0.000				#5	0.093	0.093
Sub-Total	0.000	0.000		0.000		-	-		0.093	0.093
Sustainable Fleet Project	0.401	0.000	0.0%	0.259	64.6%	Y	R	#2 & #4	0.439	0.038
EV Program	6.801	1.530	22.5%	3.247	47.7%	R	R	#2	12.516	7.245
Sub-Total	7.202	1.530	21.2%	3.507	48.7%	-	-		12.955	7.283
Arena Boards - Fleet Replacement	0.128	0.000	0.0%	0.000	0.0%	R	R	#2	0.411	0.109
Economic Development & Culture - Fleet Replacement	0.159	0.078	49.1%	0.078	49.1%	R	R	#2	0.196	0.157
Engineering & Construction Services - Fleet Replacement	0.885	0.332	37.5%	0.810	91.5%	G	R	#2	2.375	1.595
Exhibition - Fleet Replacement	0.257	0.241	93.8%	0.241	93.8%	G	R	#2	1.751	1.177
Facility & Real Estate - Fleet Replacement	0.463	0.342	73.9%	0.464	100.2%	G	G	#1	3.215	2.137
Fire Services - Fleet Replacement	42.780	18.178	42.5%	24.922	58.3%	Y	G	#1	220.025	62.796
Fleet - Insurance Contingency	0.055	0.009	16.4%	0.042	76.4%	G	G		0.343	0.547
Fleet - Tools & Equipment	1.597	1.291	80.8%	1.403	87.9%	G	R	#2	2.560	2.254
Fleet Office Modernization	0.121	0.000	0.0%	0.007	5.8%	R	G	#1	0.843	0.447
Fleet Services - Fleet Replacement	0.233	0.128	54.9%	0.207	88.8%	G	G	#1	1.002	0.195
Fuel Site Closure, Upgrade & Replacement	2.164	0.070	3.2%	0.070	3.2%	R	R	#3	4.454	5.012
Library - Fleet Replacement	0.789	0.001	0.1%	0.148	18.8%	R	R	#3	2.808	1.406
Municipal Licensing - Fleet Replacement	1.048	0.475	45.3%	0.575	54.9%	Y	G	#1	2.417	1.844
Parks, Forestry & Recreation - Fleet Replacement	7.615	3.780	49.6%	12.335	162.0%	R	G	#1	52.373	29.683
Public Health - Fleet Replacement	0.401	0.143	35.7%	0.143	35.7%	R	R	#1	0.465	0.208
Purchasing & Materials - Fleet Replacement	0.170	0.069	40.6%	0.069	40.6%	R	R	#2	0.413	0.312
Toronto Shelter and Support Services	0.092	0.185	201.1%	0.185	201.1%	R	R	#2	0.463	0.185
Solid Waste - Fleet Replacement	35.570	9.206	25.9%	15.016	42.2%	R	R	#2	161.633	61.146
Toronto Community Housing Corporation - Fleet Replacement	0.865	0.591	68.3%	0.866	100.1%	G	R		4.005	2.351
Toronto Paramedic - Fleet Replacement	23.514	11.478	48.8%	14.522	61.8%	Y	G	#1	50.753	38.713
Toronto Water - Fleet Replacement	9.580	3.808	39.7%	9.940	103.8%	R	R	#2	70.960	55.294
Transportation Services - Fleet Replacement	8.635	2.394	27.7%	13.145	152.2%	R	G	#1	78.193	40.904
Zoo - Fleet Replacement	1.195	0.143	12.0%	0.465	38.9%	R	G	#1	1.721	0.669
Sub-Total	138.316	52.942	38.3%	95.653	69.2%	-	-		663.379	309.141
Sustainment of Fleet Technologies and Systems	0.495	0.264	53.3%	0.372	75.2%	G	G	#1	2.562	1.253
Vendor Management Portal	0.349	0.100	28.7%	0.219	62.8%	Y	R	#4	0.598	0.350
Sub-Total	0.844	0.364	43.1%	0.591	70.0%	-	-		3.160	1.603

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			
Total	146.362	54.836	37.5%	99.751	68.2%				679.587	318.120

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

Note # 5:

Project is complete and will be closed.

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

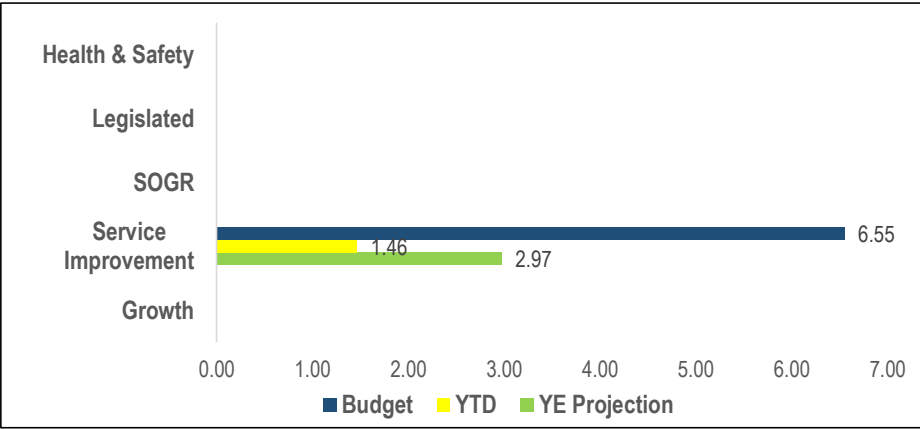


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 3

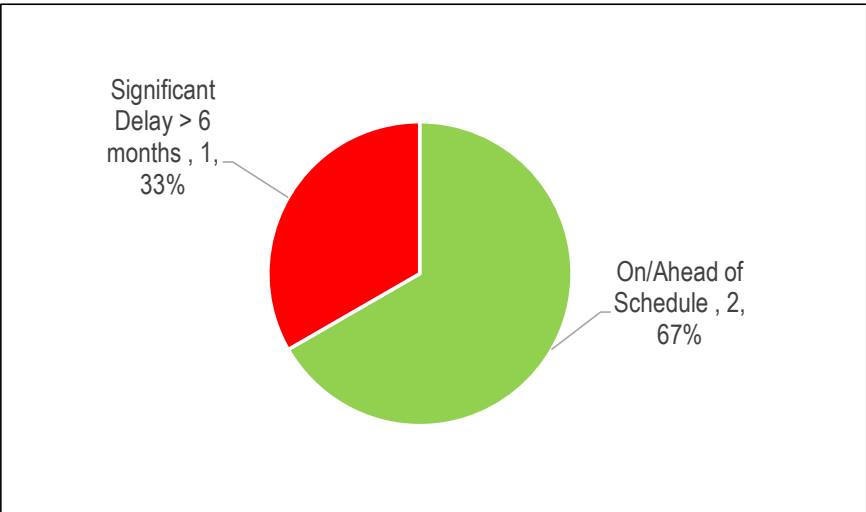


Table 2
Reason for Delay 1

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.65		2.90		

Reasons for "Other*" Projects Delay:

The project is delayed due to realignment of the roadmap of the Vulnerability Management project to meet the evolving needs of client programs. The project completion date has been revised to extend by one more year through the 2025 budget submission.

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	0.171	9.6%	0.500	28.1%	Ⓜ	Ⓢ	#1	10.554	0.171
Cyber Foundation	2.902	0.789	27.2%	1.608	55.4%	Ⓢ	Ⓜ	#2	7.002	3.490
Digitization Support Services	1.868	0.503	26.9%	0.863	46.2%	Ⓜ	Ⓢ	#1	8.104	1.099
Sub-Total	6.547	1.464	22.4%	2.971	45.4%	-	-		25.660	4.761
Total	6.547	1.464	22.4%	2.971	45.4%				25.660	4.761

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	Ⓜ

Notes:

#1. The two projects are anticipated to experience spending delays in 2024, however, the design and consultation work are actively progressing and the projects are expected to be on time.

#2. The project is delayed due to realignment of the roadmap of the Vulnerability Management project to meet the evolving needs of client programs. The project completion date has been revised to extend by one more year through the 2025 budget submission.

Chart 1

2024 Approved Budget by Category (\$Million) \$65.03M

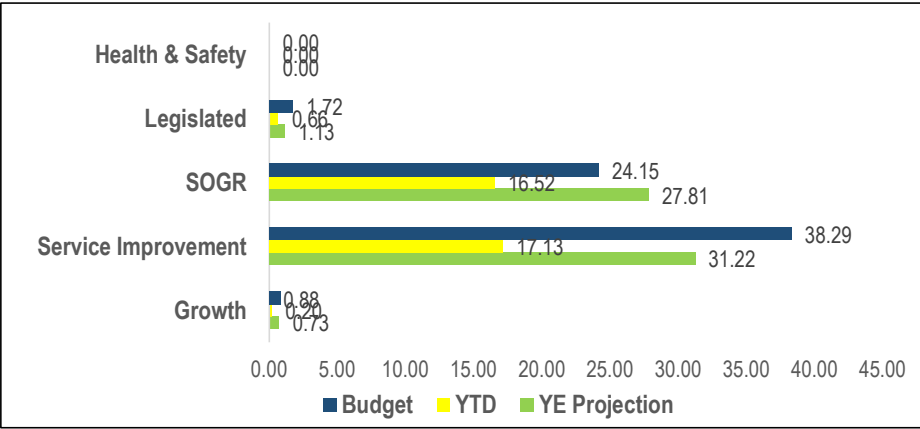


Table 1

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

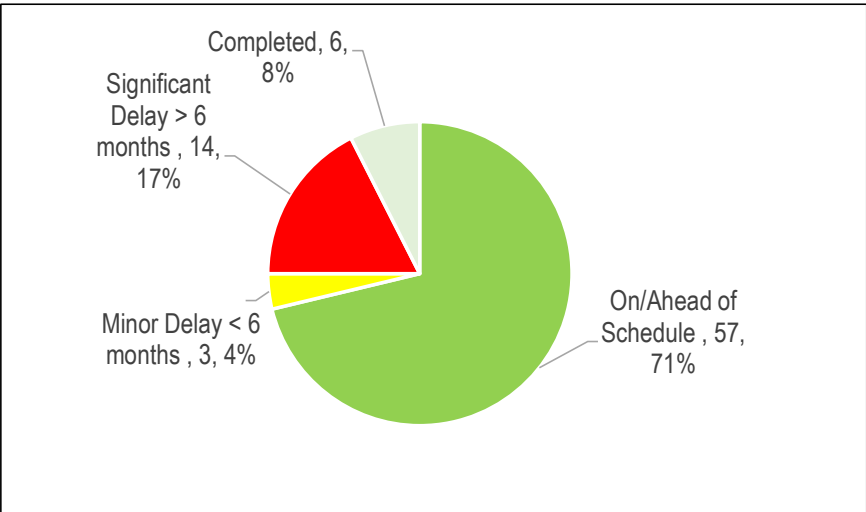


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources	3	2
Procurement Issues		
RFQ/RFP Delayed	4	
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	5	
Total # of Projects	14	3

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
48.38	3.93	12.18	0.55	

Reasons for "Other*" Projects Delay:

- The project delays are mainly due to reprioritization of project deliverables, RFQ/RFP issues and insufficient resources.

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			
Legislated										
Automating Short Term Rental Operator Verification Process	0.279	0.207	74.2%	0.262	93.9%	Ⓔ	Ⓓ	#2	0.611	0.207
Corporate Accessibility Services/Support Acquisition	0.326	0.000	0.0%	0.012	3.7%	Ⓓ	Ⓔ	#1	0.527	0.000
Equity, Diversity and Human Rights - Complaints Management System	0.059	0.000	0.0%	0.059	100.0%	Ⓔ	Ⓕ	#2	0.308	0.249
Multi-Tenant Housing - Technology Implementation	0.514	0.146	28.4%	0.308	59.9%	Ⓕ	Ⓔ		1.303	0.146
SAP ERP Modernization	0.340	0.141	41.5%	0.149	43.8%	Ⓓ	Ⓔ		13.945	0.244
Paramedic Activity & Compliance Tracking Program	0.203	0.165	81.3%	0.340	167.5%	Ⓓ	Ⓔ		0.305	0.165
Sub-Total	1.721	0.659	38.3%	1.130	65.7%	-	-		16.999	1.011
State of Good Repair										
API Cloud Migration	0.183	0.044	24.0%	0.183	100.0%	Ⓔ	Ⓔ		0.275	0.274
Asset Lifecycle Management	17.156	14.307	83.4%	23.318	135.9%	Ⓓ	Ⓔ	#7	377.029	173.568
Audio Visual Program	1.340	0.043	3.2%	0.675	50.4%	Ⓕ	Ⓓ	#6	11.996	0.043
Business App. Service Monitoring	0.220	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓔ	#1	0.713	0.463
Community Development and Regulatory & Licensing (CDRL) System Modernized Program	0.745	0.381	51.1%	0.593	79.6%	Ⓔ	Ⓔ	#1	13.813	0.381
Directory Services Transition	0.589	0.262	44.5%	0.374	63.5%	Ⓕ	Ⓓ	#3	1.268	0.543
Disaster Recovery Program	0.472	0.286	60.6%	0.462	97.9%	Ⓔ	Ⓓ	#5	3.683	3.674
Document Direct View Direct	0.522	0.504	96.6%	0.671	128.5%	Ⓓ	Ⓔ	#1	1.894	1.587
Fleet Services Digital Driver Permit	0.179	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓔ	#1	0.371	0.023
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet Management Information System	0.055	0.008	14.5%	0.178	323.6%	Ⓓ	Ⓕ	#2	0.383	0.008
Information Mgmt Infrastructure	0.077	0.000	0.0%	0.077	100.0%	Ⓔ	Ⓔ		0.784	0.707
Integrated Business Mgmt System	0.277	0.181	65.3%	0.181	65.3%	Ⓕ	Ⓔ		3.915	3.820
Legal Services Document Management System	0.230	0.177	77.0%	0.230	100.0%	Ⓔ	Ⓔ		0.925	0.177
Museum & Heritage Services It Infrastructure SOGR	0.065	0.017	26.2%	0.065	100.0%	Ⓔ	Ⓓ	#6	1.434	1.386
Network Modernization	1.435	0.130	9.1%	0.548	38.2%	Ⓓ	Ⓔ	#1	7.930	0.130
Project Portfolio Management System	0.474	0.139	29.3%	0.210	44.3%	Ⓓ	Ⓔ		0.402	0.153
Migrate To ServiceNow	0.085	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓔ	#1	0.112	0.000
Public Engagement Database and Online Engagement Platform	0.044	0.041	93.2%	0.041	93.2%	Ⓔ	Ⓔ		0.515	0.511
Salesforce Realignment Of Foundational Technologies										
Sub-Total	24.148	16.520	68.4%	27.806	115.1%	-	-		427.442	187.448
Service Improvements										
311 - Technology Upgrades	0.187	0.000	0.0%	0.186	99.5%	Ⓔ	Ⓔ		2.631	2.444
Accelerating The Digitization Journey	0.483	0.224	46.4%	0.368	76.2%	Ⓔ	Ⓔ		1.302	0.258
Access Control Self Serve	0.342	0.064	18.7%	0.111	32.5%	Ⓓ	Ⓔ	#1	0.460	0.183
Artificial Intelligence (AI)	0.949	0.237	25.0%	0.444	46.8%	Ⓓ	Ⓔ	#1	1.541	0.630
Class Replacement - Ent Implementation	0.675	0.204	30.2%	0.332	49.2%	Ⓓ	Ⓔ	#1	2.310	0.641
ConnectTO - Network Utility	1.791	0.917	51.2%	1.466	81.9%	Ⓔ	Ⓔ		10.173	2.176
Digital Service Enhancement	0.600	0.013	2.2%	0.120	20.0%	Ⓓ	Ⓔ	#1	0.600	0.013
Disaster Recovery Solution Implementation	0.845	0.045	5.3%	2.900	343.2%	Ⓓ	Ⓔ	#1	12.458	0.045
Domino Decommissioning Strategy & Implementation	0.184	0.105	57.1%	0.199	108.2%	Ⓓ	Ⓔ	#1	5.403	5.344
ECS Cloud Deployment-Construction	2.325	0.783	33.7%	1.509	64.9%	Ⓕ	Ⓔ	#1	6.789	5.098

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			
Employee Communication Modernization	0.869	0.362			61.0%	Y		#1	1.180	0.674
						G	R	#6	4.012	2.213
						R	G	#1	0.969	0.000
					96.6%	G	R	#3 & #6	56.209	38.030
eScheduling Solution & Implementation	1.154	0.812		1.072	92.9%	G	R	#5	8.178	2.366
File Services Migration to SharePoint	0.445	0.000	0.0%	0.000	0.0%	R	G	#1	2.067	0.000
Fleet Services Driver Accident And Fine Management	0.624	0.507	81.3%	0.550	88.1%	G	G		4.190	1.407
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.645	0.000	0.0%	0.037	5.7%	R	G	#1	2.650	0.000
HR Labour Relations Information System	0.618	0.142	23.0%	0.495	80.1%	G	G		1.350	0.809
Human Services Integration Service Enhancements	0.424	0.022	5.2%	0.070	16.5%	R	G	#1	0.517	0.022
LLRS Replacement	0.505	0.227	45.0%	0.348	68.9%	Y	G	#1	1.190	0.713
MLS Modernization - Phase 2	0.411	0.224	54.5%	0.251	61.1%	Y	G	#1	8.748	8.561
MLS Onboarding To Administration	0.050	0.000	0.0%	0.000	0.0%	R	G	#1	0.381	0.000
MLS Rentsafeto Evaluation Tool Redesign Implementation	0.329	0.126	38.3%	0.142	43.2%	R	G		0.416	0.213
Modernization Of Microsoft Access Application - Phase 1	0.630	0.297	47.1%	0.469	74.4%	G	G		1.836	0.388
Modernized Data Centre Architecture	2.191	0.970	44.3%	1.630	74.4%	G	R	#5	12.683	11.634
Occupational Health & Safety	0.019	0.019	100.0%	0.019	100.0%	G	G		2.482	2.482
OEM Business Continuity Improvements	0.227	0.163	71.8%	0.223	98.2%	G	G		0.227	0.163
OFFICE 365	2.576	1.476	57.3%	2.474	96.0%	G	G		9.495	8.395
Open Data Master Plan Implementation	0.684	0.264	38.6%	0.506	74.0%	G	G		3.846	2.848
PPEB – Day Forward Scanning Implementation Project	0.575	0.015	2.6%	0.160	27.8%	R	G	#1	0.418	0.015
Privileged Access Management (PAM)	0.200	0.000	0.0%	0.000	0.0%	R	R	#2	0.000	0.000
Project Tracking Tool Capital Coordination Future State Seed Project	0.150	0.015	10.0%	0.040	26.7%	R	R	#5	0.845	0.015
Public Digital Access (PDA)	0.244	0.078	32.0%	0.244	100.0%	G	G		0.244	0.000
Quality Assurance Centre Of Excellence Foundation	0.034	0.001	2.9%	0.004	11.8%	R	G	#1	0.150	0.117
SAP SuccessFactors Onboarding 2.0	0.764	0.043	5.6%	0.270	35.3%	R	R	#6	1.395	0.043
SDFA- Online Grant Management	0.221	0.000	0.0%	0.000	0.0%	R	G		0.820	0.599
ServiceNow	3.491	1.995	57.1%	3.373	96.6%	G	Y	#4	7.424	6.130
Special Events Consolidated Permitting Application and Monitoring Tool	0.172	0.000	0.0%	0.050	29.1%	R	G	#1	0.366	0.000
TEAM Central Service Delivery Solution	0.150	0.000	0.0%	0.077	51.3%	Y	G	#1	9.437	0.000
Telestaff Upgrade	0.031	0.000	0.0%	0.008	25.8%	R	G	#1	0.040	0.009
TFS Online Payment	0.542	0.000	0.0%	0.100	18.5%	R	G	#1	0.780	0.000
T-Recs Cloud Assessment & Migration	0.063	0.002	3.2%	0.062	98.4%	G	R	#2	0.986	0.146
Webgenat Replacement	0.101	0.069	68.3%	0.092	91.1%	G	G		0.700	0.302
Sub-Total	38.286	17.133	44.8%	31.215	81.5%	-	-		189.898	105.126
Data Centre Zones Implementation	0.194	0.141	72.7%	0.180	92.8%	G	R	#3	2.729	2.676

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			
eSignature Project	0.114	0.013	11.4%	0.092	80.7%	Ⓔ	Ⓔ		0.291	0.191
Talent Management Solution Assessmer	0.100	0.000	0.0%	0.091	91.0%	Ⓔ	Ⓔ		2.183	0.000
Workforce Business Intelligence	0.469	0.044	9.4%	0.366	78.0%	Ⓔ	Ⓔ		1.783	0.958
Sub-Total	0.877	0.198	22.6%	0.729	83.1%	-	-		6.986	3.825
Total	65.032	34.510	53.1%	60.880	93.6%				641.325	297.410

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 anticipated to be completed within or under budget.

Note # 2:

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:

Project is delayed due to contractor issues.

Note # 5:

Project is delayed due to reprioritization of project deliverables.

Note # 6:

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

Note # 7:

Project is expected to be overspent. Funding adjustment has been submitted.

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%	Ⓞ
	Q2-2024	0.77	0.32	0.72	93.8%	Ⓞ
	Q3-2024	6.59	1.81	2.93	44.5%	Ⓡ
Financial Operations & Control	4M-2024	75.70	13.86	70.19	92.7%	Ⓞ
	Q2-2024	75.70	17.79	69.37	91.6%	Ⓞ
	Q3-2024	69.58	24.14	38.44	55.2%	Ⓨ
TOTAL	4M-2024	76.47	14.06	70.92	92.7%	Ⓞ
	Q2-2024	76.47	18.11	70.09	91.7%	Ⓞ
	Q3-2024	76.17	25.95	41.37	54.3%	Ⓨ
Ⓞ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%						

For the nine months ended September 30, 2024, the capital expenditures for Finance and Treasury Services totalled \$26.0 million of their collective 2024 Approved Capital Budget of \$76.2 million. Spending is expected to increase to \$41.4 million (54.3%) by year-end.

Chart 1
2024 Approved Budget by Category (\$Million) \$6.59M

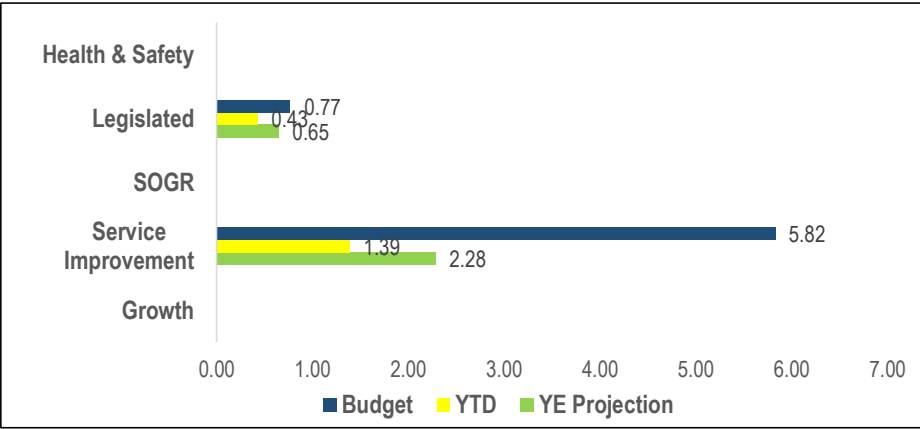


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 2

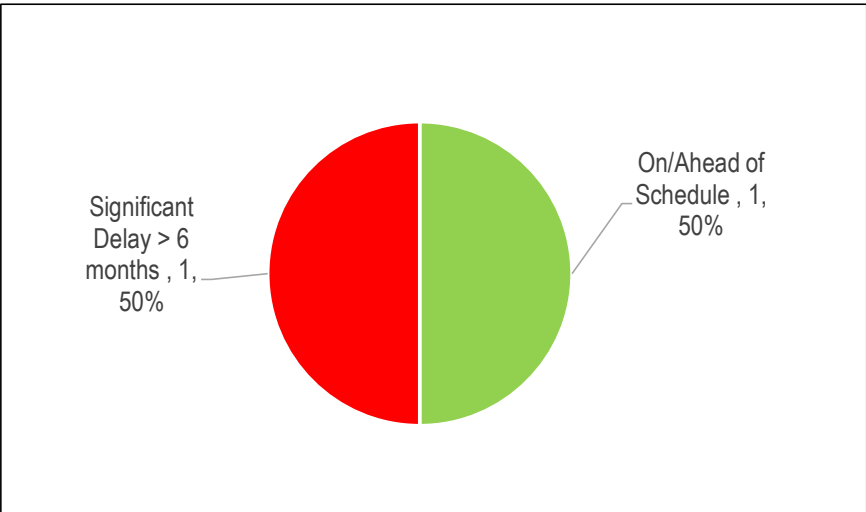


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.77		5.82		

Key Discussion Points:

- Supply Chain Management Transformation (SCMT): 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 been identified by a S4/HANA health check.
- Integrated Asset Planning Management (IAPM): The 2024 Corporate Asset Management Plan (non-core AMP) was approved by Council and submitted to the Province by the July 1st deadline. 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.

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			
Integrated Asset Planning Management (IAPM)	0.770	0.426	55.3%	0.648	84.1%	Ⓞ	Ⓞ		3.096	1.657
Sub-Total	0.770	0.426	55.3%	0.648	84.1%	-	-		3.096	1.657
Supply Chain Management Transformation (SCMT)	5.825	1.388	23.8%	2.284	39.2%	Ⓡ	Ⓡ	#1	38.011	24.701
Sub-Total	5.825	1.388	23.8%	2.284	39.2%	-	-		38.011	24.701
Total	6.595	1.814	27.5%	2.931	44.5%				41.107	26.358

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 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. S/4HANA health check has identified a delay to integration and thus projected a go-live date for Q4/2025. The completion of the Ariba work is dependent on the parent project.

Projected underspending is mainly due to an agreement made in May 2024 to charge Deloitte services' expenses to Financial System Transformation Project (FSTP) instead of SCMT project, whereas SCMT project's 2024 approved cash flow originally budgeted \$3 million to fund for these expenses. The variance will ensure that the City is able to more effectively plan and reprioritize post 2025, and to leverage the funds on the SAP Ariba's remaining scope of work which has been staggered at a time when the work can be completed.

Chart 1

2024 Approved Budget by Category (\$Million) \$69.58M

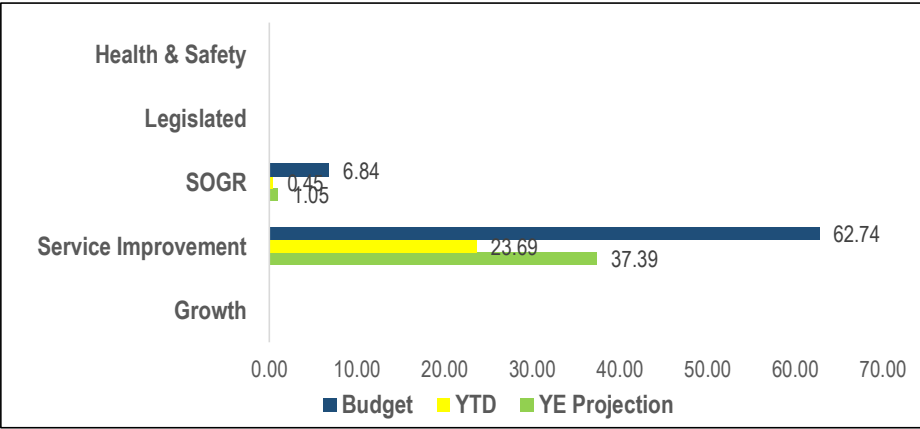


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	5
Growth	
Total # of Projects	7

Chart 2

Project Status - 7

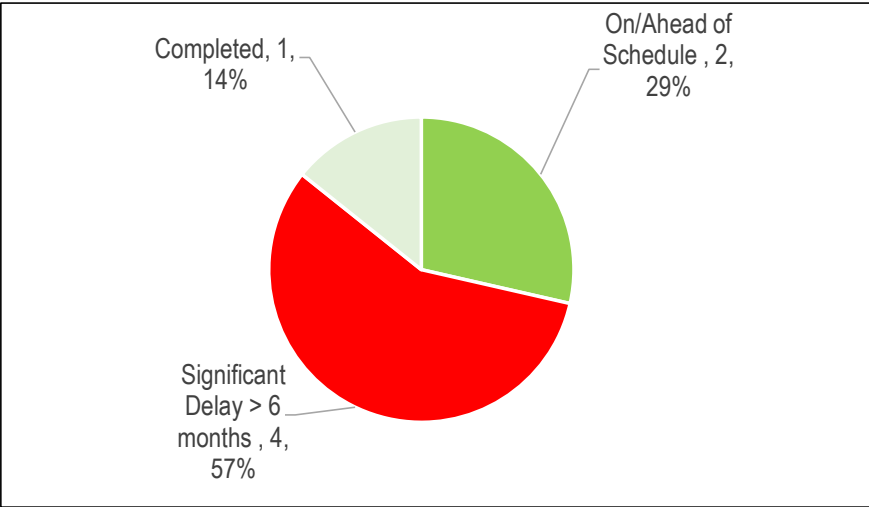


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
58.91		10.67		

Reasons for "Other*" Projects Delay:

- Tax Billing System: Projected completion date is revised to December 2026 as the final implementation of Council-approved Commercial Parking Levy initiative is recommended to reschedule for the 2026 taxation year instead of 2025.
- Utility Billing System: Projected completion date is revised to December 2026 due to system enhancements required to address and compensate for the failing existing infrastructure in WMACS (Revenue Services' utility billing system) which requires a 24-36 month period of change and sustainment before the new technology has been fully replaced and integrated, and to meet new reporting green energy efficiency reporting requirements.
- PPEB Transformation Program: Projected completion date is revised to December 2025 as the respective Steering Committees for the three process improvement related modules have amended the phases to add scope and therefore work volume.
- Process Innovation Project: Start is deferred to 2025 due to the service area's higher prioritization on delivery of its major project (FSTP).

Financial Operations & Control (FNS)

Key Discussion Points (cont'd):

- Payroll Platform Assessment: Project completed and approved for full closure for the period ended April 30, 2024.
- Financial Systems Transformation Project (FSTP): Due to issues from the Solution Design phase, rework of the design results in significant delays to the overall delivery schedule. Revised go-live dates are October 2025 for S/4 HANA, February 2027 for Budget Tool and April 2027 for project completion.

Financial Operations & Control (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	3.545	0.271	7.7%	0.621	17.5%	Ⓜ	Ⓜ	#1	7.873	4.061
Utility Billing System	3.291	0.175	5.3%	0.425	12.9%	Ⓜ	Ⓜ	#2	5.971	2.169
Sub-Total	6.836	0.447	6.5%	1.047	15.3%	-	-		13.844	6.230
Parking Tag Management Software Upgrade	1.595	0.101	6.3%	1.500	94.0%	Ⓢ	Ⓢ		2.458	0.964
PPEB Transformation Program	2.588	0.914	35.3%	1.126	43.5%	Ⓜ	Ⓜ	#3	8.140	6.467
Payroll Platform Assessment	0.000	0.000		0.000			Ⓢ		0.268	0.268
Financial Systems Transformation Project (FSTP)	57.315	22.676	39.6%	34.764	60.7%	Ⓢ	Ⓢ	#4	151.454	79.463
Process Innovation Project	1.242	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#5	2.097	0.000
Sub-Total	62.740	23.691	37.8%	37.390	59.6%	-	-		164.418	87.162
Total	69.576	24.138	34.7%	38.437	55.2%				178.262	93.391

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 due to the \$1.0M of funding transferred from Parking Tag Management Software Upgrade as a 2024-Q2 capital in-year adjustment. Projected completion date is revised to December 2026 as the final implementation of Council-approved Commercial Parking Levy initiative is recommended to reschedule for the 2026 taxation year instead of 2025.

Note # 2:

Delay and underspending is due to WMACS (Revenue Services' utility billing system) system enhancement required to address and compensate for failing Aclara Meter Transmission Units. Implementation of new bulk estimate programming and analysis along with a new on-line meter reading collection portal is required to support the failing existing infrastructure. This will be a 24-36 month period of change and sustainment before the new technology has been fully replaced and integrated, and new reporting green energy efficiency reporting requirements. As a result, projected completion date is revised to December 2026.

Note # 3:

Projected underspending by year-end is due to staff vacancies. Some of the vacancies are expected to be filled in early 2025. Projected completion date is revised to December 2025 as the respective Steering Committees for the three process improvement-related modules have amended the phases to add scope and therefore work volume.

Note # 4:

Project reset is in progress due to delays from the Solution Design phase, with open issues and decisions impacting the overall delivery schedule. Revised go-live dates are October 2025 for S/4HANA, February 2027 for Budget Tool Revitalization, and April 2027 for project completion date. As the forecast in 2023 did not account for the delay from the Solution Design where integration to other SAP business processes for Divisions will not be migrating to S/4HANA until 2025, it resulted in a larger budget forecast in 2024 which did not align to the scope delivery.

Note # 5:

Project is delayed to 2025 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%	Ⓒ
	Q2-2024	3.24	0.89	3.11	95.9%	Ⓒ
	Q3-2024	3.54	1.29	2.62	74.1%	Ⓒ
Accountability Offices (Toronto Lobbyist Registrar)	4M-2024	0.40	0.01	0.33	83.5%	Ⓒ
	Q2-2024	0.40	0.03	0.27	67.5%	Ⓐ
	Q3-2024	0.40	0.09	0.27	67.5%	Ⓐ
Corporate Initiatives	4M-2024	0.52	0.13	0.43	81.9%	Ⓒ
	Q2-2024	0.52	0.17	0.38	72.3%	Ⓒ
	Q3-2024	0.52	0.23	0.38	72.3%	Ⓒ
TOTAL	4M-2024	4.16	0.51	3.79	91.1%	Ⓒ
	Q2-2024	4.16	1.10	3.75	90.3%	Ⓒ
	Q3-2024	4.46	1.61	3.27	73.3%	Ⓒ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Other City Programs totalled \$1.6 million of their collective 2024 Approved Capital Budget of \$4.5 million. Spending is expected to increase to \$3.3 million (73.3%) by year-end. 2 programs in this service area has the projected year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

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

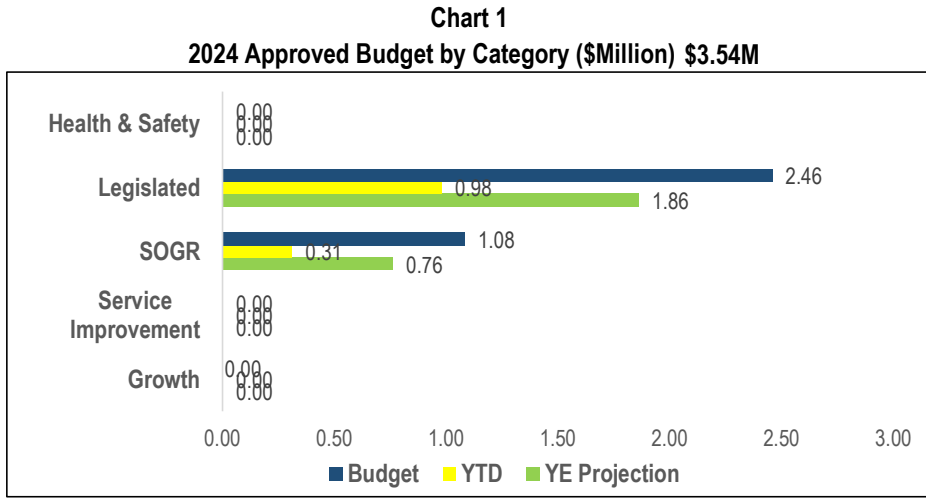


Table 1
2024 Active Projects by Category

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

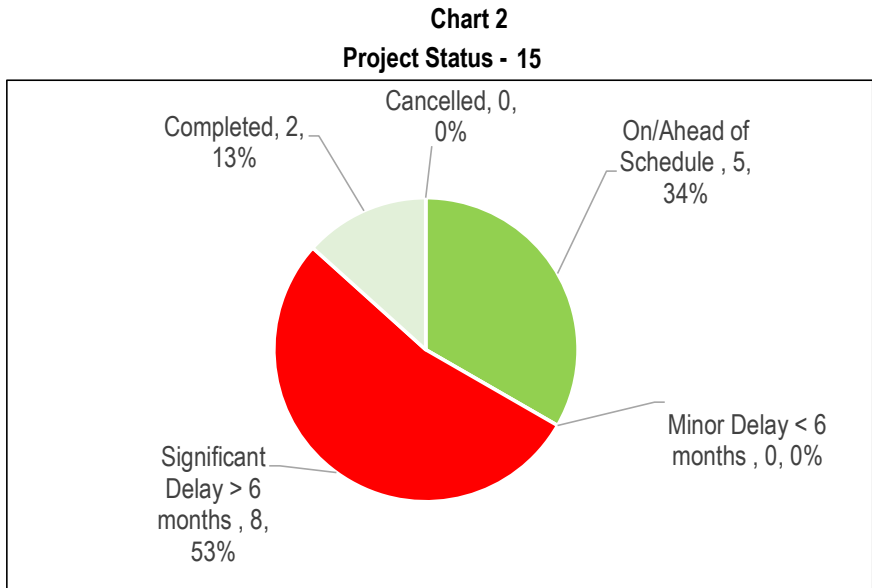


Table 2
Reason for Delay

	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	5	
Total # of Projects	8	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.54		1.77	0.23	

- Reasons for "Other*" Projects Delay:**
- Election Supply Chain Logistics – Tracking Technology Phase 1: Project schedule was adjusted given the Mayoral by-election in 2023. Project now in progress.
 - TMMIS SOGR 2019-2022: Delay due to the expanded review process, complexity of the development and enhanced functionalities required, the planned completion date is adjusted to Q2 2025.
 - City Clerk's Business System - Legislative Compliance: The delays from defect remediation for Phase 1 of the project and the termination of vendor contract impacted Phase 2. FOI online request web-form development and integration with payment processing system is now underway. Governance processes for CISO, Privacy Impact Assessment and Information Management processes are simultaneously in process.
 - City Clerk's Bus System SOGR 2024-26: The project part related to Protocol Management System has been paused for Q4 2024 and project team redeployed to support the challenges with the Cloud Migration for the JIRA application.
 - Image Library Migration to Manage Cloud: Project delayed given volume and complexity of the digital assets and the on-premise configuration. Project currently in progress with testing and data migration planning underway.

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			
ELECTION TECHNOLOGY PROGRAM FOR 2026	0.898	0.349	38.8%	0.898	100.0%	Ⓒ	Ⓒ		4.260	0.930
ELECTION										
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.200	0.000	0.0%	0.015	7.5%	Ⓔ	Ⓔ	#1	0.200	0.000
TMMIS SOGR 2019-2022	0.047	0.032	69.0%	0.044	93.1%	Ⓒ	Ⓔ	#2	0.757	0.742
PUBLIC APPOINTMENTS SOGR 2023-2024	0.180	0.074	41.1%	0.100	55.6%	Ⓕ	Ⓒ		0.370	0.074
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.336	0.183	54.4%	0.336	100.0%	Ⓒ	Ⓔ	#3	1.249	1.096
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.459	0.196	42.8%	0.251	54.7%	Ⓕ	Ⓔ	#4	0.475	0.312
CITY CLERK'S BUS SYSTEM SOGR 2024-26	0.210	0.079	37.6%	0.091	43.2%	Ⓔ	Ⓔ	#5	0.850	0.079
COUNCIL BUSINESS SYSTEM - 2020-2021	0.062	0.062	100.0%	0.062	100.0%	Ⓒ	Ⓒ		1.135	1.096
MEMBER OFFICES EQUIPMENT REQ 2023	0.064	0.004	5.9%	0.064	100.0%	Ⓒ	Ⓔ	#6	0.150	0.090
Sub-Total	2.456	0.979	39.9%	1.860	75.7%	-	-		9.446	4.419
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.200	0.000	0.0%	0.075	37.5%	Ⓔ	Ⓔ	#7	0.200	0.000
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.281	0.000	0.0%	0.168	59.8%	Ⓕ	Ⓒ		0.420	0.089
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.252	0.148	58.8%	0.252	100.0%	Ⓒ	Ⓔ	#8	0.570	0.366
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.100	0.000	0.0%	0.020	20.0%	Ⓔ	Ⓒ		0.300	0.000
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.084	0.000	0.0%	0.084	100.0%	Ⓒ	Ⓒ		0.160	0.000
PRINTING EQUIPMENT SOGR 2024	0.165	0.162	97.9%	0.162	97.9%	Ⓒ	Ⓒ		0.165	0.162
Sub-Total	1.082	0.310	28.6%	0.761	70.3%	-	-		1.815	0.617
Total	3.538	1.289	36.4%	2.621	74.1%				11.261	5.036

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:

Election Supply Chain Logistics – Tracking Technology Phase 1: The IT Authorization Procurement Plan (ITAPP) is in progress for procuring the RFID system. RFQ to follow as soon as possible.

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			

Note # 2:

TMMIS internal system work is in progress; development and functional testing underway. IT governance reviews with the Enterprise Architecture Review Board (EARB) and Project Review Committee (PRC) are scheduled between October and December 2024. Planned completion date revised to Q4 2024

Note # 3:

City Clerk's Business System - Legislative Compliance: Phase 2 : FOI online request web-form development and integration with payment processing system is underway. Other governance related CISO, Privacy Impact Assessment and Information Management processes are simultaneously in process. Project timelines impacted due to vendor contract termination.

Note # 4:

Registry Serv. Tracking SYS SOGR 2023-24: Project is proceeding but will be completed later than planned due to staffing challenges.

Note # 5:

City Clerk's Bus System SOGR 2024-26: The project part related to Protocol Management System has been paused for Q4 2024 and project team redeployed to support the challenges with the Cloud Migration for the JIRA application. Project work to resume in 2025.

Note # 6 & 7:

Member Offices Equipment Req 2023 & Infra To Sup Council/Committee Mtgs 2022: Projects are in progress and are dependent on coordination with corporate partners.

Note # 8:

Image Library Migration to Manage Cloud: Project in process and the issues with accessibility, product defects, and data migration challenge discussed with vendor.

Chart 1
2024 Approved Budget by Category (\$Million) \$0.4M

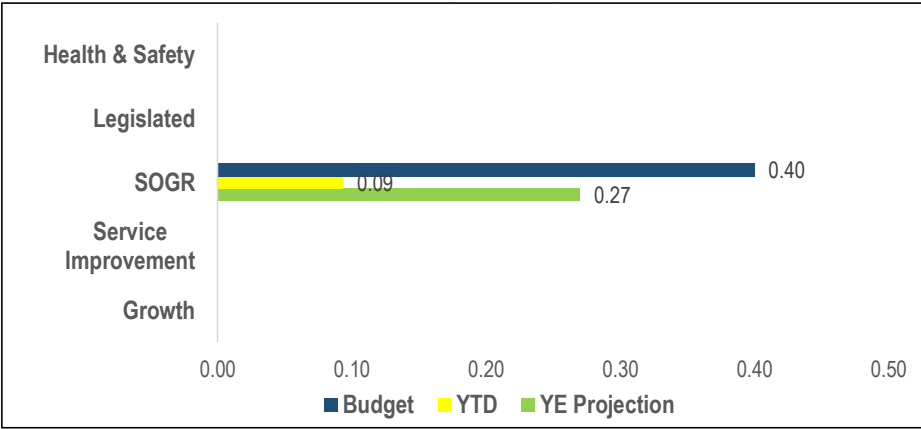


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 1

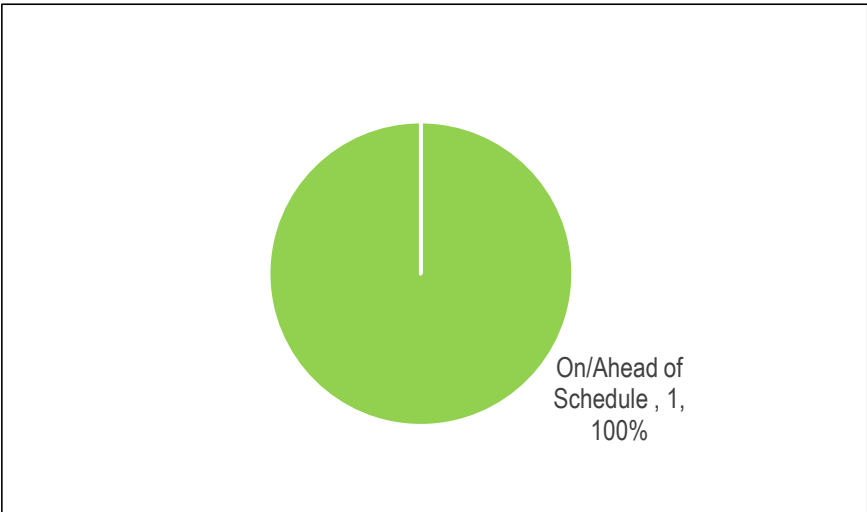


Table 2
Reason for Delay

	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
0.40				

Key Discussion Points:

- Project is on schedule. Development work for TLR’s Lobbyist Disclosure Site is underway in an agile manner with 3 out of 12 sprints completed.

Toronto Lobbyist Registrar

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Lobbyist Registry System SOGR 2024	0.400	0.093	23.3%	0.270	67.5%	Ⓢ	ⓐ	#1	1.000	0.093
Sub-Total	0.400	0.093	23.3%	0.270	67.5%	-	-		1.000	0.093
Total	0.400	0.093	23.3%	0.270	67.5%				1.000	0.093

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 on schedule. Development work for TLR's Lobbyist Disclosure Site is underway in an agile manner with 3 out of 12 sprints completed.

**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%	Ⓔ
	Q2-2024	40.70	17.36	40.70	100.0%	Ⓔ
	Q3-2024	40.70	24.07	40.70	100.0%	Ⓔ
To Live	4M-2024	20.98	5.68	18.97	90.4%	Ⓔ
	Q2-2024	20.98	8.86	16.93	80.7%	Ⓔ
	Q3-2024	20.98	11.60	16.18	77.1%	Ⓔ
Toronto & Region Conservation Authority	4M-2024	22.54	7.01	22.54	100.0%	Ⓔ
	Q2-2024	22.54	10.55	22.54	100.0%	Ⓔ
	Q3-2024	22.54	15.95	22.54	100.0%	Ⓔ
Toronto Police	4M-2024	113.26	34.12	107.80	95.2%	Ⓔ
	Q2-2024	114.28	52.76	107.60	94.2%	Ⓔ
	Q3-2024	114.28	75.26	104.42	91.4%	Ⓔ
Toronto Public Health	4M-2024	6.38	2.29	4.80	75.3%	Ⓔ
	Q2-2024	6.38	3.15	4.50	70.6%	Ⓔ
	Q3-2024	6.38	3.90	4.30	67.3%	Ⓜ
Toronto Public Library	4M-2024	33.00	9.31	32.72	99.2%	Ⓔ
	Q2-2024	37.61	16.15	33.40	88.8%	Ⓔ
	Q3-2024	37.61	28.05	33.39	88.8%	Ⓔ
Toronto Zoo	4M-2024	39.38	5.48	37.78	95.9%	Ⓔ
	Q2-2024	39.38	10.44	36.86	93.6%	Ⓔ
	Q3-2024	39.38	18.04	33.46	85.0%	Ⓔ
Sankofa Square	4M-2024	0.44	0.07	0.44	100.0%	Ⓔ
	Q2-2024	0.44	0.15	0.44	100.0%	Ⓔ
	Q3-2024	0.44	0.21	0.44	100.0%	Ⓔ
Toronto Transit Commission	4M-2024	1,360.74	345.44	1,355.68	99.6%	Ⓔ
	Q2-2024	1,360.74	557.22	1,345.45	98.9%	Ⓔ
	Q3-2024	1,360.74	849.47	1,326.60	97.5%	Ⓔ
TOTAL	4M-2024	1,637.44	413.47	1,621.44	99.0%	Ⓔ
	Q2-2024	1,643.06	676.65	1,608.45	97.9%	Ⓔ
	Q3-2024	1,643.06	1,026.56	1,582.03	96.3%	Ⓔ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for City Agencies totalled \$1026.6 million of their collective 2024 Approved Capital Budget of \$1643.1 million. Spending is expected to increase to \$1582.0 million (96.3%) by year-end. 8 programs in this service area have the projected year-end spend rate of over 70% of their respective 2024 Approved Capital Budgets.

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

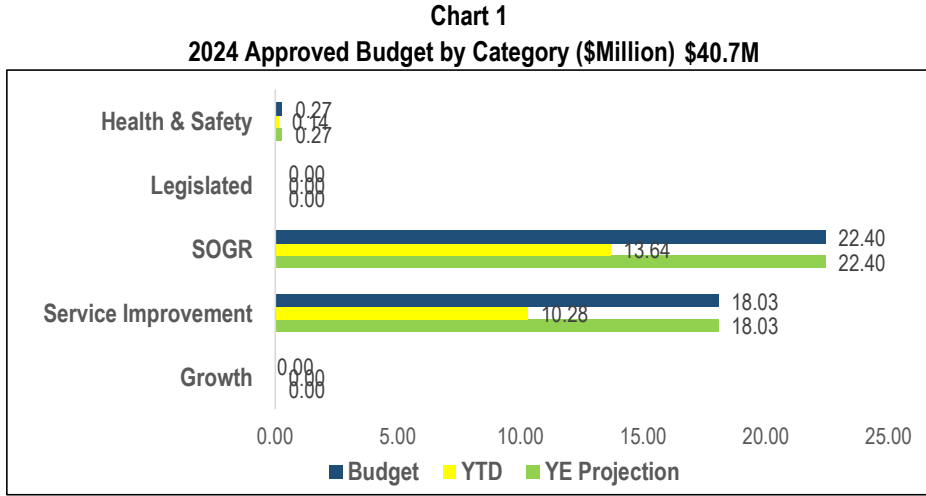


Table 1
2024 Active Projects by Category

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

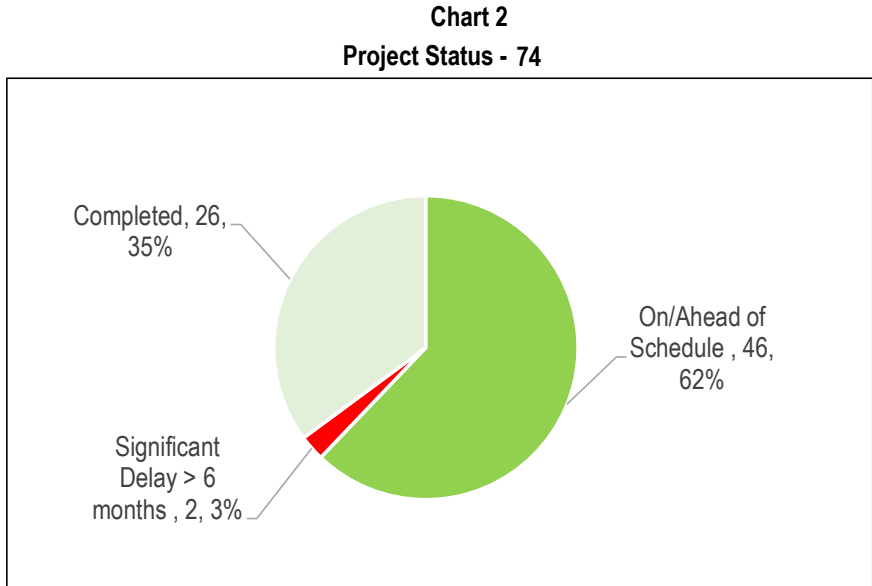


Table 2
Reason for Delay

	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		
Other*	1	
Total # of Projects	2	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
35.70		0.83	4.18	

Reasons for "Other*" Projects Delay:
➤ Projects may be delayed due to supply chain issues.

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.
➤ *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 concluded.

Exhibition Place (EXH)

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			
OTHER BUILDING - 74	0.270	0.144	53.3%	0.270	100.0%	Ⓔ	Ⓔ		0.400	0.274
Sub-Total	0.270	0.144	53.3%	0.270	100.0%	-	-		0.400	0.274
PRE-ENGINEERING PROGRAM - 72	0.201	0.033	16.6%	0.201	100.0%	Ⓔ	Ⓡ	# 1	0.350	0.183
QUEEN ELIZABETH BUILDING - 73	0.207	0.207	100.0%	0.207	100.0%	Ⓔ	Ⓔ		0.600	0.600
OTHER BUILDING - 74	0.525	0.090	17.2%	0.525	100.0%	Ⓔ	Ⓔ		0.525	0.090
EQUIPMENT - 75	3.317	2.561	77.2%	3.317	100.0%	Ⓔ	Ⓡ	# 2	3.950	3.194
ENERCARE CENTRE - 76	4.008	1.742	43.5%	4.008	100.0%	Ⓔ	Ⓔ		4.015	1.748
COLISEUM COMPLEX - 77	1.233	0.093	7.5%	1.233	100.0%	Ⓔ	Ⓔ		7.590	6.450
PARKS PARKING LOTS AND ROADS - 79	1.108	0.705	63.6%	1.108	100.0%	Ⓔ	Ⓔ		1.300	0.896
HORSE PALACE - 80	0.600	0.043	7.2%	0.600	100.0%	Ⓔ	Ⓔ		0.600	0.043
FOOD BUILDING - 81	0.993	0.611	61.5%	0.993	100.0%	Ⓔ	Ⓔ		7.436	7.053
BETTER LIVING CENTRE - 83	0.080	0.022	27.4%	0.080	100.0%	Ⓔ	Ⓔ		0.110	0.052
BEANFIELD CENTRE - 85	1.600	0.608	38.0%	1.600	100.0%	Ⓔ	Ⓔ		1.600	0.608
GENERAL SERVICES BUILDING - 91	0.280	0.006	2.0%	0.280	100.0%	Ⓔ	Ⓔ		0.280	0.006
SPECIAL PROJECTS - 94	3.032	2.939	96.9%	3.032	100.0%	Ⓔ	Ⓔ		3.135	3.042
ELECTRICAL UNDERGROUND HV UTILITIES - 96	5.216	3.986	76.4%	5.216	100.0%	Ⓔ	Ⓔ		6.300	5.070
Sub-Total	22.401	13.645	60.9%	22.401	100.0%	-	-		37.791	29.035
OTHER BUILDING - 74	0.200	0.198	99.0%	0.200	100.0%	Ⓔ	Ⓔ		0.200	0.198
COLISEUM COMPLEX - 77	0.250	0.095	38.2%	0.250	100.0%	Ⓔ	Ⓔ		0.250	0.095
PARKS PARKING LOTS AND ROADS - 79	0.750	0.750	100.0%	0.750	100.0%	Ⓔ	Ⓔ		0.950	0.950
BMO FIELD - 93	16.834	9.241	54.9%	16.834	100.0%	Ⓔ	Ⓔ		24.223	11.734
Sub-Total	18.034	10.284	57.0%	18.034	100.0%	-	-		25.623	12.977
Total	40.705	24.073	59.1%	40.705	100.0%				63.815	42.286

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:

Various Bldgs.- Study, Investigate, Design, Engineer (\$0.026 million) State of Good Repair project was delayed due to co-ordination with other projects.

Note # 2:

Emergency Generators Upgrades at various buildings (\$0.806 million) State of Good Repair project was delayed due to supply chain issues.

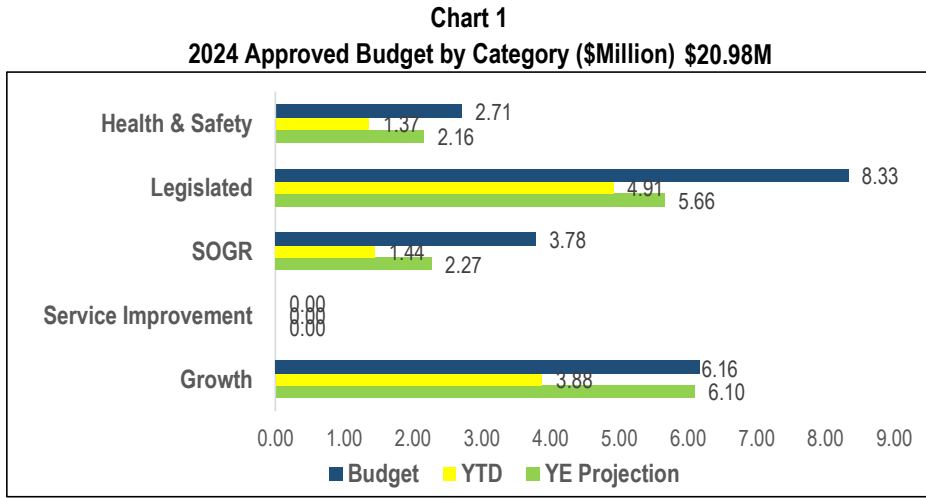


Table 1
2024 Active Projects by Category

Health & Safety	4
Legislated	4
SOGR	16
Service Improvement	
Growth	1
Total # of Projects	25

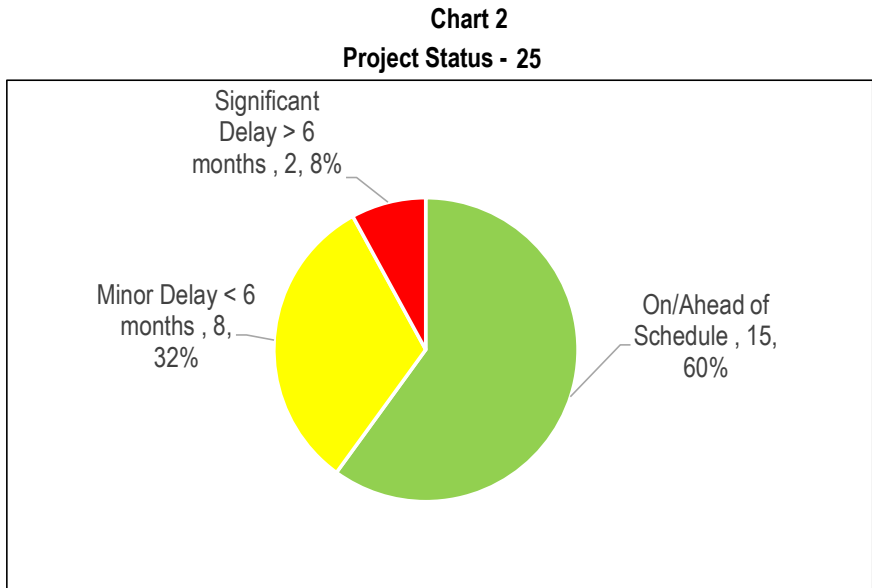


Table 2
Reason for Delay

	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	3
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions	1	3
Co-ordination with Other Projects		1
Community Consultation		
Other*		
Total # of Projects	2	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.44	10.46	2.09		

- Key Discussion Points:**
- TO Live spent \$11.599 million or 55.3% YTD and is projecting to spend \$16.180 million or 77.1% of its 2024 Capital Budget by the end of 2024. Projected underspending of \$4.804 million is mainly attributed to site conditions, procurement issues, RFP/RFQ delays, and multi-year projects:
 - Meridian Hall - Building Envelope
 - Meridian Hall - Exterior Lighting Systems
 - Meridian Hall – AODA Projects
 - Meridian Hall - Site Work
 - Meridian Hall - Net Zero Carbon Initiatives
 - Meridian Hall - Theatre Lighting
 - Meridian Hall - Rigging & Drapery Systems
 - Meridian Arts Centre - AODA Projects
 - Meridian Arts Centre - Net Zero Carbon Initiatives
 - Meridian Arts Centre - Rigging Replacement
 - St. Lawrence Centre for the Arts - SOGR Projects

TO Live (HUM)

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			
Meridian Hall - Door Replacement Phase 2	0.575	0.127	22.0%	0.533	92.7%	G	G	#1	1.738	1.290
Meridian Hall - Exterior Lighting Systems	0.200	0.012	6.2%	0.160	80.1%	G	Y		0.205	0.018
Meridian Hall - Fall Arrest System	0.018	0.003	14.1%	0.018	100.0%	G	G		0.162	0.146
Meridian Hall - Site Work	1.915	1.224	63.9%	1.446	75.5%	G	R	#2	2.447	1.756
Sub-Total	2.708	1.366	50.4%	2.157	79.7%	-	-		4.552	3.210
Meridian Arts Centre - AODA Projects	5.452	3.653	67.0%	4.141	76.0%	G	Y	#3	23.900	14.202
Meridian Arts Centre - Net Zero Carbon Initiatives	0.200	0.095	47.4%	0.095	47.5%	R	G	#4	4.831	0.095
Meridian Hall - AODA Projects	2.477	1.008	40.7%	1.264	51.0%	Y	Y		18.452	9.248
Meridian Hall - Net Zero Carbon Initiatives	0.200	0.158	79.0%	0.158	79.0%	G	G		2.500	0.158
Sub-Total	8.328	4.913	59.0%	5.658	67.9%	-	-		49.683	23.703
Meridian Arts Centre - Chillers and Cooling Tower Replacement	0.086	0.074	85.9%	0.086	100.0%	G	G	#5	2.450	2.438
Meridian Arts Centre - Exterior Repairs	0.012	0.003	27.4%	0.012	100.0%	G	G		0.376	0.367
Meridian Arts Centre - Hydro Vault Repairs	0.094	0.074	78.4%	0.094	100.0%	G	G		0.396	0.376
Meridian Arts Centre - Life Safety Systems	0.500	0.073	14.7%	0.170	34.0%	R	Y	#3	0.500	0.073
Meridian Arts Centre - Rigging Replacement	1.187	0.107	9.0%	0.307	25.9%	R	Y		1.619	0.125
Meridian Arts Centre - Roof Replacement (PVC)	0.048	0.027	55.5%	0.048	100.0%	G	G		2.286	2.265
Meridian Arts Centre - SOGR Projects	0.128	0.015	11.5%	0.126	98.7%	G	G	#1	5.414	5.301
Meridian Arts Centre - Technical Theatre Improvements	0.596	0.563	94.4%	0.591	99.2%	G	G		1.600	1.567
Meridian Hall - Audio System	0.004	0.000	0.0%	0.004	100.0%	G	G		0.088	0.000
Meridian Hall - BCA	0.085	0.049	57.7%	0.085	100.0%	G	G	#3	0.175	0.049
Meridian Hall - Building Envelope	0.194	0.033	16.9%	0.110	56.8%	Y	Y		0.220	0.059
Meridian Hall - PSVC System	0.130	0.105	80.7%	0.129	99.4%	G	G		0.363	0.338
Meridian Hall - Rigging & Drapery Systems	0.200	0.029	14.4%	0.100	50.0%	Y	Y	#6	0.200	0.029
Meridian Hall - Sprinkler Expansion	0.100	0.039	38.7%	0.100	100.0%	G	G		2.438	0.039
Meridian Hall - Theatre Lighting	0.171	0.062	36.6%	0.086	50.2%	Y	R		0.776	0.668
St. Lawrence Centre for the Arts - SOGR Projects	0.249	0.190	76.4%	0.220	88.2%	G	Y	#1	1.429	1.070
Sub-Total	3.783	1.442	38.1%	2.268	59.9%	-	-		20.330	14.763
St Lawrence Centre for the Arts - Redevelopment Planning	6.165	3.878	62.9%	6.097	98.9%	G	G		11.476	7.499
Sub-Total	6.165	3.878	62.9%	6.097	98.9%	-	-		11.476	7.499
Total	20.984	11.599	55.3%	16.180	77.1%				86.041	49.175

TO Live (HUM)

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 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 *Meridian Hall - Exterior Lighting Systems*, *Meridian Hall - Building Envelope*, and *St. Lawrence for the Arts - SOGR* projects are experiencing minor delays due to site conditions.

Note # 2:

The *Meridian Hall - Site Work* project is experiencing major delays due to site conditions.

Note # 3:

The *Meridian Arts Centre - AODA Projects*, *Meridian Arts Centre - Rigging Replacement*, and *Meridian Hall - Rigging & Drapery Systems* projects are experiencing minor delays due to procurement issues.

Note # 4:

The *Meridian Hall - AODA Project* is experiencing minor delays due to delays in the RFP/RFQ process.

Note # 5:

The *Meridian Arts Centre - Life Safety Systems project* is experiencing minor delays due to co-ordination with other projects.

Note # 6:

The *Meridian Hall - Theatre Lighting* project is experiencing major delays due to procurement issues.

Chart 1

2023 Approved Budget by Category (\$Million) \$22.54M

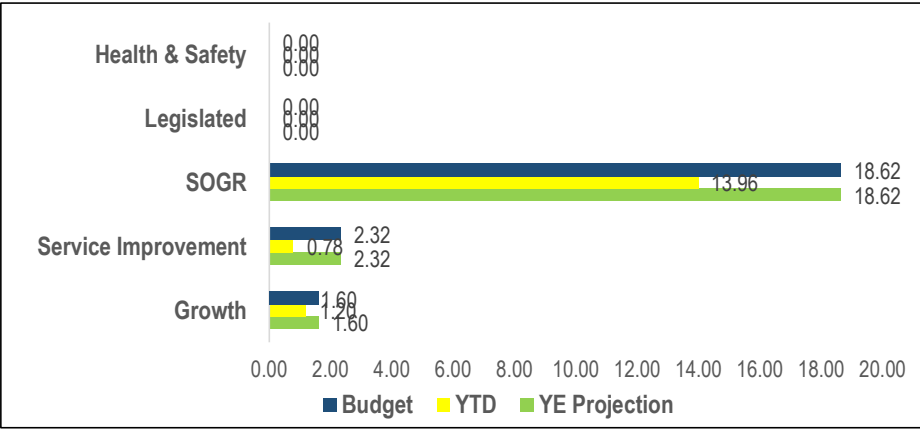


Table 1

2023 Active Projects by Category

Health & Safety	
Legislated	
SOGR	19
Service Improvement	2
Growth	1
Total # of Projects	22

Chart 2

Project Status - 22

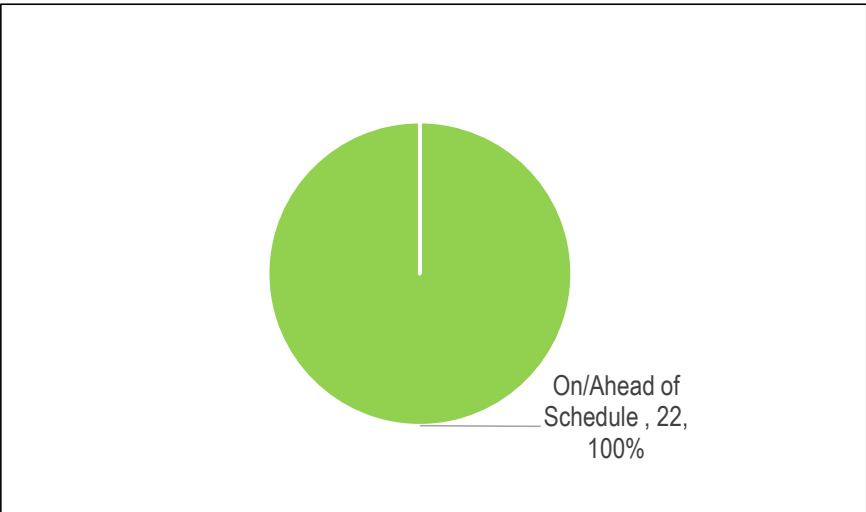


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
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
22.54				

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 \(toronto.ca\)](#)
- *Scarborough Bluffs West Individual Environmental Assessment (EA)* is moving on time through Q1. First round of public consultation complete, with second and final round underway for Terms of Reference phase. All technical studies complete and draft Terms of Reference prepared and reviewed by TAC. Preparation for circulation of draft ToR on track for late June/early July. On track for formal submission in the Fall, with an estimated EA start of Winter 2025

Toronto & Region Conservation Authority (TRC)

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			
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.048	75.0%	0.064	100.0%	G	G		1.004	0.977
SHORELINE MONITORING & MAINTENANCE	0.400	0.300	75.0%	0.400	100.0%	G	G		5.150	4.983
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	1.515	75.0%	2.020	100.0%	G	G		16.270	15.428
RETROFIT ACTIVITIES FOR 2009+	0.371	0.278	75.0%	0.371	100.0%	G	G		4.318	4.163
SUSTAINABLE COMMUNITIES 2008+	0.988	0.741	75.0%	0.988	100.0%	G	G		11.001	10.589
WATERSHED MONITORING/TERRESTRIAL	0.553	0.415	75.0%	0.553	100.0%	G	G		6.529	6.299
REGIONAL WATERSHED MANAGEMENT 2008+	1.532	1.149	75.0%	1.532	100.0%	G	G		15.160	14.522
REGENERATION SITES 2008+	0.599	0.449	75.0%	0.599	100.0%	G	G		6.547	6.297
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.184	75.0%	0.245	100.0%	G	G		3.180	3.078
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.240	75.0%	0.320	100.0%	G	G		4.160	4.027
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.188	75.0%	0.250	100.0%	G	G		3.450	3.346
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.038	75.0%	0.050	100.0%	G	G		1.029	1.008
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.141	75.0%	0.188	100.0%	G	G		2.770	2.692
TORONTO PLANNING INITIATIVES	0.100	0.075	75.0%	0.100	100.0%	G	G		0.780	0.738
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.241	75.0%	0.321	100.0%	G	G		3.504	3.370
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	5.500	4.125	75.0%	5.500	100.0%	G	G		22.550	20.258
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.150	75.0%	0.200	100.0%	G	G		2.800	2.717
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	4.900	3.675	75.0%	4.900	100.0%	G	G		38.756	36.714
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.012	75.0%	0.017	100.0%	G	G		2.566	2.559
Sub-Total	18.618	13.963	75.0%	18.618	100.0%	-	-		151.524	143.767
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.795	0.596	75.0%	0.795	100.0%	G	G		4.610	4.279
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.527	0.189	12.4%	1.527	100.0%	G	G		2.912	0.687
Sub-Total	2.322	0.785	33.8%	2.322	100.0%	-	-		7.522	4.965
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.603	1.202	75.0%	1.603	100.0%	G	G		38.617	9.614
Sub-Total	1.603	1.202	75.0%	1.603	100.0%	-	-		38.617	9.614
Total	22.543	15.950	70.8%	22.543	100.0%				197.664	158.346

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

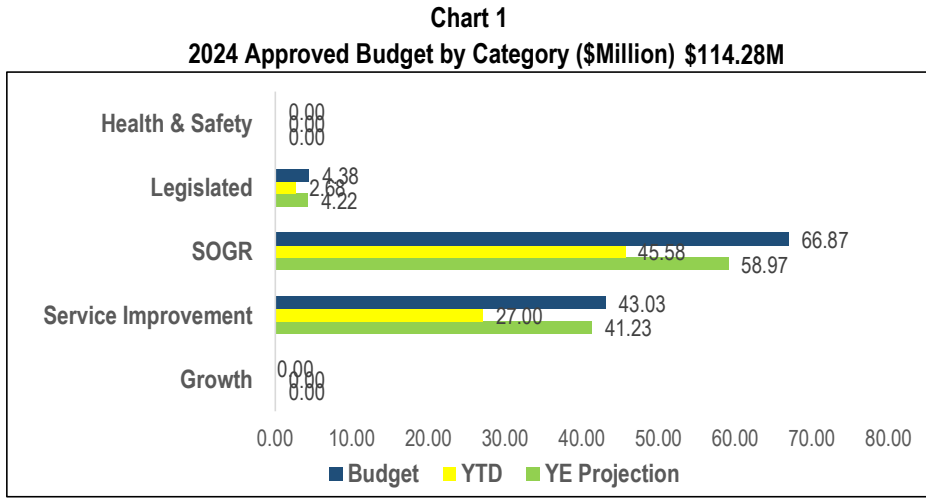


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	20
Service Improvement	11
Growth	
Total # of Projects	33

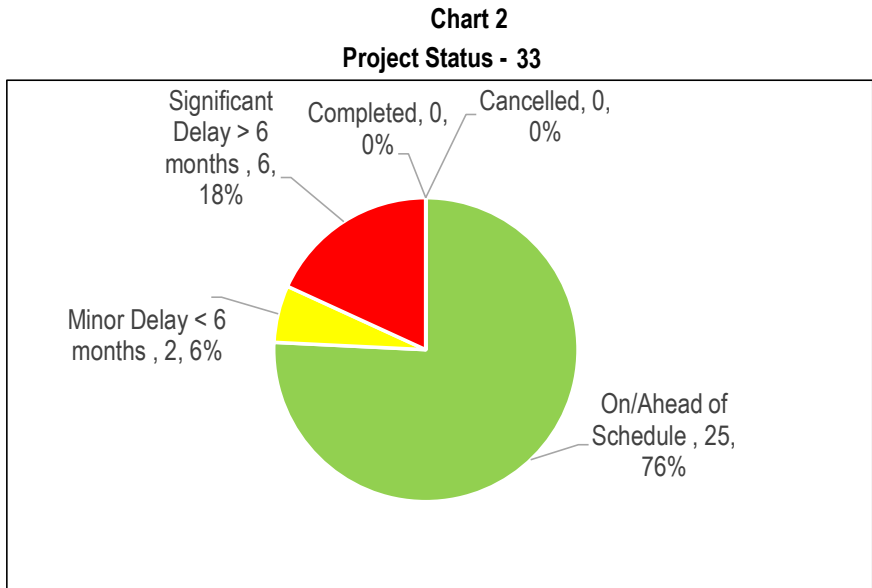


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
108.78	1.35	4.16		

- Reasons for "Other*" Projects Delay:**
- Long Term Facility Plan - 54/55 Amalgamation - Project temporarily on hold while alternative options are being evaluated.
 - Next Generation (N.G.) 9-1-1 - In order to ensure the project's second phase will be completed by end of 2024 per the Canadian Radio-television and Telecommunications' directive, a decision was made to defer the renovation of partial floors of the Communication to 2025 and 2026.

Toronto Police Service (POL)

Key Discussion Points:

Toronto Police Service is projecting 2024 year-end spend of \$104.419 million, or 91.4% of its 2024 Approved Capital Budget of \$114.282 million.

Projected underspending is mainly attributed to the following key project:

Lifecycle and Replacement of Equipment Project

- *Wireless Parking System* - Enhancements to handheld devices and vehicle relocation alert systems are on hold due to delay in RFP processes. Status update will be available in 2024 Q4 and the projected unspent amount of \$1.783 million will be carried forward to 2025.

Toronto Police Service (POL)

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			
Next Generation (N.G.) 9-1-1	2.795	2.103	75.2%	2.730	97.7%	ⓐ	ⓑ	#1	16.251	9.659
Relocation of Wellness Services	1.590	0.574	36.1%	1.491	93.8%	ⓐ	ⓐ		1.840	0.824
Sub-Total	4.385	2.677	61.1%	4.221	96.3%	-	-		18.091	10.483
State-of-Good-Repair - Police	7.441	4.140	55.6%	6.716	90.3%	ⓐ	ⓐ	#2	on-going	on-going
Radio Replacement	0.100	0.000	0.0%	0.075	75.0%	ⓐ	ⓐ		75.921	38.046
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.870	0.000	0.0%	0.612	70.4%	ⓑ	ⓑ	#2	7.874	3.020
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.798	0.655	82.0%	0.798	100.0%	ⓐ	ⓐ		6.550	1.458
Mobile Command Centre	0.727	0.707	97.3%	0.727	100.0%	ⓐ	ⓑ	#3	1.565	1.545
Communication Center 9th Floor Furniture Replacement	0.000	0.000		0.000		ⓐ	ⓑ	#4	0.300	0.000
Vehicle Replacement	12.197	8.103	66.4%	10.939	89.7%	ⓐ	ⓐ	#5	225.192	111.438
Workstation, Laptop, Printer- Lifecycle plan	1.419	1.384	97.5%	1.419	100.0%	ⓐ	ⓐ		89.509	46.660
Infrastructure Lifecycle	29.546	23.206	78.5%	27.000	91.4%	ⓐ	ⓐ	#5	252.453	43.950
Mobile Workstations	1.806	0.237	13.1%	1.445	80.0%	ⓐ	ⓐ		48.928	25.345
Locker Replacement	0.291	0.198	68.1%	0.230	78.9%	ⓐ	ⓐ	#5	9.781	4.328
Furniture Lifecycle Replacement	2.712	1.867	68.8%	2.500	92.2%	ⓐ	ⓐ		28.051	16.005
Divisional CCTV Management (D.V.A.M. I & II)	0.590	0.558	94.6%	0.590	100.0%	ⓐ	ⓐ	#5	12.442	7.277
Small Equipment Replacement	1.482	0.774	52.3%	1.392	94.0%	ⓐ	ⓐ		22.161	8.260
Radar Unit Replacement	0.098	0.081	83.0%	0.081	83.0%	ⓐ	ⓐ	#5	2.239	1.252
Wireless Parking System	1.783	0.000	0.0%	0.000	0.0%	ⓑ	ⓐ		13.482	3.375
Conducted Energy Weapon	0.761	0.761	100.0%	0.761	100.0%	ⓐ	ⓐ	#5	10.037	3.949
Body Worn Camera - Replacement Plan	2.079	2.079	100.0%	2.079	100.0%	ⓐ	ⓐ		21.763	5.131
Connected Officer LR	1.286	0.829	64.5%	0.974	75.7%	ⓐ	ⓐ	#5	19.187	1.857
Hydrogen Fuel Cells	0.885	0.000	0.0%	0.629	71.0%	ⓐ	ⓐ		9.200	1.815
Sub-Total	66.872	45.580	68.2%	58.968	88.2%	-	-		856.635	324.712
Long Term Facility Plan - 54/55 Amalgamation; New Build	0.214	0.000	0.0%	0.154	71.9%	ⓐ	ⓑ	#6	100.000	0.839
Long Term Facility Plan - 41 Division; New Build	28.200	20.623	73.1%	28.200	100.0%	ⓐ	ⓐ		86.000	51.171
Information Technology Storage Growth	2.006	1.176	58.6%	2.006	100.0%	ⓐ	ⓐ	#6	7.006	1.637
New Records Management System (RMS)	6.000	1.964	32.7%	5.000	83.3%	ⓐ	ⓐ		30.598	2.657
Transforming Corporate Support (HRMS, TRMS)	0.109	0.000	0.0%	0.100	91.7%	ⓐ	ⓑ	#7	8.435	7.199
ANCOE (Global Search)	0.155	0.000	0.0%	0.109	70.0%	ⓑ	ⓐ		12.528	12.371
Body Worn Camera - Phase II	0.476	0.152	32.0%	0.201	42.3%	ⓑ	ⓑ	#8	5.887	5.531
Long Term Facility Plan - Consulting	0.315	0.000	0.0%	0.175	55.6%	ⓑ	ⓑ	#9	0.878	0.563
Property & Evidence Warehouse Racking	0.050	0.000	0.0%	0.050	100.0%	ⓐ	ⓐ		1.030	0.030
Vehicle and Equipment for Additional Capacity	4.900	2.542	51.9%	4.690	95.7%	ⓐ	ⓐ	#9	13.986	9.162
FIFA Requirement - Motorcycles	0.600	0.545	90.8%	0.545	90.8%	ⓐ	ⓐ		0.600	0.545
Sub-Total	43.025	27.002	62.8%	41.230	95.8%	-	-		266.948	91.705
Total	114.282	75.259	65.9%	104.419	91.4%				1,141.674	426.900

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: Next Generation (N.G.) 9-1-1

In order to ensure the project's second phase will be completed by end of 2024 per the Canadian Radio-television and Telecommunications' directive, a decision was made to defer the renovation of partial floors of the Communication to 2025 and 2026.

Note #2: Automated Fingerprint Identification System (A.F.I.S.) Replacement

Delays in the Factory Acceptance (FAT) phase with system configuration and debugging issues. The unspent amount will be carried forward to 2025.

Note #3: Mobile Command Centre

After some delays in receiving the vehicle from vendor, the project team is currently delivering driver training and certification and expects to complete the project by end of 2024.

Toronto Police Service (POL)

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

Note #4: Communication Center 9th Floor Furniture Replacement

Due to consultant issues, the study has been delayed to 2025.

Note #5: Wireless Parking System

Project is on hold due to delay in RFP processes. Status update will be available in 2024 Q4 and the unspent amount will be carried forward to 2025.

Note #6: Long Term Facility Plan - 54/55 Amalgamation; New Build

This project is on hold to evaluate a two-site (de-amalgamated) model.

Note #7: Transforming Corporate Support (HRMS, TRMS)

The Applicant Tracking Software project is on hold due to issues in finding a consultant.

Note #8: Body Worn Camera - Phase II

Delay in procurement.

Note #9: Long Term Facility Plan - Consulting

Previous delay due to consultant issues. Additional analytical work and preparation of the formal report was anticipated to be completed in 2024; however, the final report has not yet been received.

Chart 1
2024 Approved Budget by Category (\$6.38)

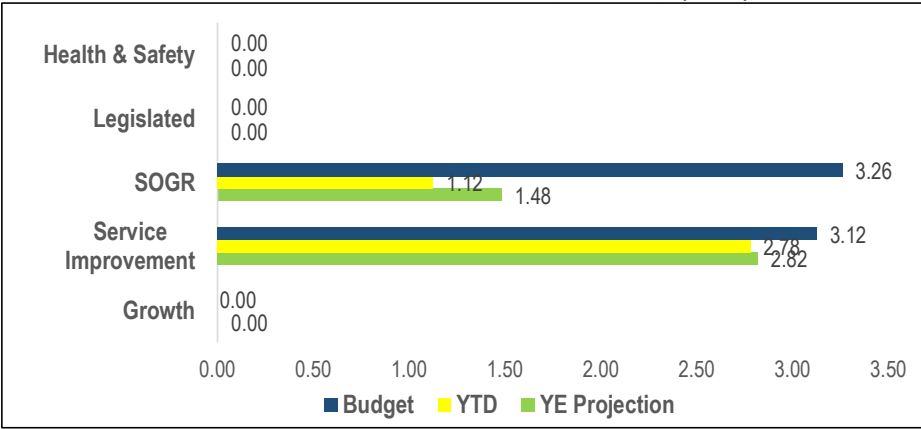


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 8

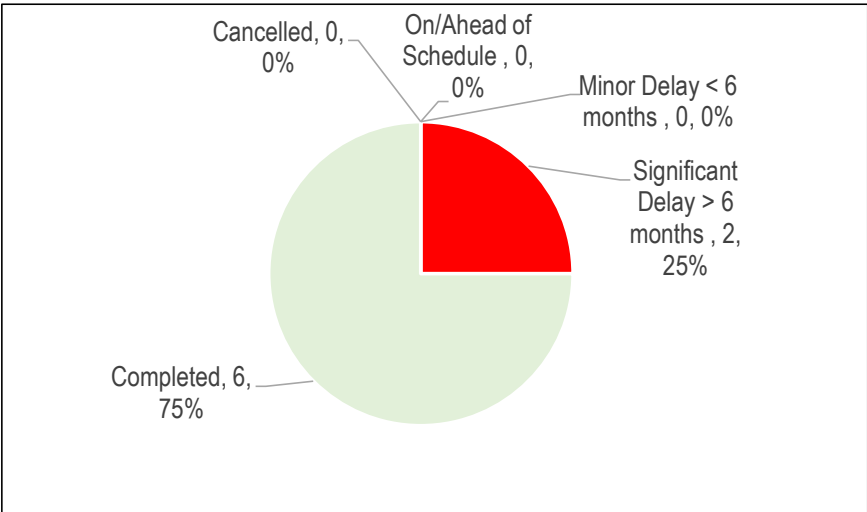


Table 2
Reason for Delay 2

	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		
RFQ/RFP Delayed		
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
		3.26	3.12	

Toronto Public Health (TPH)

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			
Inspection Management Implementation	2.890	0.992	34.3%	1.320	45.7%	Ⓡ	Ⓡ	#1	7.122	3.465
TCHIS Map-Us Upgrade	0.366	0.131	35.6%	0.159	43.5%	Ⓡ	Ⓡ	#2	0.503	0.267
Sub-Total	3.257	1.123	34.5%	1.479	45.4%	-	-		7.625	3.732
Electronic Medical Record - Phase 3	0.400	0.289	72.3%	0.318	79.6%	Ⓢ	Ⓢ		2.655	2.544
Ontario Seniors Dental Care Program (OSDCP)										
Alton/Midland Location	0.836	0.836	100.0%	0.836	100.0%	Ⓢ	Ⓢ		0.860	0.860
160 Borough Drive	0.066	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		0.556	0.489
95 Lavinia Ave	0.272	0.268	98.4%	0.268	98.4%	Ⓢ	Ⓢ		0.460	0.456
Dental Clinic Update 791 Queen E - Sr. Dental	0.914	0.889	97.3%	0.898	98.3%	Ⓢ	Ⓢ		0.988	0.963
New Dental Clinic - East Toronto Health	0.635	0.495	78.0%	0.495	78.0%	Ⓢ	Ⓢ		0.829	0.689
Sub-Total	3.123	2.776	88.9%	2.816	90.2%	-	-		6.348	6.002
Total	6.379	3.899	61.1%	4.295	67.3%				13.973	9.734

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:

Projected underspend at year-end reflects continuous delay in hiring required human resources to deliver the project.

Note # 2:

Project had difficulty in hiring required staff. After reprioritization, project is expected to complete in Nov 2024 with underspend.

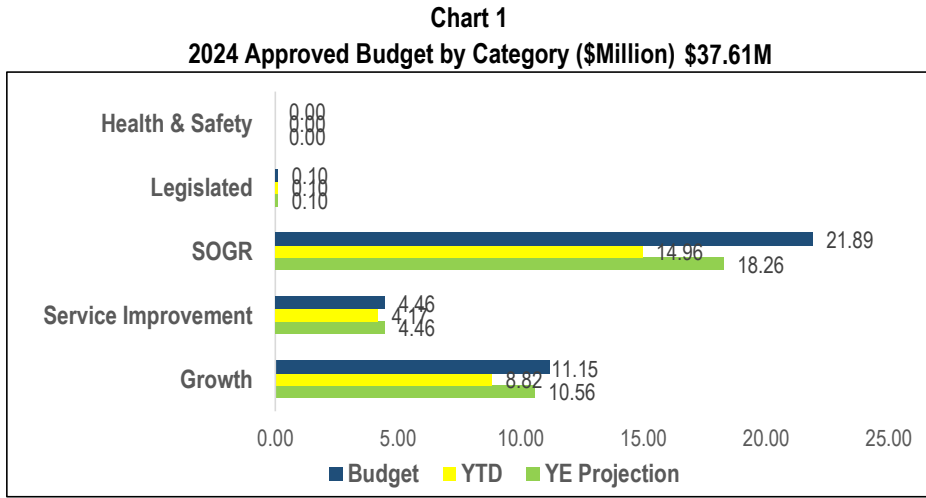


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	6
Service Improvement	1
Growth	10
Total # of Projects	18

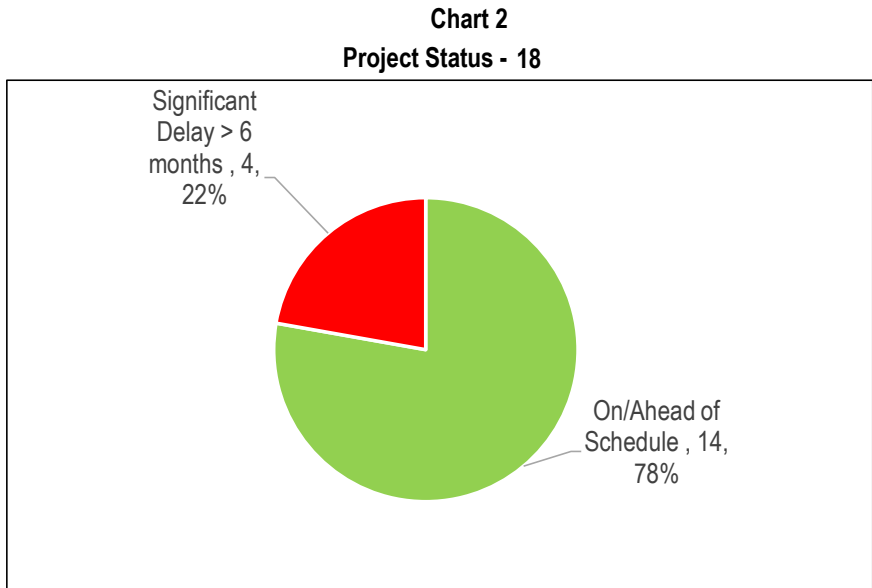


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
36.40		1.20		

- Reasons for "Other*" Projects Delay:**
- *Richview Building Elements (SOGR)* - Phase 2 is deferred to 2025 as it requires City approval (permit to discharge water).
 - *Yorkville Renovation - Design* - Project is in planning phase.
 - *Lillian H. Smith Renovation - Design* - Project is in planning phase.
 - *St. Lawrence Relocation & Expansion - Design* - TPL is continuing to work with the CREM and CreateTO on finding an alternate site.

Toronto Public Library (LIB)

Key Discussion Points :

- Toronto Public Library is projecting 2024 year-end spend of \$33.387 million, or 88.8% of its 2024 Approved Capital Budget of \$37.606 million.

Toronto Public Library (LIB)

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			
Multi-Branch Minor Reno Prog (Accessibility)	0.100	0.100	100.0%	0.100	100.0%	Ⓖ	Ⓖ		3.000	0.100
Sub-Total	0.100	0.100	100.0%	0.100	100.0%	-	-		3.000	0.100
Multi-Branch Minor Reno Prog	12.916	9.965	77.2%	11.616	89.9%	Ⓖ	Ⓖ		24.056	9.965
Northern District Exterior	1.343	0.753	56.1%	0.822	61.2%	Ⓐ	Ⓖ		3.505	2.916
Richview Building Elements (SOG)	0.978	0.382	39.0%	0.576	58.9%	Ⓐ	Ⓖ	#1	3.546	0.715
Technology Asset Management Prog	4.750	2.910	61.3%	3.783	79.6%	Ⓖ	Ⓖ		8.748	2.910
Toronto Reference Library Renovation	1.802	0.947	52.5%	1.463	81.1%	Ⓖ	Ⓖ		17.000	0.947
Yorkville Renovation - Design	0.100	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	#2	0.597	0.000
Sub-Total	21.889	14.957	68.3%	18.259	83.4%	-	-		57.452	17.452
Service and Digital Modernization	4.464	4.171	93.4%	4.464	100.0%	Ⓖ	Ⓖ		11.688	4.171
Sub-Total	4.464	4.171	93.4%	4.464	100.0%	-	-		11.688	4.171
Bridlewood Branch Relocation	3.995	3.761	94.1%	3.995	100.0%	Ⓖ	Ⓖ		10.987	10.753
Centennial Renovation & Expansion - Construction	1.710	1.058	61.9%	1.460	85.4%	Ⓖ	Ⓖ		21.744	2.903
Dawes Road Reconstruction & Expansion	0.144	0.061	42.1%	0.114	79.2%	Ⓖ	Ⓖ		37.757	7.688
Digital Experiences	1.216	0.748	61.5%	0.856	70.4%	Ⓐ	Ⓖ		3.715	0.748
Ethennonhawahstihnen' Library - Bayview Library Relocation	0.317	0.041	12.8%	0.317	100.0%	Ⓖ	Ⓖ		15.957	15.681
Etobicoke New Construction - Construction	1.736	1.736	100.0%	2.095	120.7%	Ⓖ	Ⓖ	#3	33.687	1.736
Lillian H. Smith Renovation - Design	0.045	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓖ	#4	3.000	0.155
Junction Triangle (Perth Dupont Relocation) - Construction	1.879	1.385	73.7%	1.679	89.4%	Ⓖ	Ⓖ		5.918	2.854
Pleasant View Library Renovation & Expansion - Construction	0.029	0.016	54.3%	0.029	100.0%	Ⓖ	Ⓖ		4.189	0.016
St. Lawrence Relocation & Expansion - Design	0.080	0.018	22.6%	0.018	22.6%	Ⓖ	Ⓖ	#5	1.932	0.118
Sub-Total	11.152	8.822	79.1%	10.564	94.7%	-	-		138.887	42.651
Total	37.606	28.051	74.6%	33.387	88.8%				211.026	64.375

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: Richview Building Elements (SOG)

Phase 1 (waterproofing system) will be done in 2024. Phase 2 deferred to 2025 as it requires city approval (permit to discharge the water).

Note # 2: Yorkville Renovation - Design

Project is still in the planning phase.

Note # 3: Etobicoke New Construction - Construction

Projected 2024 year-end spend will exceed 2024 Approved Capital Budget. An in-year adjustment will be made through future quarterly variance reports to reallocate funding to this project.

Note # 4: Lillian H. Smith Renovation - Design

Project is still in the planning phase.

Note # 5: St. Lawrence Relocation & Expansion - Design

TPL is continuing to work with the CREM and CreateTO on finding an alternate site.

Chart 1

2024 Approved Budget by Category (\$Million) \$1360.74M

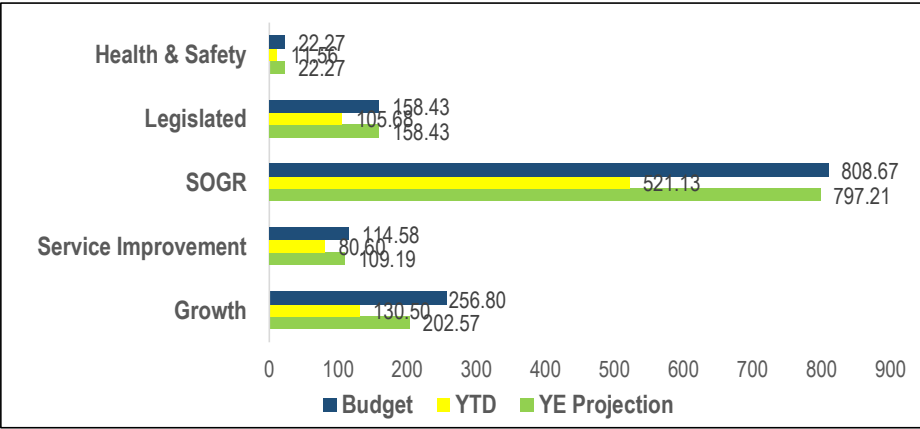


Table 1

2024 Active Projects by Category

Health & Safety	10
Legislated	9
SOGR	38
Service Improvement	19
Growth	11
Total # of Projects	87

Chart 2

Project Status - 87

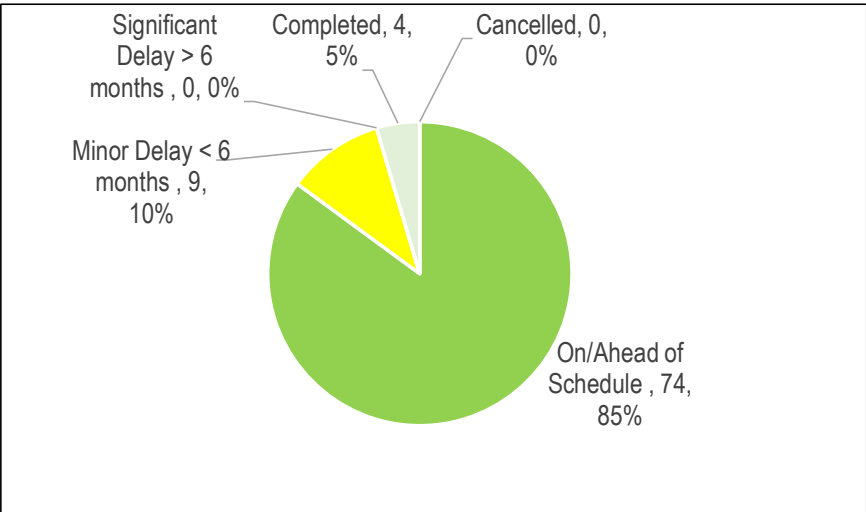


Table 2

Reason for Delay 10

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,095.18	265.00		0.57	

Key Discussion Points: (Please provide reason for delay)

- As at September 30, 2024, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$849.5 million, representing 62.4% of its adjusted 2024 Capital Budget of \$1.361 billion. The 2024 Capital Budget was adjusted for additional carry forwards and other adjustments to better align cash flow to spending capacity. TTC is projecting a 94.8% spending rate or \$1.290 billion at year end, leaving approximately \$71.1 million unspent.
- Comprising of the Base Program and Transit Expansion projects, the Base Program incurred expenditures of approximately \$835.3 million during the first nine months of 2024, or approximately 63.1% of the adjusted 2024 Capital Budget of \$1.323 billion. The Base Program is projecting to spend approximately 95.6% or \$1.265 billion by year-end.
- The Transit Expansion projects incurred expenditures of approximately \$14.2 million or 37.9% of the adjusted 2024 Capital Budget of \$37.5 million and spending is projected to be approximately \$25.1 million or 67.0% by year-end.

Toronto Transit Commission (TTC)

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			
Power Dist. H&S	0.097	0.141	144.6%	0.097	100.0%	Ⓔ	Ⓔ	#1	1.262	1.083
Finishes-H&S	0.830	0.676	81.4%	0.830	100.0%	Ⓔ	Ⓔ		6.557	5.033
Equipment-H&S	0.000	0.000		0.000			Ⓕ		0.000	0.000
Fire Ventilation Upgrades & Second Exits - H&S	18.303	8.430	46.1%	18.303	100.0%	Ⓔ	Ⓔ		178.612	42.544
Streetcar Overhaul - H&S	0.248	0.127	51.2%	0.248	100.0%	Ⓔ	Ⓔ		17.220	1.278
Subway Car Overhaul - H&S	0.000	0.000		0.000			Ⓔ		0.174	0.174
Computer Equipment And Software - H&S	1.235	0.968	78.4%	1.235	100.0%	Ⓔ	Ⓔ		11.304	5.464
Other Buildings - H&S	0.646	0.601	93.2%	0.646	100.0%	Ⓔ	Ⓔ		100.828	4.147
Bus Overhaul - H&S	0.000	0.000		0.000			Ⓔ		2.505	1.825
Safety and Reliability	0.912	0.621	68.1%	0.912	100.0%	Ⓔ	Ⓔ		13.529	2.938
Sub-Total	22.270	11.564	51.9%	22.270	100.0%	-	-		331.991	64.487
Legislated										
Communications-Legislated	0.843	0.870	103.2%	0.843	100.0%	Ⓔ	Ⓔ		21.250	16.725
Equipment-Legislated	3.959	1.250	31.6%	3.959	100.0%	Ⓔ	Ⓔ		65.437	25.311
Streetcar Network-Legislated	0.463	0.080	17.2%	0.463	100.0%	Ⓔ	Ⓔ		54.934	53.079
Easier Access-Phase III	131.665	88.342	67.1%	131.665	100.0%	Ⓔ	Ⓔ		1,169.817	743.957
Subway Car Overhaul - Legislated (AODA)	0.000	0.000		0.000			Ⓔ		8.963	8.964
Subway Asbestos Removal	10.383	7.479	72.0%	10.383	100.0%	Ⓔ	Ⓔ		135.273	101.554
Computer Equipment And Software - Legis	0.250	0.000		0.250					0.250	0.000
Other Service Planning - Legislated	3.158	2.175	68.9%	3.158	100.0%	Ⓔ	Ⓔ		29.937	18.082
Other Buildings - Legislated	7.706	5.483	71.2%	7.706	100.0%	Ⓔ	Ⓔ		90.360	62.281
Sub-Total	158.426	105.677	66.7%	158.426	100.0%	-	-		1,576.222	1,029.952
State of Good Repair										
Subway Track - SOGR	36.830	34.165	92.8%	36.830	100.0%	Ⓔ	Ⓔ	#1	368.880	336.181
Surface Track - SOGR	31.450	23.427	74.5%	31.450	100.0%	Ⓔ	Ⓔ		268.785	305.420
Traction Power-Various - SOGR	27.225	19.426	71.4%	27.225	100.0%	Ⓔ	Ⓔ		447.428	414.290
Power Dist. SOGR	6.312	4.152	65.8%	6.312	100.0%	Ⓔ	Ⓔ		243.751	156.149
Communications-SOGR	13.679	10.059	73.5%	13.679	100.0%	Ⓔ	Ⓔ		205.239	167.133
Signal Systems	22.044	12.859	58.3%	22.044	100.0%	Ⓔ	Ⓔ		320.034	226.924
Finishes-SOGR	15.616	6.591	42.2%	15.616	100.0%	Ⓔ	Ⓔ		310.177	245.682
Equipment-SOGR	81.979	19.501	23.8%	81.979	100.0%	Ⓔ	Ⓔ		687.372	489.068
On-Grade Paving Rehabilitation	8.789	5.554	63.2%	8.789	100.0%	Ⓔ	Ⓔ		176.531	145.853
Bridges And Tunnels-Various	46.876	36.120	77.1%	46.876	100.0%	Ⓔ	Ⓔ		575.238	460.192
Fire Ventilation Upgrades & Second Exits - SOGR	5.340	0.765	14.3%	5.340	100.0%	Ⓔ	Ⓔ		390.074	370.443
Purchase of Wheel Trans	12.974	8.765	67.6%	12.974	100.0%	Ⓔ	Ⓔ		92.416	71.766
Purchase Of Subway Cars - SOGR	1.491	0.778	52.2%	1.491	100.0%	Ⓔ	Ⓔ		1,792.891	1,158.303
Streetcar Overhaul - SOGR	31.940	23.926	74.9%	31.940	100.0%	Ⓔ	Ⓔ		77.759	53.826
Subway Car Overhaul - SOGR	31.787	24.937	78.4%	31.787	100.0%	Ⓔ	Ⓔ		694.064	265.206
Automotive Non-Revenue	8.774	6.326	72.1%	8.774	100.0%	Ⓔ	Ⓔ		46.196	27.573
Vehicle Replace - SOGR										
Rail Non Revenue Vehicle Overhaul	1.656	0.960	58.0%	1.640	99.0%	Ⓔ	Ⓔ		31.247	19.371
Rail Non-Revenue Vehicle Purchase - SOGR	0.418	0.351	84.0%	0.418	100.0%	Ⓔ	Ⓔ		69.601	19.837
Tools And Shop Equipment	10.572	4.082	38.6%	9.851	93.2%	Ⓔ	Ⓔ		56.993	39.009
Revenue & Fare Handling Equipment - SOGR	7.878	0.385	4.9%	7.878	100.0%	Ⓔ	Ⓔ		77.586	57.393
Computer Equipment And Software - SOGR	66.622	30.232	45.4%	57.701	86.6%	Ⓔ	Ⓔ		654.789	407.443
Other Furniture And Office Equipment	0.127	0.000	0.0%	0.127	100.0%	Ⓔ	Ⓔ		4.582	4.165
Other Service Planning - SOGR	2.911	2.470	84.9%	2.911	100.0%	Ⓔ	Ⓔ		30.995	19.849
Transit Shelters & Loops	0.417	0.003	0.6%	0.213	51.1%	Ⓕ	Ⓕ		3.418	2.451
Other Buildings - SOGR	30.436	22.636	74.4%	30.436	100.0%	Ⓔ	Ⓔ		884.464	528.744
Purchase of Buses -SOGR	183.605	143.510	78.2%	183.605	100.0%	Ⓔ	Ⓔ		1,116.840	596.112
Bus Overhaul - SOGR	67.996	41.232	60.6%	67.996	100.0%	Ⓔ	Ⓔ		665.091	599.787

Toronto Transit Commission (TTC)

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			
Other Maintenance Equipment	4.120	1.350	32.8%	2.840	68.9%	Y	Y	#2	13.584	8.565
Queensway Bus Garage Renovations	0.000	0.000		0.000			G		0.000	0.000
Purchase of Streetcars - SOGR	0.424	0.307	72.3%	0.424	100.0%	G	G		1,109.484	1,107.496
POP Legacy Fare Collection	0.000	0.000		0.000			G		3.397	3.397
ATC Resignalling - YUS Line	8.951	7.568	84.6%	8.951	100.0%	G	G		710.158	680.601
ATC Resignalling - Bloor/Danforth Line	13.429	12.175	90.7%	13.429	100.0%	G	G		607.572	27.221
Leslie Barns	0.207	0.155	74.7%	0.207	100.0%	G	G		523.489	516.965
TR Yard And Tail Track Accommodation	8.800	6.373	72.4%	8.800	100.0%	G	G		541.468	440.513
Warehouse Consolidation	0.565	0.243	43.0%	0.247	43.6%	R	G	#5	5.446	4.899
Corporate Initiatives - CLA	5.531	4.622	83.6%	5.531	100.0%	G	G		21.939	6.441
Scabourough Rapid Transit - Bus Replacement	10.900	5.120	47.0%	10.900	100.0%	G	G		197.933	114.905
Sub-Total	808.669	521.129	64.4%	797.209	98.6%	-	-		14,026.911	10,099.174
Subway Track - Service Improvement	0.000	0.000		0.000			G		5.722	5.722
Surface Track - Service Improvement	4.722	3.754	79.5%	4.722	100.0%	G	G		175.733	32.225
Traction Power-Variuos - SI	2.408	1.449	60.2%	1.208	50.2%	Y	Y	#3	8.392	4.834
Power Dist. Service Improvement	0.348	0.254	73.0%	0.348	100.0%	G	G		2.105	1.757
Communications-Service Improvement	0.000	0.000		0.000			G		0.869	0.870
Finishes-Service Improvement	0.625	0.424	67.8%	0.625	100.0%	G	G		5.923	1.309
Equipment-Service Improvement	1.868	0.481	25.8%	1.868	100.0%	G	G		2.500	0.625
Streetcar Overhaul - Service Improvement	0.101	0.074	72.9%	0.101	100.0%	G	G		2.257	0.078
Automotive Non-Revenue Vehicle Replace - Service Imp.	7.129	2.972	41.7%	7.129	100.0%	G	G		30.639	18.631
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.019	0.019	100.0%	0.019	100.0%	G	G		13.499	0.266
Computer Equipment And Software - Service Improvement	7.255	1.538	21.2%	3.073	42.4%	R	Y	#4	22.203	14.410
Other Service Planning - Service Improvement	6.199	2.393	38.6%	6.199	100.0%	G	G		85.652	38.625
Other Buildings - Service Improvement	13.184	7.787	59.1%	13.184	100.0%	G	G		115.976	109.144
Purchase of Buses - Service Improvement	0.471	0.266	56.4%	0.471	100.0%	G	G		111.115	107.942
Kipling Station Improvements	0.079	0.018	23.2%	0.079	100.0%	G	G		14.617	14.556
Bicycle Parking At Stations	0.000	0.000		0.000			G		0.945	0.944
Yonge-Bloor Capacity Enhancement	40.066	36.137	90.2%	40.066	100.0%	G	G		1,261.780	97.760
Line 1 Capacity Enhancement	18.331	13.866	75.6%	18.331	100.0%	G	G		948.219	76.579
Line 2 Capacity Enhancement	11.771	9.166	77.9%	11.771	100.0%	G	G		839.199	40.726
Sub-Total	114.575	80.599	70.3%	109.194	95.3%	-	-		3,647.346	567.004
Bus Rapid Transit-Growth	0.000	0.001		0.000			G		37.170	37.140
Sheppard Subway	4.552	0.000	0.0%	0.100	2.2%	R	Y	#1	969.856	965.305
Purchase Of Subway Cars - Growth	0.513	0.279	54.3%	0.513	100.0%	G	G		288.296	4.232
Other Service Planning - Growth	0.400	0.001	0.2%	0.400	100.0%	G	G		1.931	0.587
Other Buildings - Growth	4.068	0.875	21.5%	4.068	100.0%	G	G		359.310	305.635
Purchase of Buses - Growth	0.000	0.000		0.000			G		0.000	0.000
Purchase of Streetcars - Growth	218.593	120.061	54.9%	181.664	83.1%	G	Y	#2	516.127	310.330
PRESTO Farecard Implementation	1.364	-0.093	-6.8%	0.885	64.9%	Y	Y	#3	79.207	71.757
McNicoll New Bus Garage Facility	0.747	0.309	41.3%	0.747	100.0%	G	G		169.400	164.791
Spadina Subway Extension	26.292	8.902	33.9%	13.919	52.9%	Y	Y	#5	3,184.171	3,139.240

Toronto Transit Commission (TTC)

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			
Waterfront Transit	0.274	0.165	60.0%	0.274	100.0%	Ⓔ	Ⓔ		54.799	24.355
Sub-Total	256.803	130.498	50.8%	202.570	78.9%	-	-		5,660.268	5,023.371
Total	1,360.744	849.468	62.4%	1,289.669	94.8%				25,242.738	16,783.988

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:

Site Conditions

Note # 2:

Procurement Issues

Note # 3:

Co-ordination with Other Projects

Note # 4:

Insufficient Staff Resources

Note # 5:

Other as specified in comments

Chart 1

2024 Approved Budget by Category (\$Million) \$39.38M

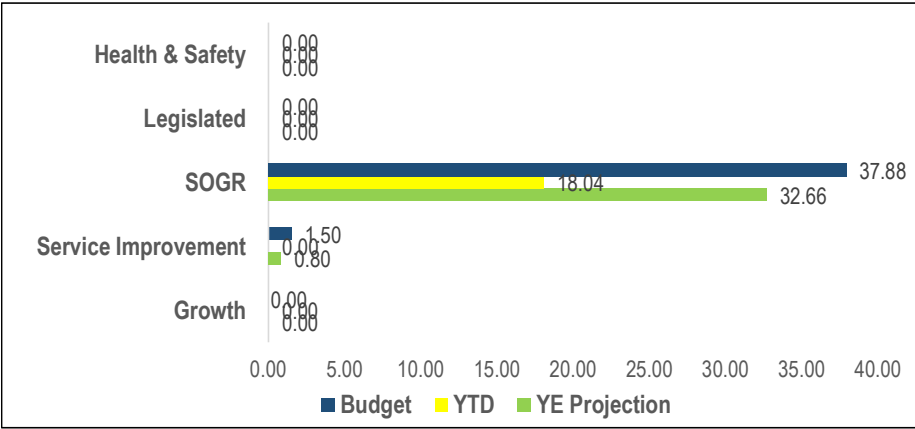


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	6
Service Improvement	1
Growth	
Total # of Projects	7

Chart 2

Project Status - 7

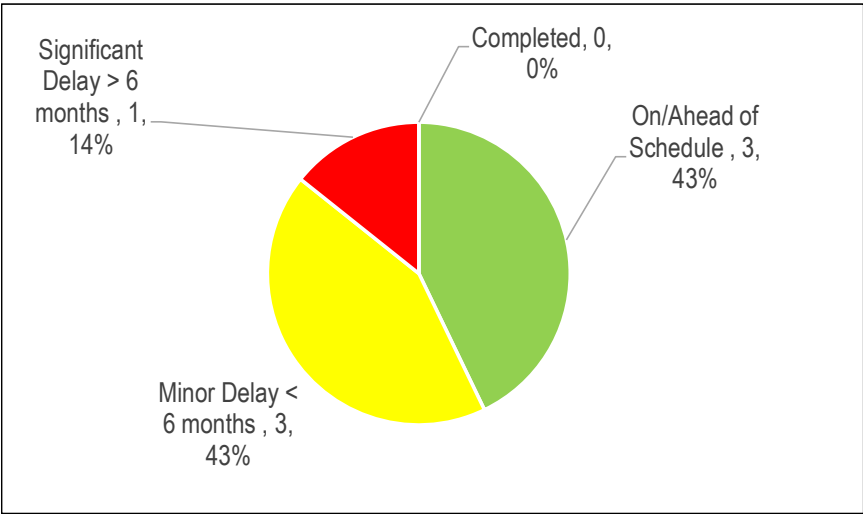


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.02	29.87	1.50		

Key Discussion Points: (Please provide reason for delay)

- The Toronto Zoo spent \$18.044 million or 45.8% YTD and is projecting to spend \$33.462 million or 85% of its 2024 Approved Capital Budget.
- The Grounds and Visitor Improvement project requires additional funding to address visitor accessibility improvement. Federal funding from the Investing in Canada Infrastructure Program will be added through the Q3 variance report.

Toronto Zoo (ZOO)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Building & Services Refurbishment	5.400	2.930	54.3%	4.628	85.7%	Ⓞ	Ⓨ	1	15.382	11.214
Exhibit Refurbishment	3.500	0.850	24.3%	2.019	57.7%	Ⓨ	Ⓨ	2	6.260	3.610
Grounds and Visitor Improvement	6.234	3.770	60.5%	6.234	100.0%	Ⓞ	Ⓞ	3	10.325	8.503
Information Systems	1.212	0.714	58.9%	1.212	100.0%	Ⓞ	Ⓞ		5.350	4.852
Welcome Area - Design	0.570	0.186	32.6%	0.570	100.0%	Ⓞ	Ⓞ		1.888	1.504
Welcome Area - Phase A Construction	20.965	9.592	45.8%	18.000	85.9%	Ⓞ	Ⓨ	4	62.099	10.656
Sub-Total	37.880	18.041	47.6%	32.662	86.2%	-	-		101.304	40.339
Savanna Indoor Winter Holding & Viewing Design	1.500	0.003	0.2%	0.800	53.3%	Ⓨ	Ⓡ	5	3.700	0.003
Sub-Total	1.500	0.003	0.2%	0.800	53.3%	-	-		3.700	0.003
Total	39.380	18.044	45.8%	33.462	85.0%				105.004	40.342

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 equipment procurement timeline is longer than anticipated for the *Building & Services Refurbishment* project.

Note # 2:

The *Exhibit Refurbishment* project is experiencing minor delay due to coordination with other projects. The project is in various stages of design, tender and construction.

Note # 3:

The *Grounds and Visitor Improvement* project is anticipated to be overspent by year-end due to additional work required and the overspending will be funded from the Investing in Canada Infrastructure Program funding. In-year adjustment to add federal funding is included in the Q3 variance report based on Q3 forecast.

Note # 4:

The *Welcome Area* project is experiencing minor delay due to site conditions.

Note # 5:

The *Savanna Indoor Winter Holding & Viewing Design* project is experiencing delay due to coordination with other projects. The project is currently in the design phase.

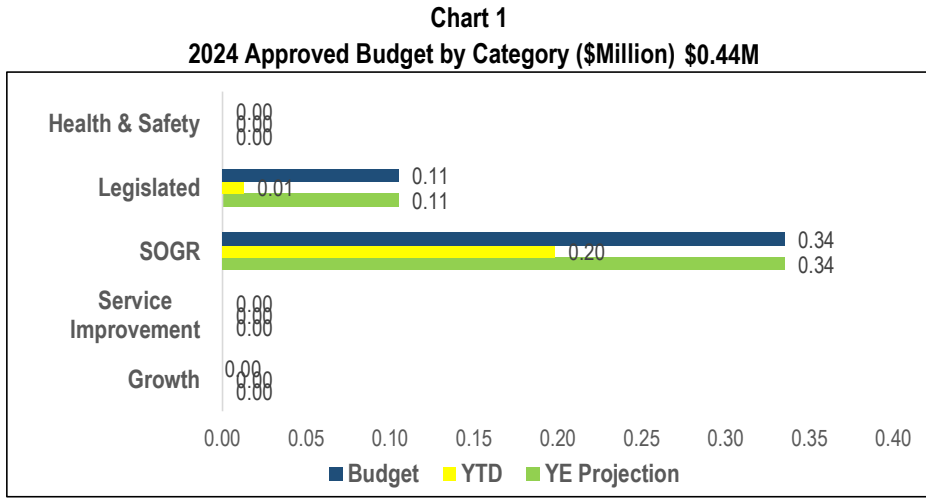


Table 1
2024 Active Projects by Category

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

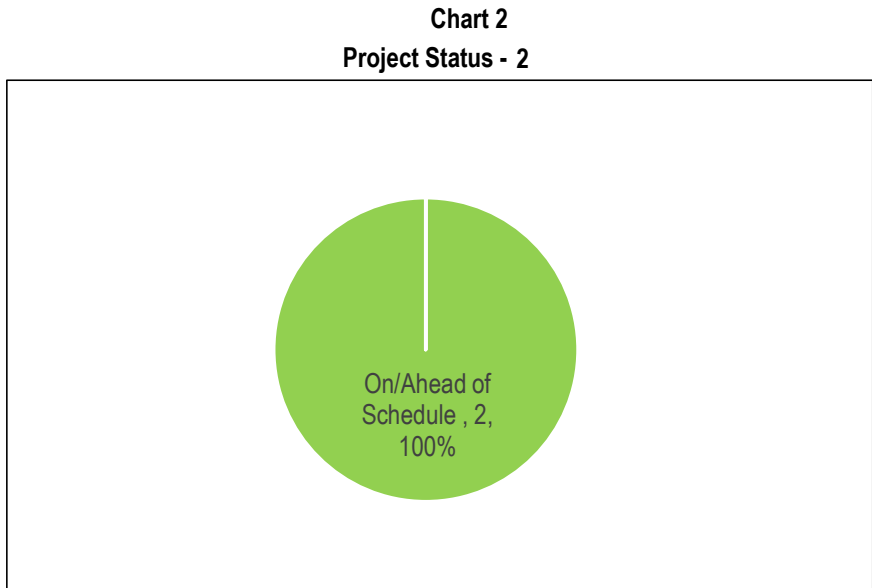


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.34	0.11			

- Key Discussion Points:**
- City Council approved a capital project of \$105,000 for the cost of new signage as a result of Dundas Street renaming process, as part of the 2024 Budget process.
 - City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee on December 13, 2023 (MM13.29) and as adopted by the Board at its February 2024 Board meeting. Brand agency is reaching out to community for input on look and feel of new brand name. Signage and other brand assets will be designed later in the year for installation in first quarter of 2025.

SANKOFA Square (SKS)

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										
SANKOFA SQUARE SIGNAGE	0.105	0.013	12.0%	0.105	100.0%	Ⓔ	Ⓕ	#1	0.105	0.013
Sub-Total	0.105	0.013	12.0%	0.105	100.0%	-	-		0.105	0.013
SANKOFA SOGR IMMEDIATE REQUIREMENTS	0.335	0.198	59.1%	0.335	100.0%	Ⓔ	Ⓔ		0.540	0.403
Sub-Total	0.335	0.198	59.1%	0.335	100.0%	-	-		0.540	0.403
Total	0.440	0.211	47.9%	0.440	100.0%				0.645	0.416

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:

Brand agency is reaching out to community for input on look and feel of new brand name. Signage and other brand assets will be designed later in the year for installation in first quarter of 2025.

**2024 Capital Spending by Program
Rate Supported 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	
Solid Waste Management Services	4M-2024	88.00	11.23	73.81	83.9%	Ⓞ
	Q2-2024	86.67	19.78	70.90	81.8%	Ⓞ
	Q3-2024	86.21	35.39	67.00	77.7%	Ⓞ
Toronto Parking Authority	4M-2024	85.41	3.61	71.33	83.5%	Ⓞ
	Q2-2024	85.41	13.18	68.61	80.3%	Ⓞ
	Q3-2024	85.41	21.21	65.73	77.0%	Ⓞ
Toronto Water	4M-2024	1,274.93	157.73	1,098.56	86.2%	Ⓞ
	Q2-2024	1,274.13	310.22	1,061.17	83.3%	Ⓞ
	Q3-2024	1,274.13	533.84	995.80	78.2%	Ⓞ
TOTAL	4M-2024	1,448.34	172.57	1,243.70	85.9%	Ⓞ
	Q2-2024	1,446.21	343.18	1,200.67	83.0%	Ⓞ
	Q3-2024	1,445.76	590.44	1,128.52	78.1%	Ⓞ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the nine months ended September 30, 2024, the capital expenditures for Rate Supported Programs totalled \$1128.5 million of their collective 2024 Approved Capital Budget of \$1445.8 million. 3 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 Solid Waste Management Services, Toronto Water and Toronto Parking Authority.

Chart 1
2024 Approved Budget by Category (\$86.21)

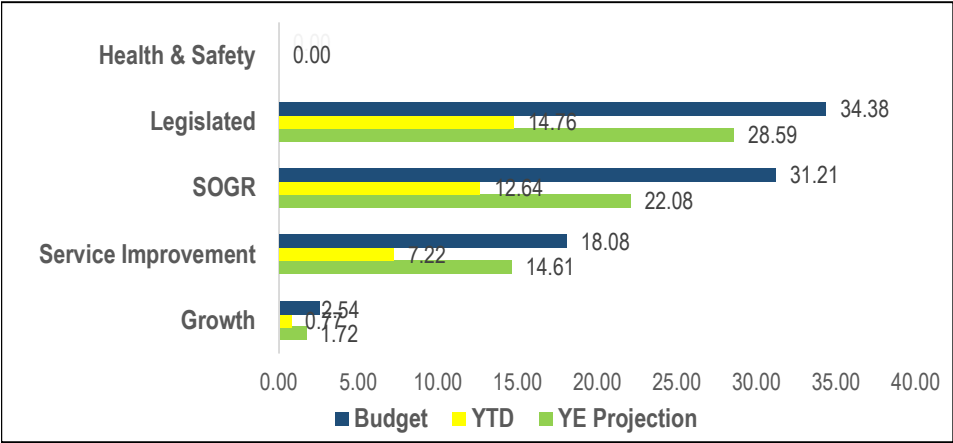


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	7
Service Improvement	11
Growth	2
Total # of Projects	23

Chart 2
Project Status - 23

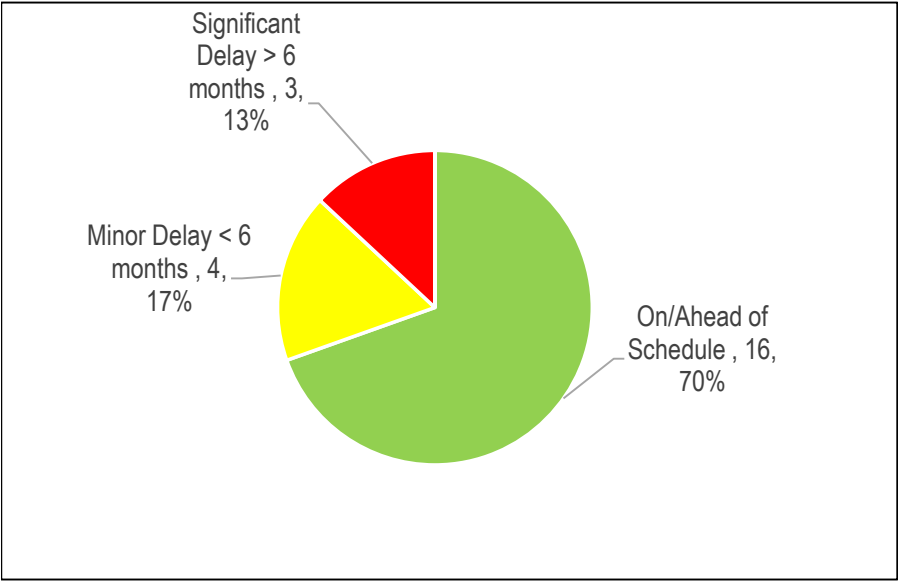


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	1	3
Total # of Projects	3	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
76.30	8.07	1.83		

* Reasons for "Other" Projects Delay:

- Other project delays include the project for the Dufferin Waste Facility Site Improvement & the project for Fleet Technology Enhancements (please see Notes 1 & 3 respectively on "Projects by Category")
- SWM IT APPLICATION INITIATIVES – Delay is less than 6 months. Unattended Scale Processing (USP) testing at Disco transfer to be completed early in Q4, and launch of USP on track for end of year (Phase 2 completion TRANSFER STATION EFFICIENCIES). Business Intelligence Phase 2 requirements to be finalized in Q4 for initiation of development for the customer/service/bin data block. Data Governance Program executing Assessment Phase. New procurement planned for TOwaste 2.0 app, targeting Q1 2025 for new app launch.
- TWO-WAY RADIO REPLACEMENT - Delay is less than 6 months. Purchase of new radios delayed due to installing radios from existing inventory from retired vehicles into new vehicles.

Solid Waste Management (SOL)

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										
Green Lane Landfill	22.606	7.983	35.3%	21.278	94.1%	Ⓖ	Ⓖ		510.120	158.602
Perpetual Care of Landfills	10.530	6.048	57.4%	6.150	58.4%	Ⓐ	Ⓖ		130.104	67.035
Landfill Capacity Development	1.241	0.726	58.5%	1.161	93.6%	Ⓖ	Ⓖ		7.045	1.089
Sub-Total	34.376	14.757	42.9%	28.589	83.2%	-	-		647.269	226.726
State of Good Repair										
Collection Yard Asset Management	3.444	2.341	68.0%	3.346	97.2%	Ⓖ	Ⓖ		48.657	10.001
Transfer Station Asset Management	17.549	7.051	40.2%	13.982	79.7%	Ⓖ	Ⓖ		361.644	94.391
Diversion Facilities Asset Management	0.054	0.005	10.0%	0.049	92.1%	Ⓖ	Ⓡ		3.323	2.756
Organics Processing Facility Asset Management	4.447	2.406	54.1%	3.548	79.8%	Ⓖ	Ⓖ		48.911	7.192
Dufferin Waste Facility Site Improvement	4.212	0.000	0.0%	0.165	3.9%	Ⓡ	Ⓐ	#1	60.817	1.458
Renewable Natural Gas	0.520	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.865	0.000
New Fleet	0.985	0.841	85.3%	0.985	100.0%	Ⓖ	Ⓖ		3.859	1.592
Sub-Total	31.210	12.645	40.5%	22.076	70.7%	-	-		528.076	117.390
Service Improvements										
CNG Refuel Station Installation	0.000	0.000		0.000			Ⓖ		1.071	1.058
Diversion Systems	3.744	1.820	48.6%	3.247	86.7%	Ⓖ	Ⓖ		248.812	57.364
Landfill Gas Utilization	0.019	0.014	74.0%	0.019	100.0%	Ⓖ	Ⓖ		0.000	0.503
Construction of Biogas Utilization at Disco & Dufferin	0.047	0.027	57.8%	0.043	91.7%	Ⓖ	Ⓖ		3.255	3.179
Long Term Waste Management Strategy	7.647	2.774	36.3%	7.600	99.4%	Ⓖ	Ⓖ		50.081	30.092
SWM IT Application Initiatives	3.162	1.864	59.0%	2.446	77.4%	Ⓖ	Ⓐ		37.914	10.980
IT Corporate Initiatives	1.002	0.291	29.0%	0.527	52.6%	Ⓐ	Ⓖ		13.548	8.388
Two-Way Radio Replacement	0.050	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓐ		0.731	0.631
Fleet Technology Enhancements	1.261	0.031	2.4%	0.032	2.5%	Ⓡ	Ⓡ	#3	3.810	0.211
SWMS Strategic Initiatives	0.650	0.127	19.5%	0.200	30.8%	Ⓡ	Ⓐ		1.150	0.127
Engineering Planning Studies	0.502	0.270	53.8%	0.500	99.7%	Ⓖ	Ⓖ		10.726	2.443
Sub-Total	18.084	7.217	39.9%	14.615	80.8%	-	-		371.097	114.977
Growth Related										
Dufferin OP Facility	0.033	0.024	72.0%	0.033	100.0%	Ⓖ	Ⓖ		81.321	80.241
Disco OP Facility	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓖ			
Organics Processing Facility	2.509	0.745	29.7%	1.683	67.1%	Ⓐ	Ⓖ		134.042	1.590
Sub-Total	2.542	0.768	30.2%	1.716	67.5%	-	-		215.363	81.831
Total	86.213	35.388	41.0%	66.995	77.7%				1,761.805	540.923

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

Note # 1:

Dufferin Waste Facility Site Improvement: Delayed less than 6 months 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. AECOM requires additional time finalize the tender package and to address site plan review and building permit comments. Internal coordination delays related to design completion. This has lengthened the engineering timeline and pushed back the start of construction. Due to these delays, construction will only start in 2025 with expected completion in 2030.

Note # 2:

Renewable Natural Gas - Project has yet not started due to procurement issues. Remedial efforts will not be undertaken at Keele Valley Landfill until feasibility study is completed. Feasibility study planned for 2024, project feasibility must be confirmed through this process creating delay from the original plan timing. Delayed greater than 6 months, estimated completion in 2026.

Note # 3:

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. Originally planned for 2022, completion is now planned for 2026. Collision avoidance system pilot was conducted and completed. Sideguards will be installed in 2025 and 2026. Driver facing in-dash cameras will not be purchased until at least 2026 as the RFP will take at least a year to develop.

Chart 1
2024 Approved Budget by Category \$85.41M

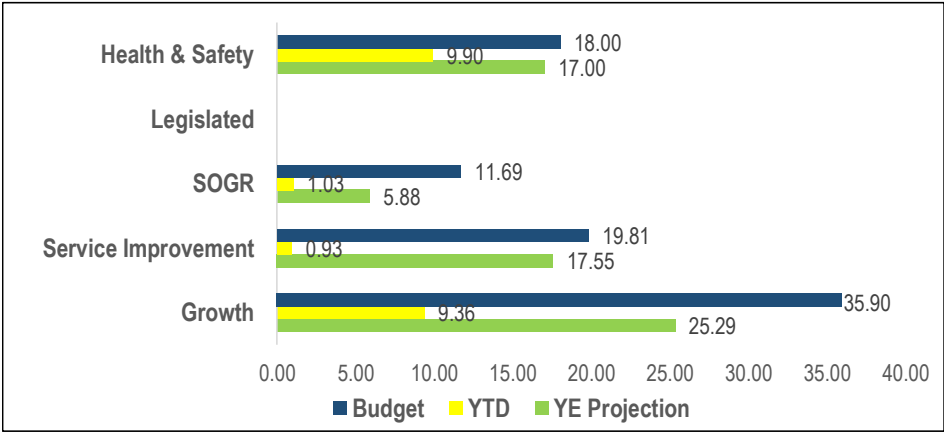


Table 1
2024 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	9
Service Improvement	11
Growth	12
Total # of Projects	34

Chart 2
Project Status - 34

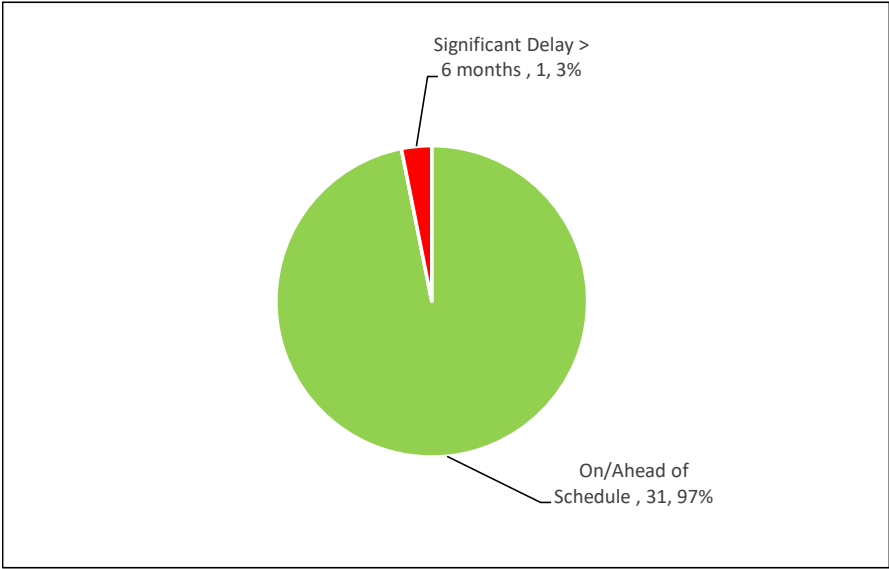


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
84.03		1.30	0.08	

Reasons for "Other*" Projects Delay: Please see Note 2 on the Projects by Category Dashboard .

Toronto Parking Authority (TPA)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
GARAGE REPAIRS CP43 CP68 CP58 HEALTH (CPK473-01)	17.072	9.822	57.5%	16.072	94%				17.072	9.822
HEALTH SAFETY EMERGENCY GENERATORS (CPK466-01)	0.928	0.073	7.8%	0.928	100%				7.552	0.297
Sub-Total	18.000	9.895	55.0%	17.000	94.4%	Ⓒ			24.624	10.119
State of Good Repair										
ACQUISITION - BESSARION COMMUNITY CENTRE (CPK371-01)	0.401	0.000	0.0%	0.400	99.8%				4.644	4.303
BUILDING CONDITION ASSESSMENTS 2023 (CPK463-13)	0.359	0.221	61.5%	0.331	92.1%				0.905	0.767
CONSULTANT RETAINER FOR DESIGN AT FM SIT (CPK463-07)	1.316	0.044	3.4%	0.044	3.4%	Ⓔ			3.552	0.181
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	0.392	0.148	37.7%	0.390	99.5%				2.170	1.688
CP58 GARAGE MODERNIZATION (CPK463-10)	0.505	0.000	0.0%	0.000	0.0%	Ⓔ			2.975	2.470
MOBILE COMMUNICATIONS AND NETWORK EQUIP (CPK452-01)	0.070	0.000	0.0%	0.000	0.0%	Ⓔ			0.270	0.000
REIMAGING THE MONITORING STATION (CPK463-08)	4.115	0.200	4.9%	0.311	7.6%	Ⓔ			19.185	0.270
SOGR BACKLOG (CPK472-01)	4.357	0.363	8.3%	4.357	100.0%				120.173	0.363
SURFACE LOT CONDITION ASSESSMENT 2023 (CPK463-02)	0.180	0.049	27.4%	0.049	27.4%	Ⓔ			0.400	0.269
Sub-Total	11.695	1.026	8.8%	5.884	50.3%	Ⓜ			154.274	10.312
Service Improvements										
BUDGET TOOL GO TO MARKET & INVOICING SY (CPK471-01)	0.595	0.000	0.0%	0.070	11.8%	Ⓔ			0.595	0.000
CCTV CAMERAS (CPK401-01)	1.683	0.121	7.2%	1.201	71.4%				1.806	0.173
CP36 - M1 SHOP - FACILITIES MAINTENANCE (CPK446-01)	0.057	0.032	55.7%	0.056	98.9%				0.116	0.091
GREEN EV THE FLEET (CPK465-02)	0.351	0.000	0.0%	0.160	45.6%	Ⓔ			1.901	0.150
IT NETWORK AND SECURITY (CPK476-01)	0.850	0.256	30.1%	0.692	81.4%				0.850	0.256
MOBILE EQUIPMENT -MOBILE EQUIP SMALL EQU (CPK461-01)	0.327	0.305	93.2%	0.324	98.9%				0.700	0.678
NETWORK SWITCHES (CPK395-03)	0.010	0.000	0.0%	0.000	0.0%	Ⓔ			0.081	0.070
PARKING DEVELOPMENT & RESOURCE PLANNING (CPK474-01)	0.638	0.000	0.0%	0.630	98.7%				0.638	0.000
PARKING MANAGEMENT SYSTEM MODERNIZATION (CPK465-06)	0.209	0.009	4.3%	0.009	4.3%	Ⓔ			7.460	0.160
ST. LAWRENCE MARKET NORTH (CPK422-01)	14.000	0.000	0.0%	14.000	100.0%			1	14.500	0.000
WAYFINDING (CPK465-07)	1.094	0.203	18.5%	0.413	37.7%	Ⓔ			3.075	0.383
Sub-Total	19.815	0.925	4.7%	17.554	88.6%	Ⓒ			31.722	1.961
Growth Related										
BIKE SHARE EQUIPMENT PURCHASE (CPK462-01)	6.279	4.731	75.3%	5.912	94.2%				44.218	20.315
CLIVEDEN DEMO AND SURFACE LOT EXPANSION (CPK464-01)	0.022	0.022	100.0%	0.022	99.5%				0.050	0.050
COMMISSIONING AGENT FOR NEW JVS (CPK469-01)	0.162	0.050	30.8%	0.162	99.5%				0.912	0.050
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	5.551	0.000	0.0%	5.468	98.5%				5.519	0.092
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	0.030	0.004	14.8%	0.006	19.1%	Ⓔ			2.868	2.535
DIGITAL PAYMENTS SOLUTION: MOBILE APP, R (CPK464-02)	4.000	0.071	1.8%	3.113	77.8%				18.300	0.471
EV CHARGING PROGRAM - OFFSTREET (CPK467-02)	9.577	1.006	10.5%	3.877	40.5%	Ⓔ			57.656	14.311
EV CONSULTANTS ON-STREET (CPK468-02)	2.014	0.732	36.3%	2.008	99.7%				3.144	1.862
EV FAST CHARGING STATION PROTOTYPE DESIG (CPK467-06)	1.300	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ	2	1.400	0.100
INNOVATION HUBS X2 (CPK464-06)	0.093	0.000	0.0%	0.091	98.0%	Ⓒ	Ⓒ		0.842	0.049
NEW GARAGE FIT OUTS (CPK475-01)	6.824	2.745	40.2%	4.579	67.1%	Ⓜ			6.824	2.745
ON-STREET PARKING WEBSITE UPDATE (CPK470-01)	0.051	0.002	3.6%	0.051	100.0%				0.051	0.002
Sub-Total	35.902	9.364	26.1%	25.288	70.4%	Ⓜ			141.783	42.582
Total	85.412	21.211	24.8%	65.726	77.0%				352.402	64.974

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:

Acquisition -St. Lawrence Market North (CPK422-01) - Completed Garage expected to be transferred to TPA in December 2024. Substantial completion not achieved by end of 2023. Business requirements not lead by TPA and left in projection. CREM confirmed project completion by Q3 2023. Actuals will not be recognized by TPA until an engineering confirmation of substantial completion.

Note # 2:

EV FAST CHARGING STATION PROTOTYPE DESIGN (CPK467-06) currently has contractor issues as the concept design is yet to be determined. The project is delayed > 6 months.

Toronto Water (TW)

Chart 1
2024 Approved Budget by Category (\$Million) 1274.13M

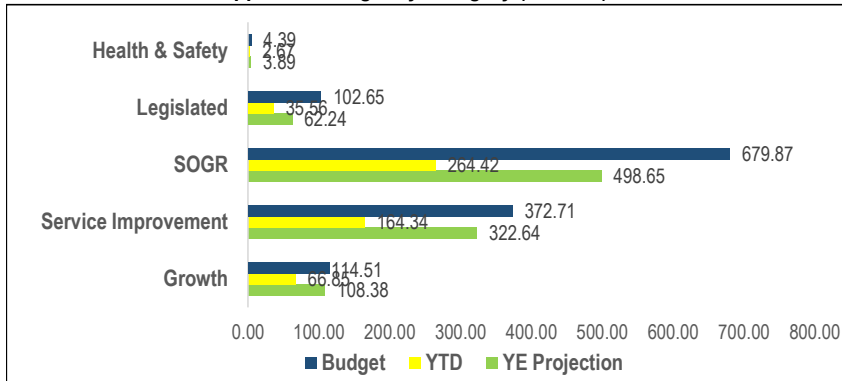


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 59

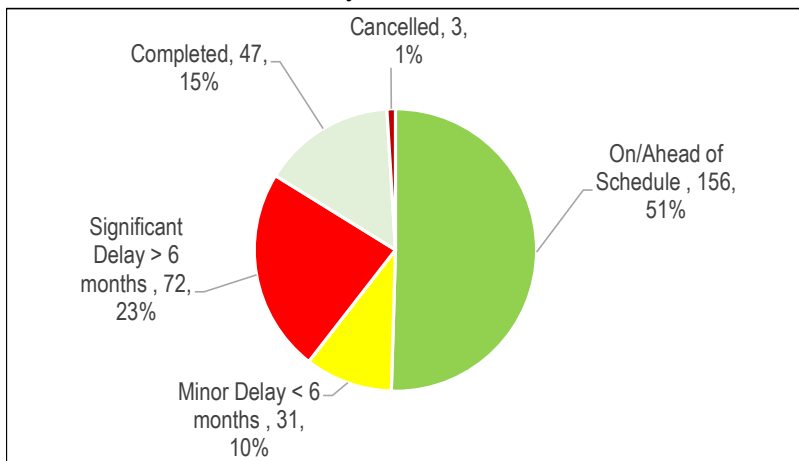


Table 2

Reason for Delay	103	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	3
Procurement Issues	10	4
RFQ/RFP Delayed	10	5
Contractor Issues	4	2
Site Conditions	4	2
Co-ordination with Other Projects	8	
Community Consultation		
Other*	30	15
Total # of Projects	72	31

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
859.14	91.77	307.30	15.19	0.73

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 103 projects due to pending scoping or design phase due to complexities in the infrastructure as well as additional scope requirements, need to revise implementation plan or project sequencing to align with infrastructure condition, collaborate with other divisions and coordinate activities around operational requirements, consider revised program delivery plan, complete required investigations, confirm equipment details, address utility requirements or challenges in equipment delivery, pending agreement with Ministry of Transportation, acquisition of other required permits and easements and stakeholder design reviews, negotiations regarding cost sharing, need to cancel tenders due to high pricing, completion of the Gardiner works, extended award phase, approval of funding applications, third party progress and invoicing, and insufficient staff resources, and/or combination of several factors listed above.

Key Discussion Points:

- As of September 30, for year-end Toronto Water is projecting spending of \$995.797 million or 78.2% of the 2024 Approved Capital Budget of \$1.274 billion. The projected year-end spending rate is lower than the 10-Year Rate Model completion target for 2024 of 85.0% .
- 61.8% or \$786.910 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2024.
- \$874.333 million or 65.7% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.

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Key Discussion Points (cont'd):

- The following provides year to date spending by various program areas: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$190.600 million or 37.7% of the 2024 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$69.943 million or 49.5% of the 2024 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$42.488 million or 65.3% of the 2024 Approved Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$13.891 million or 36.3% of the 2024 Approved Capital Budget); Wet Weather Flow (\$42.114 million or 39.3% of the 2024 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$21.616 million or 35.4% of the 2024 Approved Capital Budget); Trunk Sewer projects (\$40.115 million or 45.8% of the 2024 Approved Budget); Improvements at Water Treatment Plants which include capital investment at Clark, Harris, Horgan, and Island Treatment Plants (\$23.068 million or 53.9% of the 2024 Approved Capital Budget); Basement Flooding Program (\$67.350 million or 38.8% of the 2024 Approved Capital Budget); and Other Capital Projects (\$22.653 million or 44.1% of the 2024 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.

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Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	1.920	1.831	95.3%	1.900	99.0%	G	G	#3	14.571	13.507
FJ Horgan Treatment Plant	0.200	-	0.0%	0.015	7.5%	R	R		0.350	-
Humber Wastewater Treatment	2.271	0.837	36.8%	1.975	87.0%	G	G		8.755	4.248
Sub-Total	4.391	2.668	60.7%	3.890	88.6%	-	-		23.676	17.755
Legislated										
	34.735	13.248	38.1%	22.088	63.6%	Y	G	#1	557.783	490.158
Ashbridges Bay Treatment Plant						G	G	#3	124.647	112.256
Highland Creek Treatment Plant	6.600	3.975	60.2%	5.849	88.6%	G	G		71.569	58.674
Humber Wastewater Treatment	3.892	1.581	40.6%	3.251	83.5%	G	G		119.306	24.106
Island Treatment Plant	2.455	0.204	8.3%	1.328	54.1%	Y	R	#3	123.843	38.130
Pumping Stations & Force mains	8.943	3.123	34.9%	6.918	77.4%	G	G		431.497	344.206
Water Service Replacement	45.972	13.402	29.2%	22.780	49.6%	R	R		1.780	1.556
WT - Storage & Treatment	0.050	0.025	50.9%	0.026	52.0%	Y	G	#1		
Sub-Total	102.647	35.559	34.6%	62.240	60.6%	-	-		1,430.425	1,069.086
State of Good Repair										
	95.036	50.257	52.9%	84.845	89.3%	G	G		2,580.047	509.435
Ashbridges Bay Treatment Plant						G	G	#3	20.205	14.892
RL Clark Treatment Plant	1.207	0.601	49.8%	0.911	75.5%	G	G		43.024	36.308
RC Harris Treatment Plant	2.461	1.056	42.9%	2.006	81.5%	G	G		344.974	181.240
Highland Creek Treatment Plant	25.808	16.642	64.5%	25.546	99.0%	G	G	#3	18.370	8.565
FJ Horgan Treatment Plant	2.932	0.164	5.6%	2.352	80.2%	G	G		485.251	239.986
Humber Wastewater Treatment	23.215	6.155	26.5%	17.082	73.6%	G	G		47.197	24.630
Island Treatment Plant	4.183	3.119	74.6%	4.229	101.1%	R	G	#1	1,068.705	766.877
Linear Engineering	118.054	46.432	39.3%	86.260	73.1%	G	Y	#2	107.126	41.666
	19.534	10.296		18.140						
Pumping Stations & Force mains			52.7%		92.9%	G	G	#3	964.607	641.114
Sewer Rehabilitation	84.341	41.911	49.7%	76.123	90.3%	G	G		111.681	50.350
Sewer Replacement	20.990	3.011	14.3%	10.532	50.2%	Y	R		408.652	229.421
Trunk Sewers	36.059	18.643	51.7%	27.295	75.7%	G	R	#3	45.066	9.021
Trunk Water mains	7.439	0.460	6.2%	0.947	12.7%	R	R	#3	889.970	731.150
Watermain Cleaning & Lining	51.603	10.467	20.3%	39.732	77.0%	G	G	#3	776.543	585.117
Watermain Replacement	112.887	31.046	27.5%	64.504	57.1%	Y	R		50.865	39.205
Water Service Replacement	4.220	1.993	47.2%	4.116	97.5%	G	G		191.627	103.488
WT - Storage & Treatment	27.325	4.661	17.1%	8.116	29.7%	R	Y	#2	84.502	33.255
WTP - Plantwide	16.006	11.938	74.6%	14.183	88.6%	G	G	#3	101.495	35.311
WWF - Implementation Projects	1.668	0.120	7.2%	0.273	16.4%	R	R		183.244	76.902
WWF - Stream Restoration	23.639	5.339	22.6%	10.700	45.3%	R	R		10.466	3.486
Yards & Facilities	1.264	0.109	8.6%	0.754	59.7%	Y	G	#1		
Sub-Total	679.871	264.420	38.9%	498.646	73.3%	-	-		8,533.617	4,361.419
Service Improvements										
	5.000	3.745		5.097					54.185	50.232
Ashbridges Bay Treatment Plant			74.9%		101.9%	R	G	#1	256.806	233.971
Water Meter Program (AMR)	13.721	5.394	39.3%	13.721	100.0%	G	G		145.992	86.238
	23.973	12.577		17.810						
Business & Technology Support			52.5%		74.3%	G	G	#3	2,051.322	876.413
Basement Flooding Program	173.643	67.350	38.8%	145.079	83.6%	G	G		13.020	2.292
RC Harris Treatment Plant	1.372	0.017	1.2%	0.102	7.4%	R	R		690.391	105.161
Highland Creek Treatment Plant	32.639	21.872	67.0%	39.685	121.6%	R	G	#1	6.916	2.562
FJ Horgan Treatment Plant	1.475	0.229	15.5%	0.665	45.1%	R	R	#3	62.435	34.977
Humber Wastewater Treatment	8.864	5.318	60.0%	6.802	76.7%	G	G			

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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			
Island Treatment Plant	1.021	0.765	74.9%	1.221	119.6%	Ⓡ	Ⓢ	#1	8.470	7.601
Linear Engineering	3.837	0.744	19.4%	1.406	36.6%	Ⓡ	Ⓡ	#3	28.316	9.505
Trunk Sewers	2.650	0.269	10.2%	0.902	34.0%	Ⓡ	Ⓢ	#2	35.029	0.767
Trunk Watermains	0.166	0.067	40.6%	0.311	187.3%	Ⓡ	Ⓢ	#1	8.793	7.658
WT - Storage & Treatment	1.614	0.202	12.5%	0.262	16.2%	Ⓡ	Ⓢ	#1	43.690	41.056
WTP - Plantwide	8.959	4.689	52.3%	9.002	100.5%	Ⓡ	Ⓢ	#1	232.832	34.872
WWF - Implementation Projects	65.329	24.931	38.2%	56.507	86.5%	Ⓢ	Ⓢ		840.851	606.718
WWF -TRCA	16.559	11.723	70.8%	16.559	100.0%	Ⓢ	Ⓢ		175.604	169.427
Yards & Facilities	11.892	4.446	37.4%	7.507	63.1%	Ⓢ	Ⓡ	#3	114.520	47.247
Sub-Total	372.714	164.339	44.1%	322.639	86.6%	-	-		4,769.172	2,316.697
Growth Related										
	4.535	0.863		2.580		Ⓢ	Ⓡ	#3	421.651	7.838
Ashbridges Bay Treatment Plant			19.0%		56.9%	Ⓢ	Ⓡ	#3		
Island Treatment Plant	0.513	0.287	55.9%	0.382	74.5%	Ⓢ	Ⓢ		20.822	0.631
Linear Engineering	0.979	0.197	20.1%	0.685	70.0%	Ⓢ	Ⓢ	#1	3.520	1.388
New Service Connections	44.347	30.118	67.9%	44.151	99.6%	Ⓢ	Ⓢ		559.483	484.557
New Sewers	11.183	7.365	65.9%	10.135	90.6%	Ⓢ	Ⓢ		300.732	48.118
	4.514	0.143		4.454					31.219	22.136
Pumping Stations & Force mains			3.2%		98.7%	Ⓢ	Ⓢ			
Trunk Sewers	15.965	7.640	47.9%	15.246	95.5%	Ⓢ	Ⓢ		957.952	19.516
Trunk WM	21.455	14.978	69.8%	21.851	101.8%	Ⓡ	Ⓢ	#1	113.186	95.455
Water Efficiency Plan	0.574	0.127	22.1%	0.488	85.0%	Ⓢ	Ⓢ		13.954	12.422
Watermain Replacement	7.360	3.915	53.2%	4.910	66.7%	Ⓢ	Ⓢ	#1	164.075	104.488
WT - Storage & Treatment	3.083	1.223	39.7%	3.500	113.5%	Ⓡ	Ⓢ	#1	7.237	3.234
Sub-Total	114.508	66.855	58.4%	108.382	94.7%	-	-		2,593.831	799.783
Total	1,274.132	533.840	41.9%	995.797	78.2%				17,350.721	8,564.740

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:

Several projects are proceeding ahead of schedule (Biosolids Management Plan Implementation at Highland Creek Treatment Plant, Plantwide Scrubber and Tonner Connection Improvements Construction project). Appropriate reallocation of funding will be included in the Toronto Water 2024 Capital Budget and 2025-2033 Capital Plan Adjustments Report at year end. A number of other major projects within Program areas is proceeding on schedule with lower or nominally higher than anticipated costs.

Note # 2:

Minor project delays are due to challenges acquiring certain pieces of equipment (Indoor Outdoor Switchgear (Phase 4) project within Water Storage and Treatment Program Area), site conditions and delayed procurement (Pumping Stations Rehabilitation - Phase 2 Construction project), delays in construction works, coordination with planned transit activities and pending acquisition of easements resulting in lower consulting fees (Linear Engineering Program), delayed project design phase pending completion of required investigations (Lower Simcoe Combined Sewer Overflow project within Trunk Sewers Program Area).

Note # 3:

Major project delays are due to one or combination of various technical issues as well as complexity of projects including extended/pending design phase to address utility requirements and changes in requirements for enabling works (Chemical and Residual Management Project at Island Water Treatment Plant), pending development of project scope (Chemical Systems and Service Water Modifications at FJ Horgan Water Treatment Plant, Sanitary Capacity Assessment Modelling project within Linear Engineering Program Area), need to coordinate with City, TTC or Metrolinx projects (2022 Water Service Replacement SOGR projects, 2022-2024 Watermain Replacement projects), delays due to various issues including easement acquisitions, extended design timelines to address site conditions and procurement challenges, extended design phases to address complexities in the infrastructure and pending completion of field investigations (2024 Sewer Replacement Program, Trunk Sewer Rehabilitation), need to reissue tenders (Transmission Watermain Abandonment works within Trunk Watermains Program Area), equipment delivery delays (Electrical Grounding System and Bulk Chemical Unloading project at FJ Horgan Water Treatment Plant), challenges and complexities in acquiring the required equipment (Emergency Standby Power at RC Harris Water Treatment Plant), or delays in equipment delivery (Aeration Tank 12 and 13 for the Ashbridges Bay Treatment Plant), need to address site conditions, obtain required approvals, bundle projects and address operational requirements (Watercourse Construction projects within the Wet Weather Flow Stream Restoration Program Area), pending an agreement with TRCA (Stormwater Pond Assessment and Cleaning within the Wet Weather Flow Implementation Projects Program Area), and need to identify infrastructure needs and develop procurement plan (Accommodation Plan within the Yard and Facilities Program Area).