

Appendix 5
Capital Variance Dashboard by Program and Agency
For the Period ended December 31, 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)
			Actuals	%	
Children's Services	4M-2024	13.65	13.65	100.0%	Ⓔ
	Q2-2024	15.65	14.81	94.7%	Ⓔ
	Q3-2024	15.65	13.06	83.5%	Ⓔ
	YE-2024	16.34	12.69	77.7%	Ⓔ
Court Services	4M-2024	0.16	0.16	100.0%	Ⓔ
	Q2-2024	0.16	0.16	100.0%	Ⓔ
	Q3-2024	0.16	0.16	100.0%	Ⓔ
	YE-2024	0.16	0.16	100.0%	Ⓔ
Economic Development and Culture	4M-2024	42.14	30.96	73.5%	Ⓔ
	Q2-2024	43.14	26.18	60.7%	Ⓐ
	Q3-2024	42.99	24.07	56.0%	Ⓐ
	YE-2024	42.99	20.77	48.3%	Ⓡ
Parks, Forestry & Recreation	4M-2024	319.46	272.58	85.3%	Ⓔ
	Q2-2024	320.59	277.75	86.6%	Ⓔ
	Q3-2024	331.60	272.99	82.3%	Ⓔ
	YE-2024	331.43	270.60	81.6%	Ⓔ
Seniors Services and Long-Term Care	4M-2024	20.16	19.73	97.8%	Ⓔ
	Q2-2024	20.16	11.54	57.2%	Ⓐ
	Q3-2024	20.16	9.12	45.2%	Ⓡ
	YE-2024	20.16	6.25	31.0%	Ⓡ
Toronto Shelter and Support Services	4M-2024	81.47	59.63	73.2%	Ⓔ
	Q2-2024	138.76	105.97	76.4%	Ⓔ
	Q3-2024	142.51	65.78	46.2%	Ⓡ
	YE-2024	142.51	62.04	43.5%	Ⓡ
Fire Services	4M-2024	17.86	10.52	58.9%	Ⓐ
	Q2-2024	17.86	9.61	53.8%	Ⓐ
	Q3-2024	17.81	7.41	41.6%	Ⓡ
	YE-2024	17.81	6.10	34.3%	Ⓡ
Toronto Paramedic Services	4M-2024	16.67	8.67	52.0%	Ⓐ
	Q2-2024	16.65	10.00	60.1%	Ⓐ
	Q3-2024	16.65	10.00	60.1%	Ⓐ
	YE-2024	16.65	8.01	48.1%	Ⓡ
TOTAL	4M-2024	511.57	415.90	81.3%	Ⓔ
	Q2-2024	572.97	456.02	79.6%	Ⓔ
	Q3-2024	587.52	402.60	68.5%	Ⓐ
	YE-2024	588.05	386.63	65.7%	Ⓐ
<div> ⬜ >70% ⬜ between 50% and 70% ⬜ < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Community and Social Services totalled \$386.6 million of their collective 2024 Approved Capital Budget of \$588.0 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 Children's Services, Court Services and Parks, Forestry & Recreation.

Chart 1

2024 Approved Budget by Category (\$Million) \$16.34M

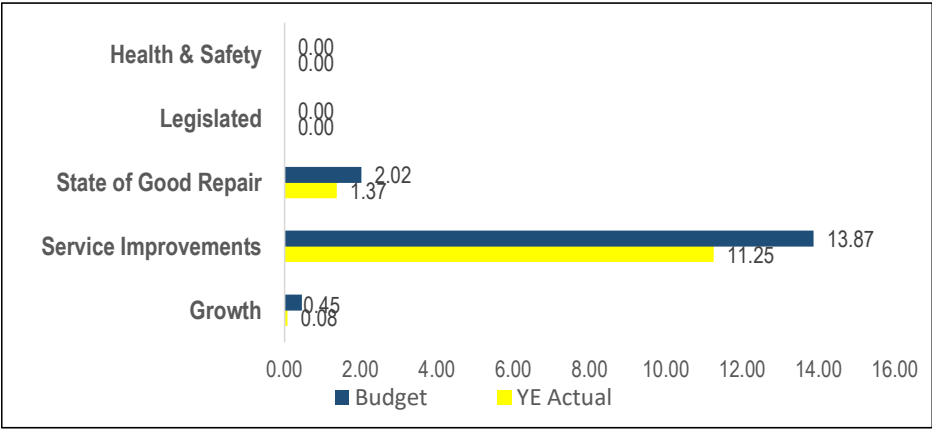


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	13
Growth	4
Total # of Projects	22

Chart 2

Project Status - 22

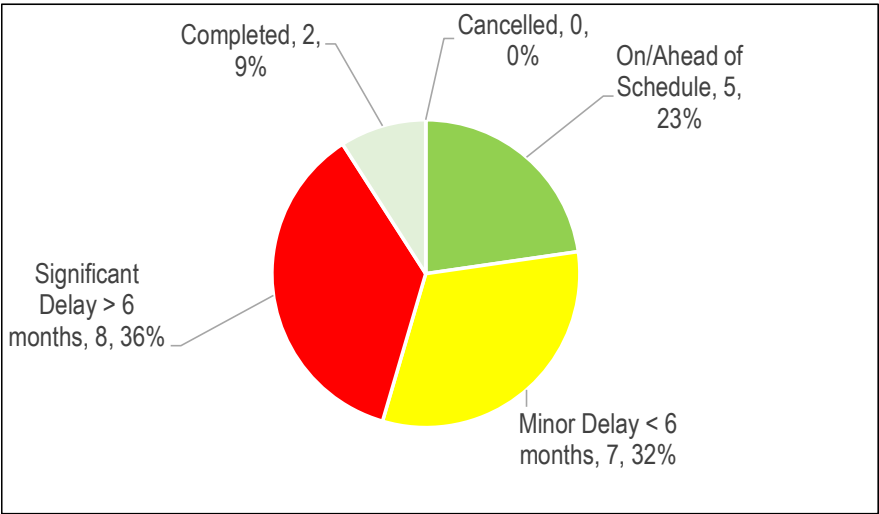


Table 2

Reason for Delay 15

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.199	2.229	2.486	0.426	

Reasons for "Other*" Projects Delay:

- The Lawrence Heights Child Care Centre 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	Year-End Actual				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%	Ⓒ	Ⓒ		1.366	1.364
TELCCS - State of Good Repair 2022	0.659	0.371	56.3%	Ⓐ	Ⓐ	#1	1.540	1.253
TELCCS - State of Good Repair 2023	0.140	0.073	52.1%	Ⓐ	Ⓐ	#1	1.044	0.077
TELCCS - State of Good Repair 2024	0.640	0.500	78.1%	Ⓒ	Ⓓ	#2	1.540	0.500
TELCCS - Playground Retrofit	0.550	0.399	72.5%	Ⓒ	Ⓓ	#3	10.950	4.887
Sub-Total	2.016	1.369	67.9%				16.440	8.081
Service Improvements								
Canoe Landing Block 31 Child Care Centre	0.102	-	0.0%	Ⓓ	Ⓒ	#4	4.733	4.027
Stanley Public School	0.324	-	0.0%	Ⓓ	Ⓒ	#4	3.900	3.576
St. Barnabas Catholic School	0.275	-	0.0%	Ⓓ	Ⓐ	#5	3.500	3.195
St. Roch Catholic School	0.318	0.001	0.3%	Ⓓ	Ⓓ	#5	4.000	3.348
St. Bartholomew Catholic School	0.903	0.123	13.6%	Ⓓ	Ⓐ	#6	4.100	2.803
North East Scarborough Recreation Centre	2.645	2.645	100.0%	Ⓒ	Ⓒ		9.300	6.953
Mount Dennis Child Care Centre	3.397	3.192	94.0%	Ⓒ	Ⓒ		22.330	21.457
David & Mary Thomson Child Care Centre (Centre 7)	0.050	-	0.0%	Ⓓ	Ⓐ	#7	11.500	-
Wallace Emerson Child Care Centre	1.996	1.996	100.0%	Ⓒ	Ⓒ		8.775	4.296
Western North York Child Care Centre	0.242	0.156	64.5%	Ⓐ	Ⓓ	#8	10.100	0.497
Alexandra Park Child Care Centre	0.134	-	0.0%	Ⓓ	Ⓓ	#9	3.078	2.037
Anishnawbe Miziwe Biik Child Care Centre	3.134	3.134	100.0%	Ⓒ	Ⓒ		8.709	7.936
Woodbine Casino Child Care Centre	0.350	-	0.0%	Ⓓ	Ⓓ	#10	11.009	-
Sub-Total	13.870	11.247	81.1%				105.034	60.125
Growth								
3933 Keele Street Child Care Centre	0.050	-	0.0%	Ⓓ	Ⓐ	#11	6.960	-
Willowridge Child Care Centre	0.202	0.071	35.1%	Ⓓ	Ⓓ	#8	1.998	0.119
Lawrence Heights Child Care Centre	0.152	0.009	5.9%	Ⓓ	Ⓐ	#11	13.000	0.009
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	Ⓓ	Ⓓ	#10	2.229	-
Sub-Total	0.454	0.080	17.6%				24.187	0.128
Total	16.340	12.696	77.7%				145.661	68.334

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 projects (2022 and 2023) is delayed due to contractor licensing issues, pace expected to pickup in 2025.

Note # 2:

Work on the TELCCS - State of Good Repair 2024 is delayed due to RFP delays, project is expected to pick up pace in 2025.

Note # 3:

TELCCS - Current Playground Retrofit is delayed due to delays in planning and design stage, construction anticipated to commence in 2026.

Note #4:

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

Note #5:

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

Note #6:

Children's Services (CHS)

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

The St. Bartholomew Catholic School project is delayed due to delay due to contractor compliance issues.

Note #7:

Preliminary planning and designing activities still ongoing with David & Mary Thomson Childcare centre.

Note #8:

The procurement processes for the Western North York Childcare and the Willowridge Childcare are nearing completion, with construction expected to start in 2025.

Note #9:

The Alexandra Park Child Care Centre project is jointly being delivered with Toronto Community Housing (TCH), and is delayed due to scope changes in design.

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 Lawrence Heights Child Care Centre project and the 3933 Keele Street Child Care Centre project are delayed due to delays in design and community consultation stage.

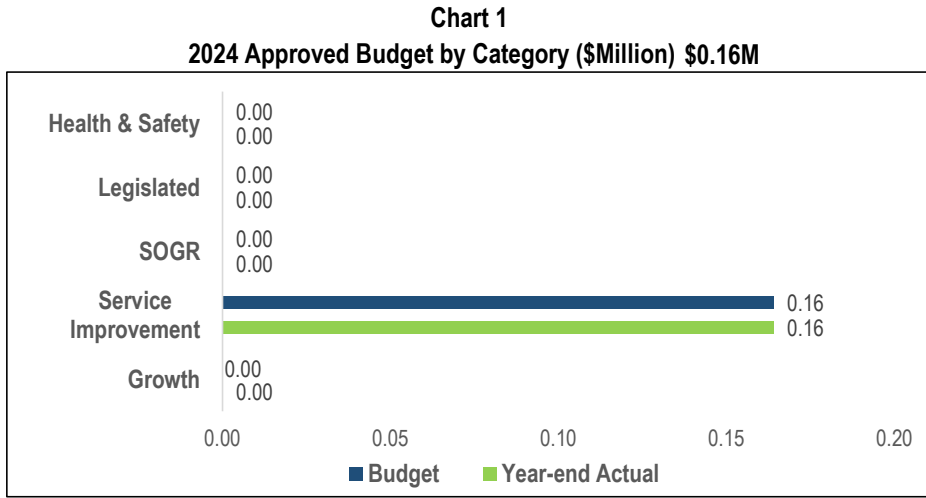


Table 1
2024 Active Projects by Category

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

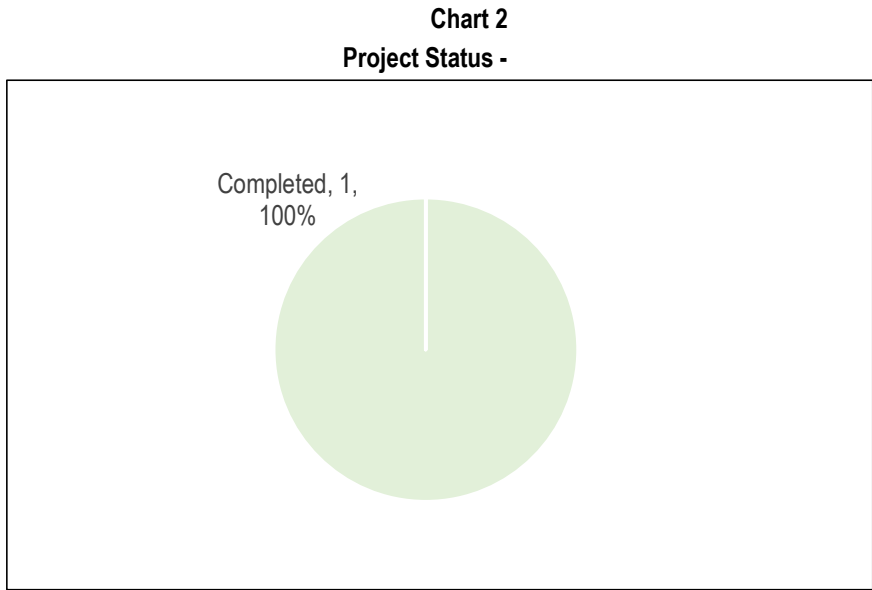


Table 2
Reason for Delay

	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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Adjudicative Information Management System	0.164	0.164	100.0%	Ⓒ	Ⓒ		0.308	0.308
Sub-Total	0.164	0.164	100.0%	-	-		0.308	0.308
Total	0.164	0.164	100.0%				0.308	0.308

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 phase of this project work has been completed in 2024 and the project is now recommended for full closure.

Chart 1

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

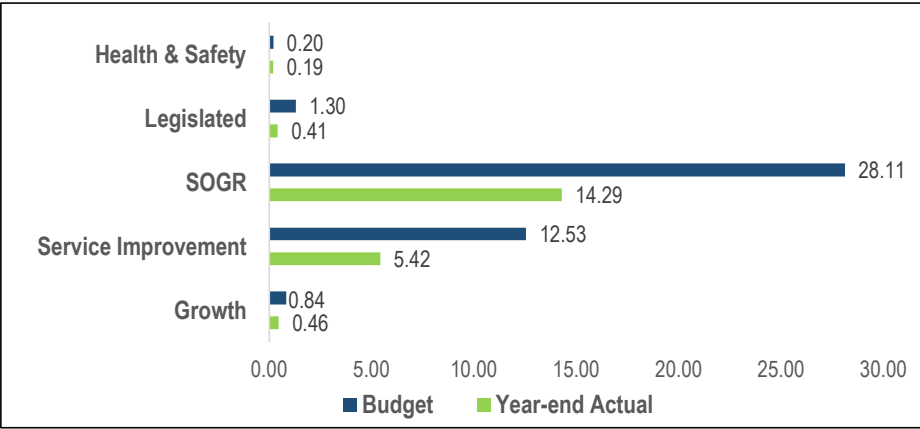


Table 1

2024 Active Projects by Category

Health & Safety	2
Legislated	1
SOG	9
Service Improvement	9
Growth	1
Total # of Projects	22

Chart 2

Project Status - 22

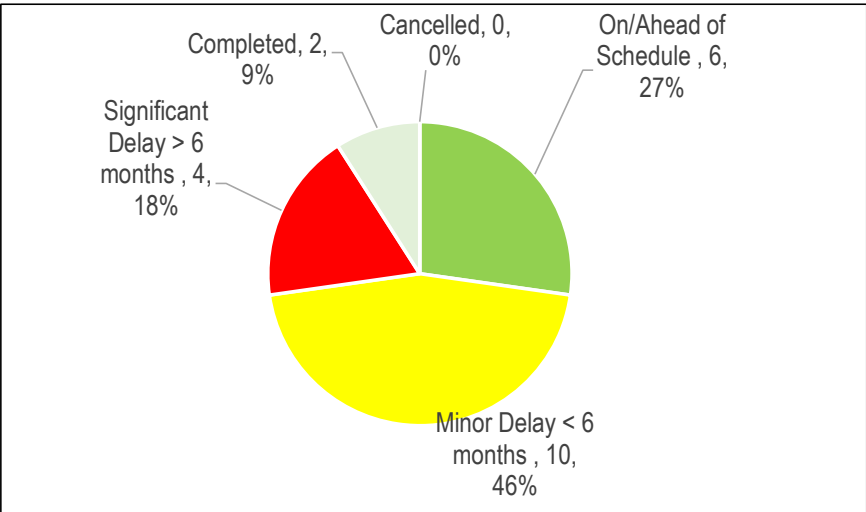


Table 2

Reason for Delay 14

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.56	28.68	2.59	0.16	

Reasons for "Other*" Projects Delay:

- The Theatre Passe Muraille - AODA project had a change of scope due to an emergency roof replacement.
- The Guild Revitalization Log Cabin is experiencing delays due to a re-design requirement after the disapproval of a re-location.
- The Delivery Service Phase 2 project is experiencing delays due to insufficient staff resources.
- The Indigenous Centre for Innovation and Entertainment is experiencing delays due to complications with a curtain wall.
- The 2023 Streetscape Master Plan Program is experiencing delays due to an extension provided to the BIA(s) to August 2025.

Key Discussion Points:

Economic Development and Culture spent \$20.765 million or 48.3% of the 2024 Capital Budget by the end of 2024. The underspending of \$22.221 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. Notably, the installation of complex projects such as Greektown BIA's Alexander the Great Parkette, Queen Street West BIA's Streetscape Improvements, inclusive of the installation of Reflector, at Queen Street West and Soho Street, Duke Heights BIA Pedestrian Improvements at Dufferin and Allen Road and Bloor West Village BIA Parkettes were successfully coordinated and executed. Equal Share projects that have completed the design stage are slated to be tendered in early Spring 2025, with a target completion date of December 31, 2025.

Economic Development and Culture (EDC)

Key Discussion Points (cont'd):

- The *Assembly Hall - Mechanical* project tender was cancelled in 2022 when bids came in over budget. The scope of work was reduced, and the project was re-tendered 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.
- 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. Its 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 no funding being spent in 2024. With the Toronto Hydro agreement in place, the project is expected to be tendered in early Summer 2025 with construction to begin in Fall.
- The *Spadina Restoration* project has experienced delays due to tendering issues and impacts from the Indigenous Consultation Policy for Archaeology impacting the contractor's schedule. The project is expected to be completed in Q3 2025.
- The *Indigenous Centre for Innovation and Entrepreneurship* project has been delayed due to longer-than-expected lead times for equipment, especially the manufacturing and delivery of doors. A previously reported issue with the window supplier has been resolved. No further delays are anticipated. Construction is underway and the project is anticipated to be complete by Q2 2025.
- 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.

Economic Development and Culture (EDC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Assembly Hall AODA	0.200	0.189	94.3%	ⓐ	Ⓨ	#1	0.241	0.230
Casa Loma Exterior Restoration	0.003	0.001	15.8%	Ⓡ	Ⓨ	#1	6.054	6.051
Sub-Total	0.204	0.189	93.0%	-	-		6.295	6.281
Legislated								
Major Maintenance	1.301	0.412	31.7%	Ⓡ	Ⓡ	#2	4.331	1.750
Sub-Total	1.301	0.412	31.7%	-	-		4.331	1.750
State of Good Repair								
BIA Equal Share Funding	7.202	5.058	70.2%	ⓐ	ⓐ	#3	15.858	7.739
BIA Financed Funding FF	1.350	0.000	0.0%	Ⓡ	ⓐ		2.350	0.000
BIA Planning Act Revenue	1.299	0.229	17.6%	Ⓡ	Ⓨ		5.163	3.884
Collections Care	0.707	0.041	5.8%	Ⓡ	ⓐ	#4	1.116	0.150
Cultural Infrastructure	0.482	0.037	7.7%	Ⓡ	Ⓡ		0.756	0.311
Development				Ⓡ	Ⓡ			
Eglinton Crosstown BIA	0.700	0.000	0.0%	Ⓡ	ⓐ	#1	1.560	0.000
Streetscape Improvements				Ⓡ	ⓐ			
Major Maintenance	4.478	2.278	50.9%	Ⓨ	Ⓨ		6.440	4.532
Restoration and Preservation of	11.876	6.644	55.9%	Ⓨ	Ⓨ	#3	20.029	12.347
Heritage Elements				Ⓨ	Ⓨ			
Streetscape Master Plan	0.012	0.000	0.0%	Ⓡ	ⓐ	#10	0.060	0.048
Program				Ⓡ	ⓐ			
Sub-Total	28.106	14.287	50.8%	-	-		53.332	29.011
Service Improvements								
BIA Financed Funding FF	0.150	0.046	30.6%	Ⓡ	ⓐ	#5	1.100	0.996
Collections Care	0.534	0.070	13.1%	Ⓡ	Ⓨ		0.550	0.086
Commercial Façade	1.268	1.047	82.6%	ⓐ	ⓐ		3.043	2.142
Improvement Program				ⓐ	ⓐ	#6		
Cultural Infrastructure	0.007	0.000	0.0%	Ⓡ	Ⓡ		0.264	0.257
Development				Ⓡ	Ⓡ			
Economic Competitiveness Data	0.800	0.522	65.3%	Ⓨ	Ⓡ	#7	1.700	0.924
Mgmt System				Ⓨ	Ⓡ	#8		
Indigenous Centre For	7.312	3.107	42.5%	Ⓡ	Ⓨ		9.853	6.227
Innovation And Ent				Ⓡ	Ⓨ			
Mural Program	0.330	0.176	53.3%	Ⓨ	ⓐ	#9	0.465	0.322
Service Enhancement	1.832	0.443	24.2%	Ⓡ	Ⓨ		5.003	2.121
Streetscape Master Plan	0.301	0.010	3.3%	Ⓡ	Ⓨ		0.596	0.055
Program				Ⓡ	Ⓨ			
Sub-Total	12.534	5.421	43.3%	-	-		22.574	13.130
Growth Related								

Economic Development and Culture (EDC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Cultural Infrastructure Development	0.842	0.456	54.1%	Ⓢ	Ⓢ	#9	1.149	0.644
Sub-Total	0.842	0.456	54.1%	-	-		1.149	0.644
Total	42.987	20.765	48.3%				87.681	50.816

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 *Assembly Hall AODA* and the *Casa Loma Exterior Restoration* project is experiencing delays due to contractor issues.

Note # 2:

The *Theatre Passe Muraille - AODA* project had a change of scope due to an emergency roof replacement.

Note # 3:

The *BIA Planning Act Revenue Queen Street West* and the *Spadina Restorations* projects are experiencing delays due to site conditions.

Note # 4:

The *Guild Revitalization Log Cabin* is experiencing delays due to a re-design requirement after the disapproval of a re-location.

Note # 5:

The *Culture Assets Storage Workshop* projects is experiencing delays due to procurement issues.

Note # 6:

The *Public Art Development Dundas-Islington* project is experiencing delays due to co-ordination with other projects.

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* is experiencing delays due to complications with a curtain wall that has caused further delays.

Note # 9:

The *John St Roundhouse Turntable* and *Museum of Toronto Planning Study* projects are experiencing delays due to co-ordination with other projects.

Note # 10:

The *2023 Streetscape Master Plan Program* is experiencing delays due to an extension provided to the BIA(s) to August 2025.

Chart 1

2024 Approved Budget by Category (\$Million) \$331.43M

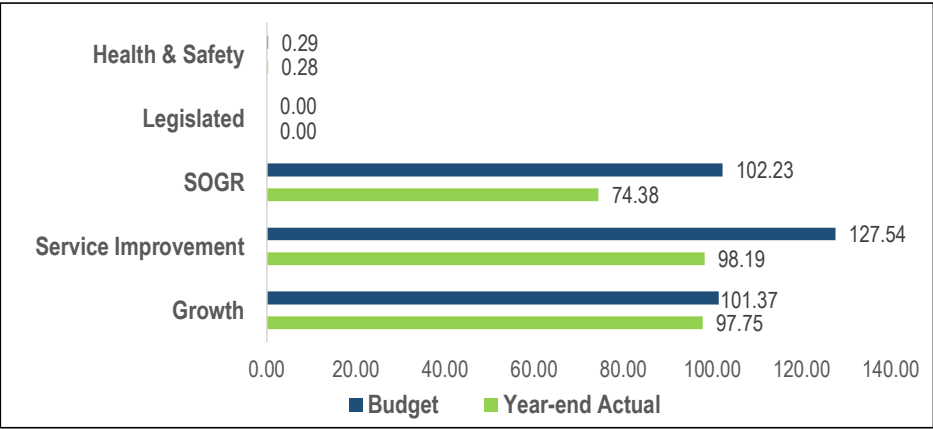


Table 1

2024 Active Projects by Category

Health & Safety	2
Legislated	1
SOGR	59
Service Improvement	175
Growth	63
Total # of Projects	300

Chart 2

Project Status - 300

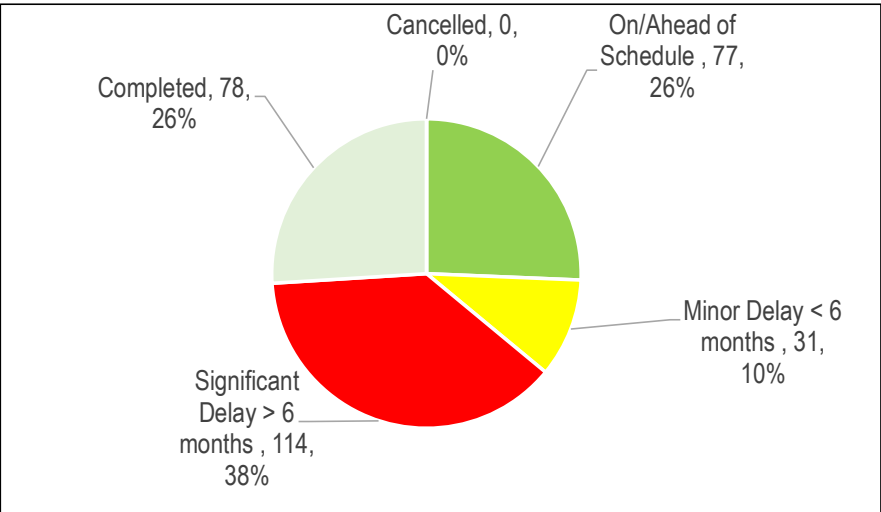


Table 2

Reason for Delay	145	
	Significant Delay	Minor Delay
Insufficient Staff Resources	3	2
Procurement Issues	10	4
RFQ/RFP Delayed	4	
Contractor Issues	7	6
Site Conditions	6	4
Co-ordination with Other Projects	46	9
Community Consultation	3	2
Other*	35	4
Total # of Projects	114	31

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
94.29	49.32	158.22	29.61	

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 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 \$270.601 million or 81.7% of its 2024 Approved Capital Budget of \$331.433 million. This includes a 72.8% spend rate or \$74.382 million for State of Good Repair projects (SOGR), including \$48.943 million or 95.7% on the Capital Asset Management Program for SOGR.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- The year-end underspending of \$60.832 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 (*Moss Park*) and other Divisions such as Toronto Water (*Wilket Creek*) and Transportation Services (*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 Fleet Replacement*, *Six Points Park*, *Dunkip Park*).
- Larger Service Improvement and Growth Related projects with significant cash flow in 2024 have increased PF&R's spend rate (i.e. *North East Scarborough CC*, *Ferry Fleet Replacement*, *Wallace Emerson Galleria*, *FIFA Training Site Improvements*, *L'Amoreaux Kidstown*, *Davisville Community Pool*, *Yonge Street Linear Parks*, *Corktown Parks* etc).
- As of December 31, 2024, PF&R reported 77 projects currently on-track (\$94.286 million) and 78 completed projects below budget (\$28.453 million out of total budget of \$29.606 million) including *Yonge Street linear Parks Improvements*, *Ethennonnhawahstihnen CC - Construction*, *City Wide Environmental Initiatives*, *Alexandra Park Improvements*, and *Osler Park Improvements*.
- 145 projects (\$207.541 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
PARK DEVELOPMENT	0.160	0.160	100.0%	G	G		0.165	0.165
TRAILS & PATHWAYS	0.133	0.116	87.7%	G	G		0.485	0.259
Sub-Total	0.293	0.276	94.4%	-	-		0.650	0.424
State of Good Repair								
ARENA	40.836	30.475	74.6%	G	G		239.129	170.033
COMMUNITY CENTRES	6.708	2.581	38.5%	R	R	#1	116.687	101.126
ENVIRONMENTAL INITIATIVES	3.932	3.932	100.0%	G	Y	#2	39.963	33.309
OUTDOOR RECREATION CENTRE	2.911	2.487	85.4%	G	R	#3	30.086	24.841
PARK DEVELOPMENT	5.342	4.524	84.7%	G	G		48.428	45.748
PARKING LOTS & TENNIS COURTS	0.697	0.016	2.3%	R	G	#4	36.848	34.133
PLAYGROUNDS/WATERPLAY	1.865	1.865	100.0%	G	G		19.860	16.943
POOL	12.400	6.874	55.4%	Y	Y	#5	70.081	52.076
SPECIAL FACILITIES	15.050	12.387	82.3%	G	G		148.157	107.427
FACILITY COMPONENTS	11.327	8.078	71.3%	G	R	#6	68.044	62.109
TRAILS & PATHWAYS	1.165	1.164	99.9%	G	G		48.815	42.948
Sub-Total	102.232	74.382	72.8%	-	-		866.097	690.693
Service Improvements								
ARENA	0.525	0.436	83.0%	G	G		28.880	22.394
COMMUNITY CENTRES	1.526	1.526	100.0%	G	R	#1	99.730	31.111
ENVIRONMENTAL INITIATIVES	2.131	0.863	40.5%	R	R	#2	18.366	14.173
INFORMATION TECHNOLOGY	17.236	14.861	86.2%	G	R	#7	85.087	57.651
OUTDOOR RECREATION CENTRE	3.002	2.359	78.6%	G	R	#3	55.779	31.302
PARK DEVELOPMENT	29.687	22.260	75.0%	G	R	#8	354.734	226.840
PLAYGROUNDS/WATERPLAY	14.378	13.484	93.8%	G	R	#9	108.224	85.593
POOL	9.369	9.362	99.9%	G	G		94.007	29.670
SPECIAL FACILITIES	39.072	25.046	64.1%	Y	R	#10	177.679	45.328
FACILITY COMPONENTS	5.021	2.521	50.2%	Y	R	#6	62.165	21.489
TRAILS & PATHWAYS	0.188	0.074	39.5%	R	R	#11	30.382	15.412
FIFA	5.402	5.402	100.0%	G	G		22.581	6.599
Sub-Total	127.537	98.194	77.0%	-	-		1,137.615	587.562
Growth Related								
ARENA	0.426	0.426	100.0%	G	R	#12	8.600	0.479
COMMUNITY CENTRES	69.966	69.850	99.8%	G	R	#1	805.743	381.298
LAND ACQUISITION	15.565	15.216	97.8%	G	R	#13	372.836	128.626
OUTDOOR RECREATION CENTRE	0.444	0.084	18.9%	R	Y	#3	15.254	4.139
PARK DEVELOPMENT	14.055	11.672	83.0%	G	Y	#8	163.127	36.682

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
PLAYGROUNDS/WATERPLAY	0.689	0.275	39.9%	Ⓡ	Ⓨ	#9	8.219	0.816
POOL	0.226	0.226	100.0%	Ⓞ	Ⓞ		3.938	2.733
Sub-Total	101.371	97.748	96.4%	-	-		1,377.718	554.774
Total	331.433	270.601	81.6%				3,382.080	1,833.453

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 (CC): Division spent 94.6% of the budget, had underspending in the following projects: \$2.494 million for projects under *Critical SOGR To Maintain Service for CC* , \$1.633 million for *CAMP SOGR for CC* , \$0.060 million for *40 Wabash Parkdale New CC* , \$0.030 million for *Ethennonhawahstihnen CC Indoor Play Spa* , and \$0.026 million for *FMP Downtown-Ramsden CRC* .

Note # 2:

ENVIRONMENTAL INITIATIVES: under-spent by \$1.269 million, including \$0.972 million for the *Wilket Creek Phase 3* project, which is being done in coordination with Toronto Water and \$0.295 million for *Community Access to Ravines* due to permit delays.

Note # 3:

OUTDOOR RECREATION CENTRE (ORC): under-spent by \$1.428 million, including \$0.875 million for co-ordination with other projects (\$0.249 million for the *Sports Field Program* , \$0.399 million for *Park Lawn Track* , \$0.153 million for the *Eglinton Flats Park New Fitness Equipment* , \$0.075 million for the *FMP Mini Soccer Field*), \$0.322 million for *Washrooms Enhancement Program* due to bids exceeding the available budget and necessary retendering, and \$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.

Note # 4:

PARKING LOTS & TENNIS COURTS: under-spent by \$0.681 million for projects related to *Critical SOGR to Maintain Services* due to no critical needs arising throughout the year.

Note # 5:

POOL: under-spent by \$5.453 M, including \$5.526 million for projects under *Critical SOGR to Maintain Service for Pools* due to co-ordination with other projects

Note # 6:

FACILITY COMPONENTS: under-spent by \$5.749 million for the co-ordination of various projects, including \$2.500 million for *Various Parks and Buildings Accessibility* , \$2.246 million for *Facility Rehab* projects which are being done in co-ordination with CREM, \$0.666 million for projects under *Critical Imminent Service Disruption* with work potentially continuing into 2025, and \$0.336 million for *Capital Asset Management Planning* .

Note # 7:

INFORMATION TECHNOLOGY (IT): under-spent by \$2.375 million, including \$1.552 million due to delays in hiring staff resources on various projects (*Digital Experience*, *Network Connectivity Improvements*, *Youth Outreach Case Management*), \$0.386 million for *Enterprise Work Management System* , and \$0.200 million due for *Digital Signage* which is being coordinated through Technology Services Division, and \$0.185 million for *Digital Strategy and Transformation* due to coordination with other projects.

Note # 8:

Parks, Forestry & Recreation (PKS)

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

PARK DEVELOPMENT: under-spent by \$10.628 million, including \$7.400 million for co-ordination with other projects [\$0.919 million for *Huron Washington Park Improvements with the University of Toronto* , \$0.665 million for *Runnymede Park Improvements* , \$0.645 million for *Green Line - Lower Davenport Parcels* , \$0.490 million for *Bathurst Quay - Canada Malting Waterfront*], and \$1.061 million due to extended community consultation (\$0.506 million for *66 Spadina/51 Sussex Avenue Above Base Park Development* , \$0.480 million for *Victoria Memorial Square Improvements*).

Note # 9:

PLAYGROUNDS / WATERPLAY: under-spent by \$1.308 million, including \$1.060 million for the co-ordination with other projects (\$0.442 million for the *Play Enhancement Program* , \$0.394 million for *FMP-Pelmo Park Splash Pad* , \$0.200 million for the *Wigmore Park Splash Pad and Playground*), and \$0.251 million for projects completed under budget (*Earl Bales Accessible Playground*), and/or cancelled to be redirected to another project (*Ward 3 – Spring Garden Park*).

Note # 10:

SPECIAL FACILITIES: under-spent by \$16.689, including \$10.850 million for *Ferry Fleet Replacement* due to delays in finalizing contract award, \$3.114 million for the *High Park Forestry School Building* which is finalizing the design phase before proceeding to procurement, \$1.324 million for the *2018 Wind Storm Damages* and \$0.399 million for *CAMP(SGR) Harbourfront, Marine, Ftn & Seawal* due to coordination with other projects, and \$0.941 million for *Critical SOGR To Maintain Service for Waterfront* .

Note # 11:

TRAILS & PATHWAYS: under-spent by \$0.131 million, including \$0.090 million for the *Moccasin Trail Park Lighting* , \$0.016 million for *East Don Trail Phase 1* due to coordination with TRCA, Metrolinx and CN, and \$0.016 million for *Cornell Park Lighting* that was completed under budget.

Note # 12:

ARENA: under-spent by \$10.450 million, including \$10.360 million for projects under *Critical SOGR to Maintain Service for Arenas and AIRs* due to co-ordination with other projects, with work potentially continuing into 2025.

Note # 13:

LAND ACQUISITION: under-spent by \$0.349 million, including \$0.203 million for *76 Coral Gable Drive* due to site conditions, and \$0.146 million for *37 Norton Avenue* as a result of the protracted process for settlement of funds.

Chart 1
2024 Approved Budget by Category \$20.16M

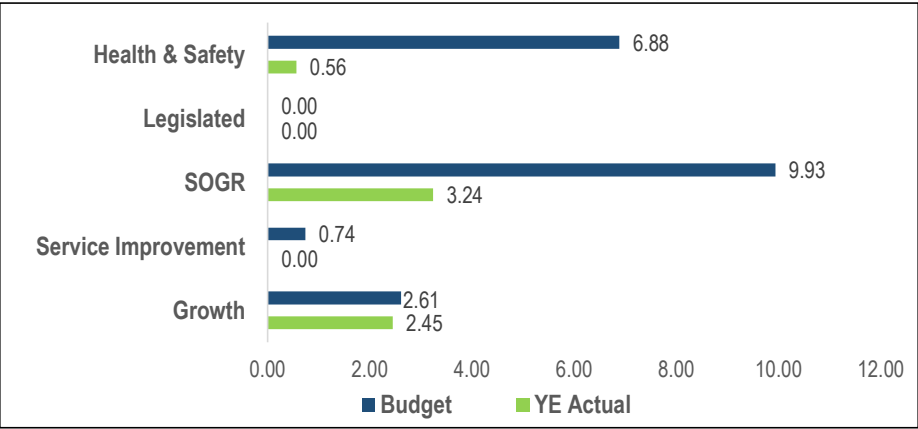


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 12

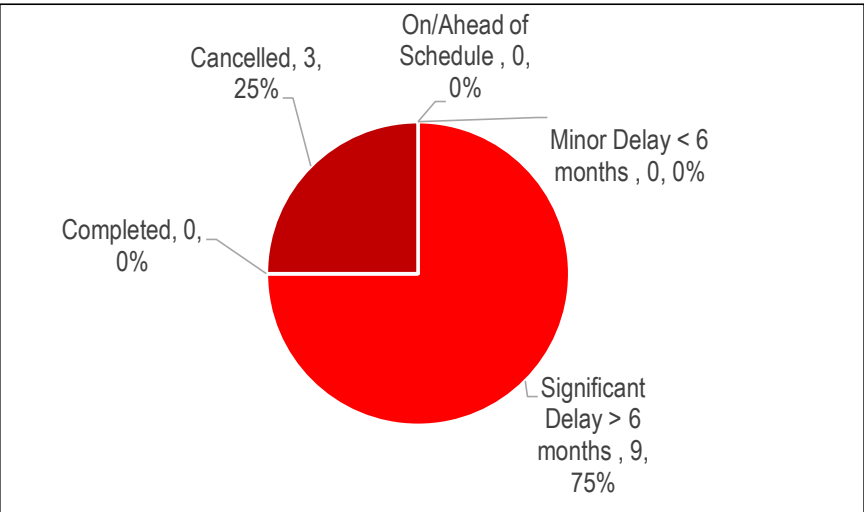


Table 2
Reason for Delay 12

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		18.45		1.71

Reasons for "Other*" Projects Delay:

- 1. Four SOGR projects are significantly delayed due to a combination of reasons, including procurement issues and design modifications, as well as weather conditions, home outbreaks and site-specific challenges which are unique to long-term care homes.
- 2. 4610 Finch Ave East Redevelopment is required to redesign as a result of the compliance change in carbon emission target.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2024 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Building Health & Safety - 2021	0.780	0.514	66.0%	Ⓚ	Ⓚ	#1	2.116	1.850
Building Health & Safety - 2022	1.274	0.013	1.0%	Ⓚ	Ⓚ	#2	2.115	0.855
Building Health & Safety - Ongoing	4.827	0.032	0.7%	Ⓚ	Ⓚ	#3	14.845	0.050
Sub-Total	6.881	0.560	8.1%	-	-		19.076	2.755
State of Good Repair								
Building SOGR - 2020	1.893	1.193	63.0%	Ⓚ	Ⓚ	#4	7.065	6.365
Building SOGR - 2021	3.385	1.109	32.8%	Ⓚ	Ⓚ	#4	6.607	4.331
Building SOGR - 2022	1.417	0.010	0.7%	Ⓚ	Ⓚ	#4	12.024	4.690
Building SOGR - Ongoing	1.275	0.873	68.5%	Ⓚ	Ⓚ	#5	10.753	1.029
SPIF Community Parkland - Cummer Lodge	0.977	0.004	0.4%	Ⓚ	Ⓚ	#6	1.810	0.004
SPIF Community Parkland - Kipling Acres	0.989	0.048	4.8%	Ⓚ	Ⓚ	#6	1.821	0.048
Sub-Total	9.935	3.237	32.6%	-	-		40.080	16.466
Service Improvements								
eWorkorder System	0.485	0.005	1.0%	Ⓚ	Ⓚ	#7	0.650	0.170
Time & Attendance System Review	0.250	0.000	0.0%	Ⓚ	Ⓚ	#8	0.250	0.000
Sub-Total	0.735	0.005	0.7%	-	-		0.900	0.170
Growth Related								
4610 Finch Ave East Redevelopment	2.611	2.446	93.7%	Ⓚ	Ⓚ	#9	175.970	4.363
Sub-Total	2.611	2.446	93.7%	-	-		175.970	4.363
Total	20.162	6.247	31.0%				236.026	23.754

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 experienced delay in basement renovation at True Davidson Acres mainly due to limited access to the floor at an occupied long-term care home. Project to be completed in Dec 2025.

Note # 2:

Year-end underspend primarily reflects contractors' delays in boiler installation at True Davidson Acres and humidifiers installation at Cummer Lodge. Project to be completed in Jun 2025.

Note # 3:

Year-end underspend reflects the lack of resources on the consultant's side as well as minor delay in procurement. Currently Building Automation System for Cummer Lodge is in the tender stage and Electrical Panel Upgrades for Bendale Acres are in construction phase.

Note # 4:

Seniors Services and Long-Term Care (HOM)

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

Projects had delay in procurement as well as in some renovations and upgrades due to various reasons, including design modifications, weather conditions, home outbreaks and site-specific challenges.

Note # 5:

Year-end underspend reflects delay in public address system project at all homes due to extensive investigation and design process. The LakeShore Lodge South Nursing Station project is deferred due to ongoing uncertainty during and after Covid-19 regarding future use of resident home area.

Note # 6:

The project at Cummer Lodge has been cancelled due to limited land availability to meet the intended scope. A revised project scope for Kipling Acres has been submitted and is currently being reviewed by the Ministry. Kipling Acres has completed schematic design and is in the progress of detail design. Construction is expected to start in 2026.

Note # 7:

Project was cancelled at Q3 as it didn't meet existing requirements and will be revisited at a later date, based on the re-examination of its original 2023 scope.

Note # 8:

Project was cancelled at Seniors Services and Long-Term Care at Q3 as it will be delivered and funded by Technology Services and Pension, Payroll & Employee Benefits.

Note # 9:

Project is currently in the rezoning application phase, followed by site plan control and building permitting. Completion will be delayed due to redesign requirement as a result of the compliance change in carbon emission target.

Chart 1

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

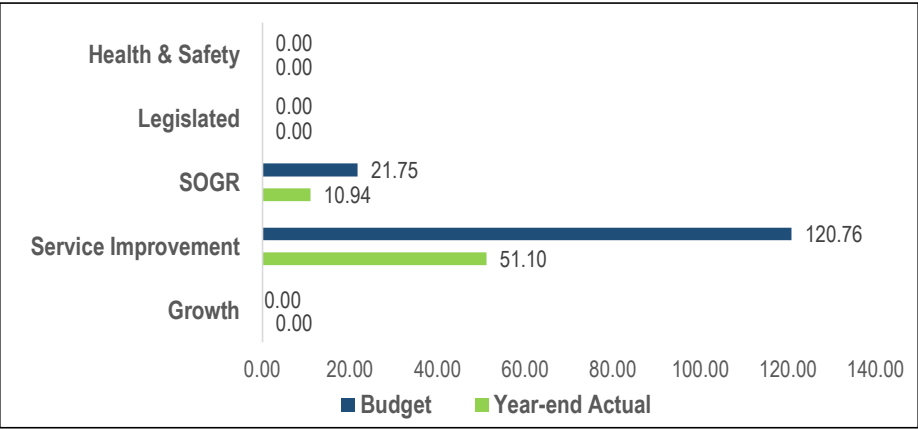


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 11

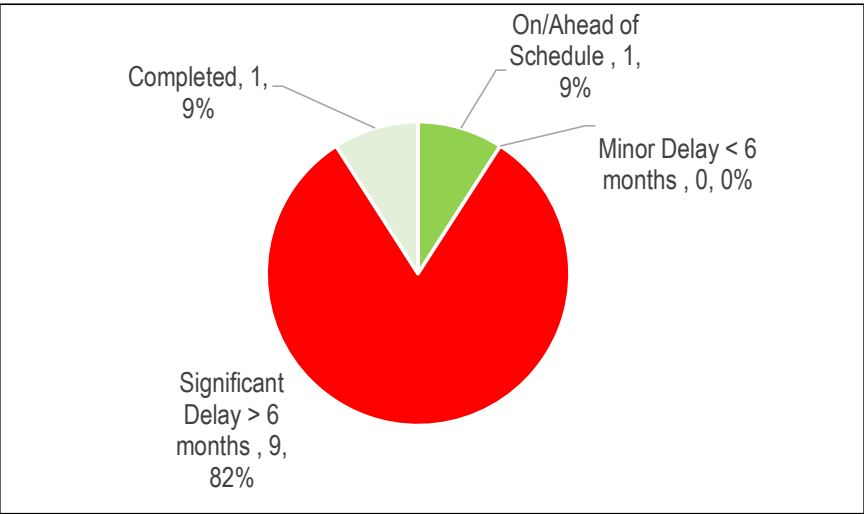


Table 2

Reason for Delay	9	
	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*	5	
Total # of Projects	9	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
57.29		85.07	0.14	

Reasons for "Other*" Projects Delay:

- COVID - 19 Resilience Response: Delays with the contractor due to performance issues in one of the sites. Delays with the design and additional work required for 3 sites.
- 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 2025.
- Spadina Project: Designs are being revisited due to cost escalations between initial cost estimates and first revised 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
TSSS - SOGR	21.745	10.943	50.3%	Ⓚ	Ⓚ	#11	21.745	10.943
Sub-Total	21.745	10.943	50.3%	-	-		21.745	10.943
Service Improvements								
George Street Revitalization (GSR)	26.073	17.323	66.4%	Ⓚ	Ⓚ	#1	684.942	110.144
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	13.664	4.416	32.3%	Ⓚ	Ⓚ	#2	120.139	89.627
COVID - 19 Resilience Response	3.428	0.833	24.3%	Ⓚ	Ⓚ	#3	15.261	9.649
AODA	5.789	2.101	36.3%	Ⓚ	Ⓚ	#4	13.518	3.924
Office Modernization Project	1.668	0.919	55.1%	Ⓚ	Ⓚ	#5	3.931	2.402
Central Intake Call Centre	0.142	0.061	43.0%	Ⓚ	Ⓚ	#6	1.865	1.784
SMIS Study	0.100	0.000	0.0%	Ⓚ	Ⓚ	#7	0.100	0.000
Spadina Project	3.514	0.057	1.6%	Ⓚ	Ⓚ	#8	6.778	0.057
Winter Plan	9.091	3.290	36.2%	Ⓚ	Ⓚ	#9	14.720	3.290
Homelessness Services Capital Infrastructure Strategy (HSCIS)	57.293	22.100	38.6%	Ⓚ	Ⓚ	#10	89.511	22.100
Sub-Total	120.762	51.100	42.3%	-	-		950.765	242.977
Total	142.507	62.043	43.5%				972.510	253.920

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 - 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 has supported construction at 76 Church St. and 2299 Dundas. 76 Church has been completed in 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 exceeded the approved budget. On February 6, 2024 (EX11.9) Council approved ending the Memorandum of Understanding between the City of Toronto and Ontario Infrastructure and Lands Corporation to deliver the GSR. A recalibrated project scope and cost estimate is scheduled as a report back to Executive Committee and Council in April 2025. The 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 Q2-2025. 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 completion is expected to be delayed to 2026.

Note # 4 - AODA:

City owned Shelter sites are experiencing delays attributed to understaffing and vendor issues. Overall project is expecting completion by the end of 2025.

Note # 5 - Office Modernization Project:

Two sites fully delivered and installed in Q1-2024 with two more sites entering tender phase in 2024. Three additional sites have been identified for office modernization and completed in 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.

Toronto Shelter and Support Services (SHL)

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

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.

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 first revised 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 secured six sites in 2024. Two sites have been purchased and four City owned properties have also been secured for shelter development. Deposit was paid in 2024 for an additional site, and the rest of the purchase price will likely be paid in Q3-2025 upon due diligence completion. The remaining two sites are expected to be secured in 2025.

Note # 11 - TSSS SOGR:

Multiple small scopes have been identified within the Building Condition Assessments and 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.

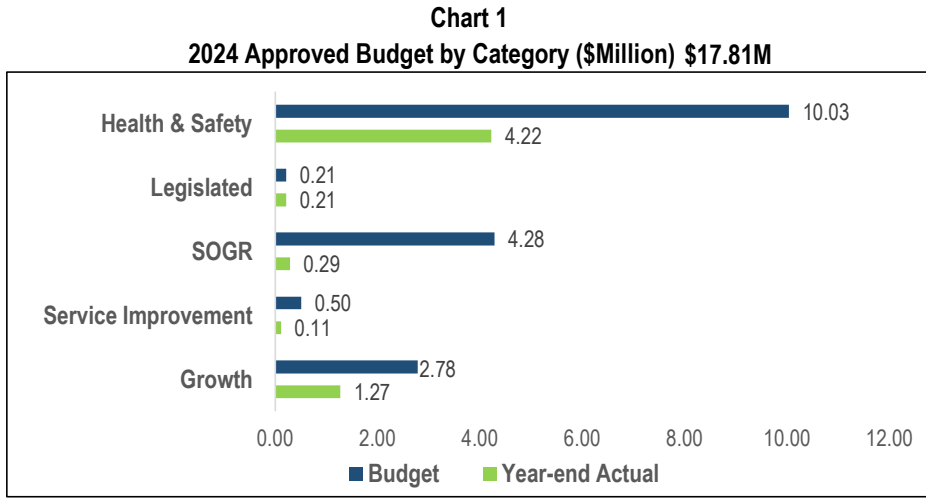


Table 1
2024 Active Projects by Category

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

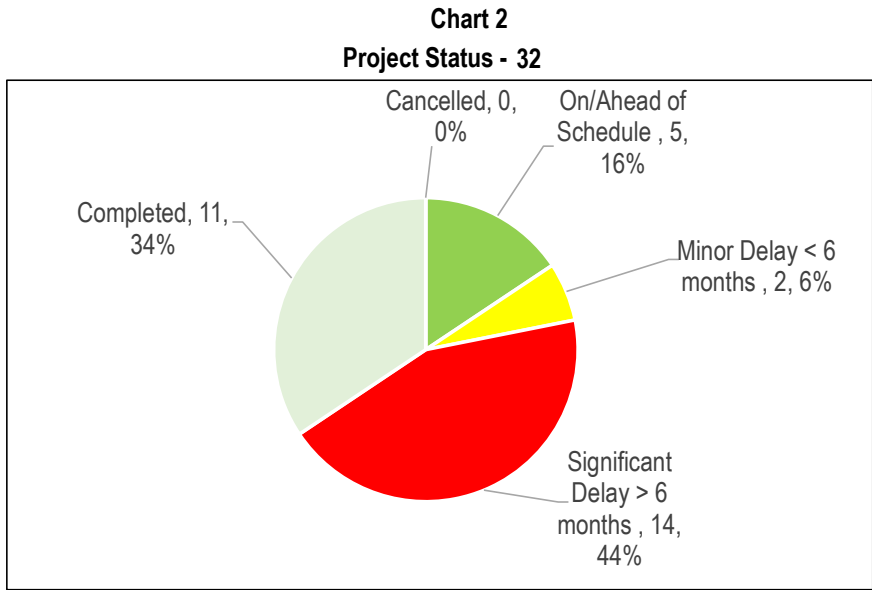


Table 2
Reason for Delay 16

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	3	
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects	2	
Community Consultation		
Other*	7	2
Total # of Projects	14	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.00	2.63	10.07	4.11	

Reasons for "Other*" Projects Delay:

- Project scope changed for 2 projects, with funds carried forward and repurposed.
- Design work or product trials completed in 2024 for 4 projects, with unspent funding carried forward for product delivery in 2025.
- One project is delayed, as project priorities are being reassessed due to technical issues that require modifications to the original project plan.
- One project has been partially completed, but assessment of remaining issues is still underway, with recommendations for finalization pending..

Key Discussion Points:

Of the 32 projects, 56% are completed (11 for \$4.1 million) or on time or experiencing a minor delay (7 for \$3.6 million) with 14 (44% for \$10.1 million) experiencing a significant delay.

Of the \$17.8 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 \$0.5 million or less that total \$5.8 million.

Projects that are experiencing significant delays include: Stationware Decontamination with 4.9% spending; Toronto Radio Infrastructure Project (TRIP) no spending; CAD Upgrade with 13.9% spending; and 10 smaller projects with spending of 10% collectively.

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Breathing Air Compressor Repl-2021	0.032	0.032	100.0%	G	G	#1	0.080	0.080
Breathing Air Compressor-2022	0.081	0.076	93.8%	G	G		0.081	0.076
Breathing Air Compressors Replacement 2023	0.167	0.065	38.9%	R	R		0.253	0.065
Mobile Radios Lifecycle Replacement-2023	2.700	2.295	85.0%	G	G		2.700	2.295
NEXT GENERATION 911 PROJECT	0.114	0.113	99.1%	G	G		1.864	1.863
Live Fire Training Simulator	0.011	0.011	97.6%	G	G	#2	0.650	0.650
Replacement of thermal imaging cameras -2021	0.459	0.346	75.3%	G	G		1.450	0.787
Mobile Driver Simulator	0.132	0.000	0.0%	R	R		0.132	0.000
45mm and 65mm Jacketed Fire Hose Upgrade	0.942	0.942	100.0%	G	G	#3	1.350	1.349
Fire Station Digital Signage Turn Out	0.024	0.001	4.1%	R	R		0.130	0.107
Emergency Medical Bags	0.175	0.000	0.0%	R	R	#4	0.175	0.000
Compact Powered Suction	0.275	0.000	0.0%	R	R	#5	0.275	0.000
Bunker Suit Washer/Extractor Installations	0.373	0.019	5.1%	R	R	#6	0.420	0.066
PPE Decontamination Equipment-Phase 2	0.538	0.028	5.2%	R	R	#7	0.943	0.028
Stationwear Decontamination Equipment-Phase 2	3.819	0.187	4.9%	R	R	#8	3.819	0.187
Fireboat Dock Repair (Station 334)	0.123	0.041	33.3%	R	R	#9	0.446	0.041
Fire Station 145 Apparatus Bay Enhancement	0.065	0.065	100.0%	G	G		0.065	0.065
Sub-Total	10.032	4.221	42.1%	-	-		14.833	7.659
Legislated								
REPLACEMENT OF HUSAR EQUIPMENT-2023	0.002	0.002	100.0%	G	G		0.050	0.049
Replacement of HUSAR Equipment -2024	0.050	0.050	100.0%	G	G		0.050	0.050
MOBILE PUMP OPERATIONS SIMULATOR	0.150	0.149	99.3%	G	G		0.150	0.149
PUMP OPERATIONS SIMULATOR UPGRADE	0.012	0.012	96.5%	G	G		0.130	0.130
Sub-Total	0.215	0.213	3.958	-	-		0.380	0.378

Fire Services (FIR)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Training Simulators and Fac Rehab - 2023	0.077	0.071	92.2%	Ⓞ	Ⓞ		0.100	0.094
Training Simulators and Fac Rehab - 2024	0.100	0.000	0.0%	Ⓡ	Ⓡ	#10	0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	3.011	0.000	0.0%	Ⓡ	Ⓡ	#11	8.489	3.150
CAD Upgrade	0.888	0.123	13.9%	Ⓡ	Ⓡ	#12	1.960	1.196
TORONTO FIRE ACADEMY AUDITORIUM CHAIRS	0.012	0.000	0.0%	Ⓡ	Ⓞ	#13	0.115	0.103
Feasibility Study - Flemingdon Station	0.146	0.045	30.7%	Ⓡ	Ⓡ	#14	0.185	0.083
West Training Burn House Repairs	0.047	0.047	100.3%	Ⓞ	Ⓞ		0.125	0.125
Sub-Total	4.282	0.286	6.7%	-	-		11.074	4.751
Service Improvements								
Fire Prevention Technology Integration	0.154	0.083	53.8%	Ⓨ	Ⓨ	#15	1.010	0.938
Flemingdon Park New Fire Station & Trucks	0.350	0.029	8.3%	Ⓡ	Ⓞ	#16	16.300	0.029
Sub-Total	0.504	0.112	22.2%	-	-		17.310	0.967
Growth Related								
HUSAR Buidling Expansion- Change in Scope	2.478	1.216	49.1%	Ⓡ	Ⓨ	#17	7.900	6.638
Feasibility Study of Fire Academy	0.300	0.055	18.3%	Ⓡ	Ⓡ	#18	0.300	0.056
Sub-Total	2.778	1.271	45.8%	-	-		8.200	6.694
Total	17.810	6.104	34.3%				51.797	20.449
<div> <div> On Time On/Ahead of Schedule Minor Delay < 6 months Significant Delay > 6 months </div> <div> Ⓞ Ⓨ Ⓡ </div> <div> On Budget >70% of Approved Cash Flow Between 50% and 70% < 50% or >100% of Approved Cash Flow </div> </div>								

Note # 1

One compressor was delivered and installed, but due to a revised replacement plan. the remaining funding will be carried into 2025 for future needs.

Note # 2:

This project is on hold while other viable solutions are being investigated to better meet the division's training needs, with unspent funds to be carried forward to 2025.

Note # 3:

Fire Services (FIR)

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

Remaining service requirements initiated by CREM are not required, with unspent funds to be repurposed in 2025 to instal a transfer switch.

Note # 4:

A six-week trial phase for the medical bags has been completed, with product procurement expected to be completed in 2025.

Note # 5:

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

Note # 6:

Design work for the 4 sites is near completion, with construction/ retrofits to be completed by Q3, 2025.

Note # 7:

Design work for the 5 sites is near completion at year end, with construction/ retrofits to be completed by Q3, 2025.

Note # 8:

Planned construction at 40 sites is managed by CREM while the procurement of decontamination equipment is managed by TFS;. While the equipment PO was created in Q3 2024, the design phase will be finalized in 2025, with the project expected to be completed in Q2, 2025.

Note # 9:

While the concept design phase was completed in 2024, the design development phase will be tendered in April, 2025, with construction projected to be completed by Q4, 2025.

Note # 10:

This project is delayed due to ongoing research, with the unspent funding to be carried forward into 2025 to complete the project.

Note # 11:

This project has been delayed due to our safety partners' (Police & Paramedics) NG9-1-1 cutover set backs. Cutover for both division/agency is planned for Q2 2025, at which time completion forecasts will be re-evaluated. Underspending will be carried forward into 2025 and 2026 to complete the delivery of this project.

Note # 12

This project completion is delayed, while the program's public safety partners complete their Next Generation 911 project upgrade. Unspent funds will be carried forward into 2025, with project completion scheduled for 2026. This project is now projected to be completed in 2025.

Note # 13

This project has been completed. Unspent funds will be returned to source.

Note # 14

This project funded a feasibility study, which includes both an environmental study and an assessment of the site plan for multi functional/ multi partner use. A disposition of the assessment is anticipated in Q2 2025. Unspent funding will be carried forward to 2025 complete the assessment.

Fire Services (FIR)

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

Note # 15:

Approximately 80% of project deliverables have been completed; funding for the project completion is carried into 2025, with the projected completion date of Q,3 2025.

Note # 16:

A purchase order was issued in December, 2024 for a consultant to begin the design work for the new station; the work plan has been delayed, pending completion of the environmental assessment.

Note # 17:

This project was substantially completed in June 2024, with expenditures below budget; total completion is anticipated in early 2025; Funding of \$0.159 million will be carried forward to 2025 and 2026, with a holdback included in 2026 to manage deficiencies as may be required. Unspent funding will be returned to source pending project closure.

Note # 18:

This is a two-part study, comprised of an assessment study (which has been completed), and a site review. An evaluation of the assessment study is underway, with unspent funds carried forward to 2025 to complete the site review.

Chart 1

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

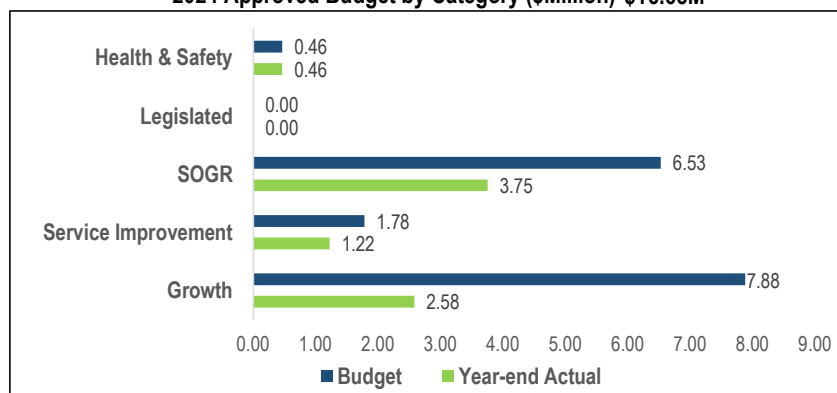


Table 1

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

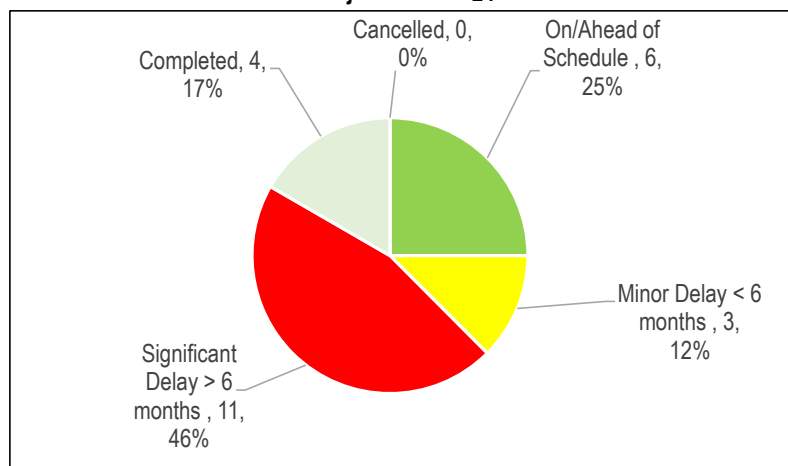


Table 2

Reason for Delay

14

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.40	2.40	8.41	1.43	

Reasons for "Other*" Projects Delay:

- Two multifunctional projects have been delayed due to the need to integrate shared program design requirements .
- The need for structural modifications to the facility have delayed the completion of one ambulance post project.
- One project has been delayed due to AODA modification issues
- Two projects are delayed as design priorities have changed, requiring modifications to the original project plans.

Key Discussion Points:

Of the 24 projects, 42% are completed (10 for \$5.8 million) or on time; 12.5% (3 for \$2.4 million) are experiencing a minor delay; 45.5% (11 for \$8.4 million) are experiencing significant delays.

Of the \$16.6 million budget, significant projects include: 30 Queens Plate for \$1.9 million; Portable Radio Replacement for \$1.8 million; Mobile Data Communication for 1.8 million; Munti-functional Station # 2 for \$1.3 million Medical Replacement Project for \$1.2 million; and the Equipment & Garage project for \$1.2 million.

Of the 11 projects that are experiencing significant delays include: 30 Queens Plate for \$1.9 million; Portable Radio Replacement for \$1.8 million; Medical Replacement Project for \$1.2 million; the Equipment & Garage project for \$1.2 million; and Rivalda stores for \$0.9 million and 6 smaller projects for \$1.4 million.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Defibrillator Replacement Purchases - 2023	0.461	0.461	100.0%	Ⓞ	Ⓞ		6.950	6.950
Sub-Total	0.461	0.461	100.0%	-	-		6.950	6.950
State of Good Repair								
Mobile Data Communications - 2022	0.095	0.095	100.0%	Ⓞ	Ⓞ		2.100	2.100
Mobile Data Communications - 2023	0.256	0.241	94.1%	Ⓞ	Ⓞ		0.300	0.284
Mobile Data Communications - 2024	1.750	0.316	18.1%	Ⓡ	Ⓡ	#1	1.750	0.316
Medical Equipment Replacement	1.192	1.180	99.0%	Ⓞ	Ⓞ		7.323	7.310
Portable Radio Replacement	1.800	0.793	44.1%	Ⓡ	Ⓞ	#2	2.809	1.802
Dispatch Consol Replacement	0.446	0.312	70.0%	Ⓨ	Ⓞ	#3	2.582	2.447
Next Generation 9-1-1	0.337	0.225	66.8%	Ⓨ	Ⓨ	#4	0.450	0.338
CAD Upgrade	0.650	0.590	90.8%	Ⓞ	Ⓞ		0.650	0.590
Sub-Total	6.526	3.752	57.5%	-	-		17.964	15.187
Service Improvements								
Capital Asset Management Planning	1.332	1.204	90.4%	Ⓞ	Ⓞ		2.541	2.414
Future Strategic Staging Locations	0.450	0.018	4.0%	Ⓡ	Ⓡ	#5	0.450	0.018
Sub-Total	1.782	1.222	68.6%	-	-		2.991	2.432
Growth Related								
Multi-Function Station # 2 - Construction	0.398	0.327	82.2%	Ⓞ	Ⓞ		3.450	3.383
Multi-Function Station # 2 Facility - TPS	1.278	0.654	51.2%	Ⓨ	Ⓨ	#6	1.400	0.776
Additional ERV 2022	0.227	0.227	100.0%	Ⓞ	Ⓞ		1.170	1.170
Additional ERV 2023	0.780	0.456	58.5%	Ⓨ	Ⓨ	#7	0.780	0.456
Additional ERV 2024	0.780	0.608	77.9%	Ⓞ	Ⓞ		0.780	0.608
Ambulance Post - 30 Queens Plate	1.931	0.095	4.9%	Ⓡ	Ⓡ	#8	2.348	0.511
Ambulance Post - 330 Bering Ave.	0.146	0.054	37.0%	Ⓡ	Ⓡ	#9	0.450	0.358
Ambulance Post # 3 (Don Mills)	0.025	0.000	0.0%	Ⓡ	Ⓡ	#10	0.025	0.000
Ambulance Post # 4 (Finch Ave.)	0.025	0.000	0.0%	Ⓡ	Ⓡ	#10	0.025	0.000
Rivalda Stores	0.890	0.096	10.8%	Ⓡ	Ⓡ	#11	0.950	0.155
Multi-Function Station #3 (Bay St.)	0.227	0.032	14.1%	Ⓡ	Ⓡ	#12	0.265	0.070
Multi-Function Station #5 (Dyas Rd.)	0.020	0.005	25.0%	Ⓡ	Ⓡ	#13	0.050	0.034
Equipment & Garage - 1116 King St. W	1.150	0.025	2.2%	Ⓡ	Ⓡ	#14	1.150	0.025
Sub-Total	7.878	2.579	32.7%	-	-		12.843	7.546
Total	16.647	8.014	48.1%				40.748	32.115

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

Toronto Paramedic Services (AMB)

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

Note # 1

Most of the mobile data units were received during the year, with the final units scheduled for delivery by Q2, 2025.

Note # 2:

Two Motorola radio orders—one for 50 units and another for 175—were delivered during the year; unspent funding of \$1.006 million is being carried forward into 2025 to support program needs.

Note # 3:

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 # 4:

This project funds 2 capital positions, the project manager and project co-ordinator; both positions were hired during the year; under-spending reflects a delay in filling the project manager position.

Note # 5:

The Future Strategic Staging and Asset Tracking project has increased in scope to include controlled medical dispensing units from the initial concept of providing access to protective equipment is underspent due to delays in procurement. The project deliverables are still being reviewed and prior to issuance of the RFP; the project is scheduled for completion in 2028.

Note # 6:

This project supports the design of the shared parking and access plan for the multi-functional station at 300 Progress A report with the summary of amendments was provided to Urban Planner; pending approval, the building permit application approval process begin, with a submission to City Planning expected in Spring, 2025.

Note # 7:

A number of Emergency Response Vehicles (ERV) have been delivered, upfitted and placed into service in 2024. Funding for additional units will be carried forward for product delivery in 2025.

Note # 8:

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. Design developments have been completed, with the building permit anticipated to be issued by January 2025, with a tender for a general contractor expected during early in 2025.

Note # 9:

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 # 10:

These projects are moving through the design stage, with construction projected to begin in 2026.

Note # 11

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. The project continues to be delayed as the project manager is still negotiating the contract value, reflecting limited AODA funding.

Toronto Paramedic Services (AMB)

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

Note # 12

Due to delays in the sale of the Bay Street property, the original plan to build a temporary paramedic station at 610 Bay St. was revised to provide a temporary administrative office and a temporary site to relocate staff from other offices undergoing SOGR and AODA upgrades. The scope of the project was subsequently revised to provide a multifunctional ambulance station, with the program now in the process of hiring a general contractor to deliver the construction of the facility. The program anticipates that the construction of the facility will commence in 2026.

Note # 13

The full occupancy of the site by PS continues to be under review, as other divisions that share occupancy of the location are working with CreateTO and ModernTo to relocate their operations to other facilities; once the other divisions are relocated, the site will be redeveloped as a multifunctional ambulance station with construction projected to commence in 2026.

Note # 14:

The project charter has been approved and assigned to the project manager for RFP consultation (garage renovation) preparation. The RFQ for garage equipment has been being revised after the Legal Services review. Minor refurbishment and/or garage equipment acquisitions are expected to continue into 2025, with the project construction scheduled to commence in 2025.

**2024 Capital Spending by Program
Infrastructure Services**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
Transit Expansion	4M-2024	402.06	318.60	79.2%	Ⓒ
	Q2-2024	402.06	315.93	78.6%	Ⓒ
	Q3-2024	402.06	135.68	33.7%	Ⓐ
	YE-2024	402.06	136.96	34.1%	Ⓐ
Transportation Services	4M-2024	682.20	530.22	77.7%	Ⓒ
	Q2-2024	715.00	591.81	82.8%	Ⓒ
	Q3-2024	751.99	659.18	87.7%	Ⓒ
	YE-2024	785.53	719.56	91.6%	Ⓒ
TOTAL	4M-2024	1,084.26	848.82	78.3%	Ⓒ
	Q2-2024	1,117.06	907.73	81.3%	Ⓒ
	Q3-2024	1,154.05	794.86	68.9%	Ⓐ
	YE-2024	1,187.59	856.52	72.1%	Ⓒ
<div> ⬜ >70% ⬜ between 50% and 70% ⬜ < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Infrastructure Services totalled \$856.5 million of their collective 2024 Approved Capital Budget of \$1187.6 million. 1 program 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% is Transportation Services.

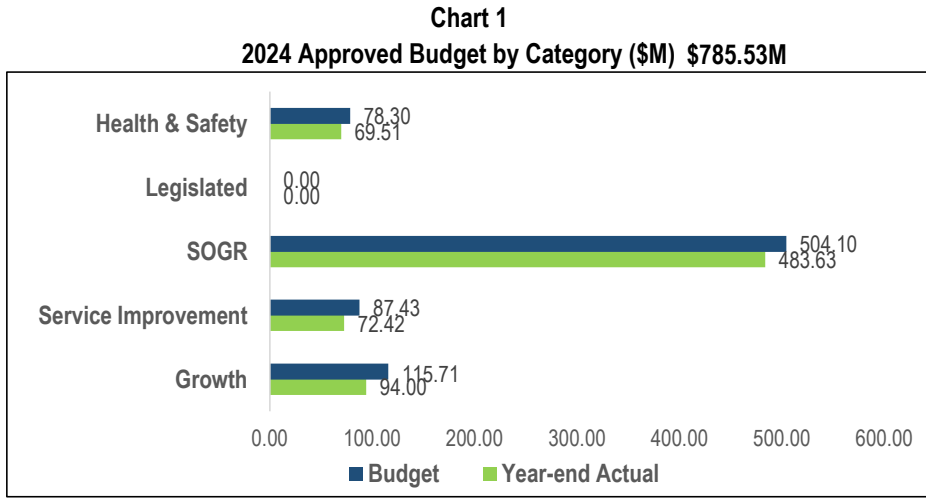


Table 1
2024 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	15
Service Improvement	13
Growth	20
Total # of Projects	52

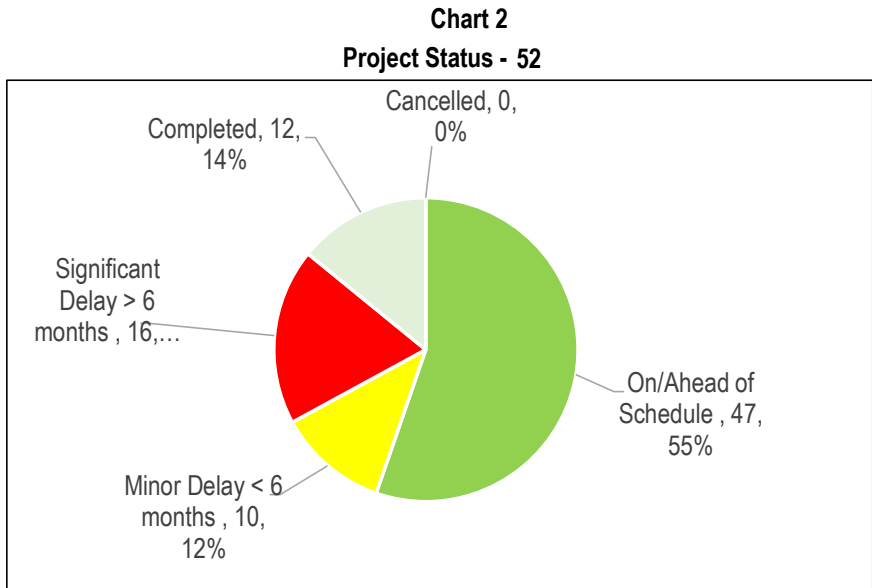


Table 2
Reason for Delay 26

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	1	2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	13	7
Total # of Projects	16	10

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
727.09	12.62	40.88	4.94	

- Reasons for "Other*" Projects Delay:**
- Transportation Services has 20 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:**
- 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
City Bridge Rehabilitation (Critical)	34.048	29.885	87.8%	Ⓒ	Ⓒ		311.564	203.393
Glen Road Pedestrian Bridge	9.100	7.533	82.8%	Ⓒ	Ⓒ		27.486	19.879
Guide Rail Program	1.700	1.636	96.2%	Ⓒ	Ⓒ		12.473	9.457
Road Safety Plan	33.456	30.451	91.0%	Ⓒ	Ⓒ			
Sub-Total	78.304	69.505	88.8%	-	-		351.523	232.730
State of Good Repair								
City Bridge Rehabilitation	53.640	53.640	100.0%	Ⓒ	Ⓒ			
Critical Interim Road Rehabilitation	9.466	9.466	100.0%	Ⓒ	Ⓒ			
Ditch Rehabilitation & Culvert Reconstruction	2.500	2.010	80.4%	Ⓒ	Ⓒ			
Don Valley Parkway Rehabilitation	5.058	4.746	93.8%	Ⓒ	Ⓒ			
Dufferin Street Bridge Rehabilitation	1.400	0.020	1.4%	Ⓖ	Ⓖ	#1		
F.G. Gardiner	214.986	201.533	93.7%	Ⓒ	Ⓒ		2,380.455	664.321
Facility Improvements	4.000	2.975	74.4%	Ⓒ	Ⓒ			
Laneways	3.458	3.458	100.0%	Ⓒ	Ⓒ			
Local Road Rehabilitation	116.504	116.504	100.0%	Ⓒ	Ⓒ			
Major Road Rehabilitation	58.251	58.251	100.0%	Ⓒ	Ⓒ			
Major SOGR Pooled Contingency	9.533	9.533	100.0%	Ⓒ	Ⓒ			
Retaining Walls Rehabilitation	4.421	0.895	20.2%	Ⓖ	Ⓐ	#2		
Sidewalks	16.444	16.444	100.0%	Ⓒ	Ⓒ			
Signs & Markings Asset Management	1.720	1.443	83.9%	Ⓒ	Ⓒ			
Traffic Plant Requirements / Signal Asset Management	2.713	2.713	100.0%	Ⓒ	Ⓒ			
Sub-Total	504.095	483.632	95.9%	-	-		2,380.455	664.321
Service Improvements								
Cycling Infrastructure	41.039	41.039	100.0%	Ⓒ	Ⓒ			
Eglinton Connects	3.582	3.582	100.0%	Ⓒ	Ⓒ			
Engineering Studies	6.183	5.904	95.5%	Ⓒ	Ⓒ			
Green Streets Improvement	1.000	0.031	3.1%	Ⓖ	Ⓖ	#3		
King Street Transit Priority	0.500	0.104	20.9%	Ⓖ	Ⓐ	#4		
Mapping & GIS Repository	0.539	0.277	51.3%	Ⓐ	Ⓐ		2.685	1.421
MoveTO	7.646	7.646	100.0%	Ⓒ	Ⓒ		40.633	23.326
Neighbourhood Improvements	7.691	7.328	95.3%	Ⓒ	Ⓒ			
Rockcliffe Flood Mitigation	1.100	0.617	56.1%	Ⓐ	Ⓐ			
Surface Network Transit Plan	2.518	1.054	41.9%	Ⓖ	Ⓖ	#5	20.562	3.088
System Enhancements for Road Repair & Permits	1.700	1.137	66.9%	Ⓐ	Ⓐ		14.108	9.108
TO360 Wayfinding	0.917	0.781	85.1%	Ⓒ	Ⓒ		5.890	3.913
Traffic Congestion Management	0.000	-0.088			Ⓒ		42.350	35.196
West Toronto Rail Path Extension	13.011	3.011	23.1%	Ⓖ	Ⓖ	#6	150.778	4.789
Sub-Total	87.425	72.421	82.8%	-	-		277.007	80.841
Growth Related								
Agincourt Improvement	0.200	0.000	0.0%	Ⓖ	Ⓖ	#7		
Beecroft Extension	3.689	3.689	100.0%	Ⓒ	Ⓒ		20.246	3.705
Broadview Extension	40.561	40.561	100.0%	Ⓒ	Ⓒ		14.000	40.995
Emery Village Improvements	0.495	0.094	18.9%	Ⓖ	Ⓖ	#8	4.679	0.487

Transportation Services (TRN)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
John Street Revitalization Project	1.000	0.181	18.1%	Ⓡ	Ⓡ	#9	62.464	5.979
King Liberty Cycling Pedestrian Bridge	0.005	0.005	100.0%	Ⓢ	Ⓢ			
Lawrence-Allen Revitalization Project	0.500	0.193	38.6%	Ⓡ	Ⓢ	#10	16.136	4.913
Legion Road Extension & Grade Separation	0.260	0.013	5.1%	Ⓡ	Ⓡ	#11		
Metrolinx Additional Infrastructure	3.096	3.096	100.0%	Ⓢ	Ⓢ		18.693	10.057
North York Service Road	0.500	0.000	0.0%	Ⓡ	Ⓡ	#12	37.794	33.628
Peel and Gladstone	3.100	1.840	59.4%	Ⓢ	Ⓢ	#13		
Port Union Road	10.300	9.097	88.3%	Ⓢ	Ⓢ		12.955	13.012
Rean to Kenaston - New Road	1.985	0.220	11.1%	Ⓡ	Ⓡ	#14	11.413	6.560
Scarlett / St. Clair / Dundas	4.339	4.339	100.0%	Ⓢ	Ⓢ		57.716	14.005
Six Points Interchange Redevelopment	0.500	0.108	21.6%	Ⓡ	Ⓢ	#15	74.936	66.330
St. Clair TMP	18.000	5.256	29.2%	Ⓡ	Ⓡ	#16		
Steeles Widening (Tapscott Rd - Beare Rd)	0.561	0.104	18.6%	Ⓡ	Ⓢ	#17	93.191	1.235
Work for TTC & Others	25.466	25.198	98.9%	Ⓢ	Ⓢ			
Yonge Street Revitalization	0.150	0.004	2.7%	Ⓡ	Ⓡ	#18		
Yonge Tomorrow	1.000	0.000	0.0%	Ⓡ	Ⓡ	#19		
Sub-Total	115.708	93.999	81.2%	-	-		424.222	200.905
Total	785.533	719.558	91.6%				3,433.207	1,178.796

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:

Design is delayed as additional feasibility investigations required to address Metrolinx comments / design requirements.

Note # 2:

Project experiencing procurement delays.

Note # 3:

Projects experiencing delays due to scope complexity.

Note # 4:

Additional time required for coordination of works and design refinement required to align with upcoming road reconstruction.

Note # 5:

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

Note # 6:

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

Note # 7:

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

Note # 8:

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

Note # 9:

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

Note # 10:

Additional time required by TCHC to complete phase 1 of the works.

Note # 11:

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 # 12:

Transportation Services (TRN)

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

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

Note # 13:

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

Note # 14:

Project experienced delay as additional time is required to finalize property acquisition settlement.

Note # 15:

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

Note # 16:

Property negotiations taking longer than anticipated. Design is on-going and scheduled for completion in 2025.

Note # 17:

Design is taking longer due to design refinement required to confirm lane widths and incorporate green infrastructure. As well, additional time is required to complete archaeological assessments.

Note # 18:

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

Note # 19:

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)
			Actuals	%	
City Planning	4M-2024	8.36	6.59	78.8%	Ⓞ
	Q2-2024	8.36	6.55	78.3%	Ⓞ
	Q3-2024	8.36	6.55	78.3%	Ⓞ
	YE-2024	8.36	5.09	60.9%	Ⓨ
Housing Secretariat	4M-2024	701.71	627.96	89.5%	Ⓞ
	Q2-2024	704.51	377.23	53.5%	Ⓨ
	Q3-2024	706.23	358.26	50.7%	Ⓨ
	YE-2024	706.23	322.05	45.6%	Ⓡ
Waterfront Revitalization Initiative	4M-2024	206.56	154.16	74.6%	Ⓞ
	Q2-2024	206.56	167.16	80.9%	Ⓞ
	Q3-2024	206.56	155.58	75.3%	Ⓞ
	YE-2024	206.56	142.31	68.9%	Ⓨ
TOTAL	4M-2024	916.63	788.71	86.0%	Ⓞ
	Q2-2024	919.43	550.93	59.9%	Ⓨ
	Q3-2024	921.15	520.39	56.5%	Ⓨ
	YE-2024	921.15	469.46	51.0%	Ⓨ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Development and Growth Services totalled \$469.5 million of their collective 2024 Approved Capital Budget of \$921.2 million.

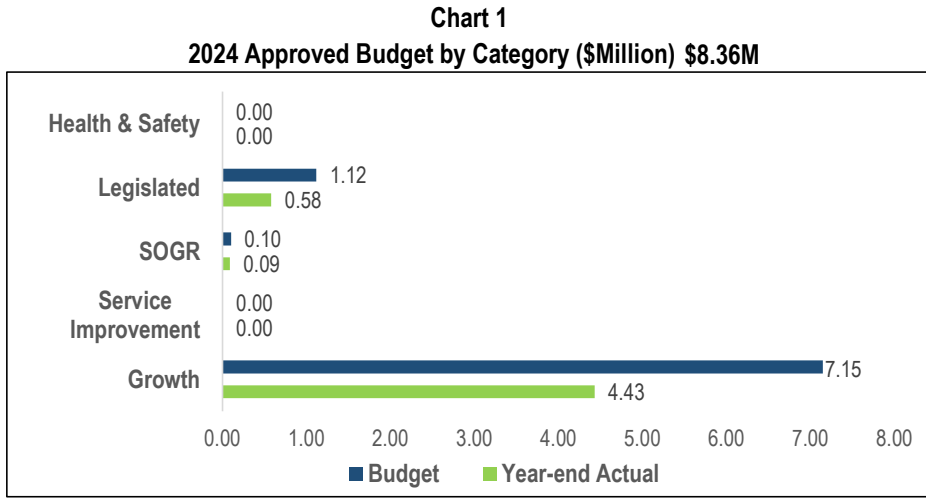


Table 1
2024 Active Projects by Category

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

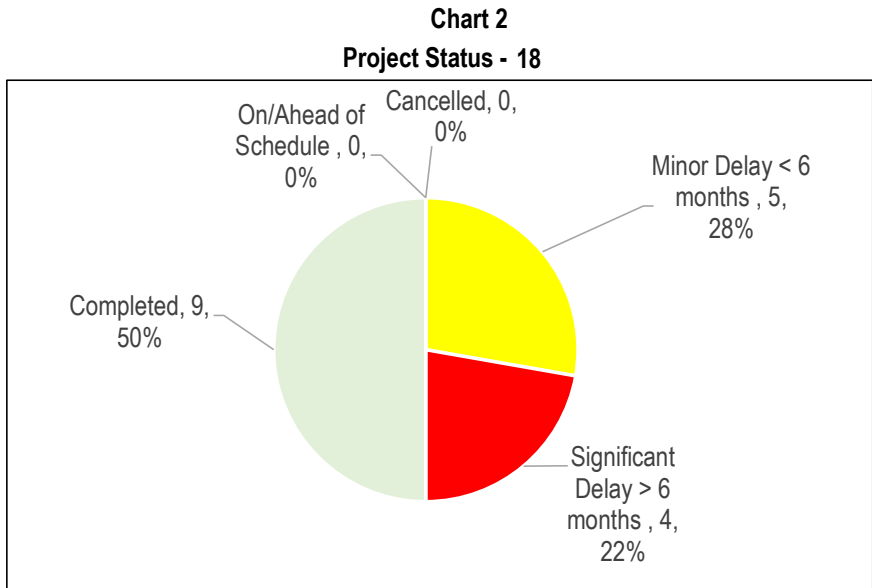


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	4.65	3.11	0.61	

- Reasons for "Other*" Projects Delay:**
- Five Year Review of the Official Plan: Awaiting Ministry of Municipal Affairs and Housing approval
 - Official Plan Conformity Review: Staff are ensuring that workplan requirements are fully met prior to project completion.
 - Studies: Staff are ensuring that workplan requirements are fully met prior to project completion.

City Planning (URB)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Five Year Review of the Official Plan	0.691	0.291	68.5%	Ⓚ	Ⓚ	1	3.355	2.764
Official Plan Conformity Review	0.424	0.288	41.7%	Ⓚ	Ⓚ	2	0.545	0.449
Sub-Total	1.115	0.579	51.9%	-	-		3.900	3.213
State of Good Repair								
St. Lawrence Market North - Heritage Interpretation Plan	0.100	0.087	86.7%	Ⓚ	Ⓚ		0.200	0.186
Sub-Total	0.100	0.087	86.7%	-	-		0.200	0.186
Growth Related								
Growth Studies	2.909	1.383	47.5%	Ⓚ	Ⓚ	3	11.067	7.688
Transportation & Transit Studies	0.733	0.442	60.4%	Ⓚ	Ⓚ	3	1.746	0.987
Heritage Studies	0.708	0.511	72.2%	Ⓚ	Ⓚ	3	1.700	1.363
Places - Civic Improvements	2.797	2.090	74.7%	Ⓚ	Ⓚ	4	25.312	17.458
Sub-Total	7.147	4.427	61.9%	-	-		39.825	27.497
Total	8.363	5.093	60.9%				43.925	30.895

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:

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:

Staff are ensuring that workplan requirements are fully met prior to project completion.

Note # 3:

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

Note # 4:

The Civic Improvements program is contingent on partner divisions work plans and schedules.

Chart 1
2024 Approved Budget by Category (\$Million) \$706.23M

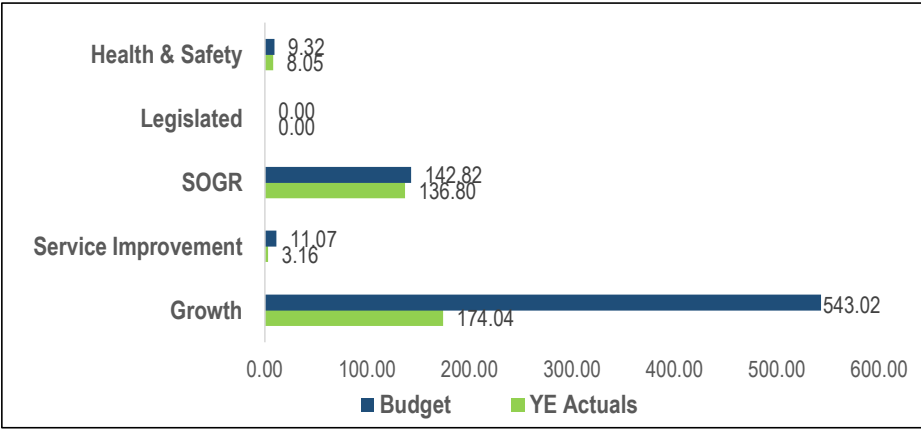


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 12

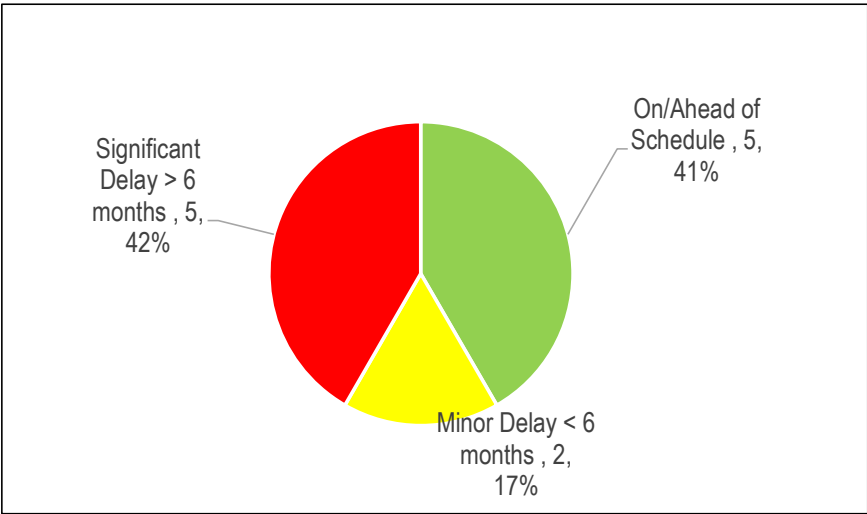


Table 2
Reason for Delay 8

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed	1	
Contractor Issues	2	
Site Conditions	1	2
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	5	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	Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
TCHC IT Capital	9.323	8.050	86.3%	Ⓔ	Ⓔ		12.522	12.522
Sub-Total	9.323	8.050	86.3%	-	-		12.522	12.522
State of Good Repair								
TCHC Building Repair Capital	142.815	136.803	95.8%	Ⓔ	Ⓔ		1,600.000	442.858
Sub-Total	142.815	136.803	95.8%	-	-		1,600.000	442.858
Service Improvements								
Taking Action on Tower Renewal Program	6.754	0.704	10.4%	Ⓔ	Ⓔ	#1	19.825	0.704
Toronto Renovates	0.652	0.575	88.2%	Ⓔ	Ⓔ		0.652	0.575
Choice Based Housing Access System	3.669	1.881	51.3%	Ⓕ	Ⓕ	#2	8.178	3.464
Sub-Total	11.075	3.160	28.5%	-	-		28.655	4.743
Growth Related								
Housing Now	62.892	6.896	11.0%	Ⓔ	Ⓔ	#3	865.680	36.187
Rental Development	31.960	5.423	17.0%	Ⓔ	Ⓔ	#4	119.709	7.914
Modular Housing	17.436	1.816	10.4%	Ⓔ	Ⓕ	#5	47.500	32.331
Rapid Housing Initiative	17.313	6.259	36.2%	Ⓔ	Ⓔ	#5	529.150	323.221
Emergency Housing Action	56.870	47.707	83.9%	Ⓔ	Ⓔ		135.710	110.837
Third Party Grants Funding	303.920	95.661	31.5%	Ⓔ	Ⓔ	#6	303.920	108.942
TCHC Development In-Flight	52.628	10.274	19.5%	Ⓔ	Ⓕ	#7	52.628	37.226
Sub-Total	543.019	174.036	32.0%	-	-		2,054.297	656.657
Total	706.232	322.049	45.6%				3,695.474	1,116.780

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 approve Tower Renewal program applicants and bring their projects to a stage of construction readiness to make payments. The program is receiving increased attention and improved program uptake and cashflow are anticipated.

Note # 2:

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

Note # 3:

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 # 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 conditions/major infrastructure needs (labour and material availabilities) and/or approval delays due to community opposition.

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 - monies received in year 2024 (e.g. HAF/BFF) will mostly be cash flowed from 2025 onwards.

Housing Secretariat (HSE)

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

Note # 7:

The underspending in City funding is due to lower-than-expected expenditures across several development projects. Alexandra Park Phase 2 and Swansea demolition were delayed due to permit and planning issues, with Swansea now deferred to 2025. Lawrence Heights Phase 1 underspent due to ongoing Guaranteed Maximum Price (GMP) negotiations, while Regent Park Phases 4/5 saw delays in the planning process for Building 4A. While the projects remain on budget, scheduling adjustments have shifted some spending to 2025.

Chart 1

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

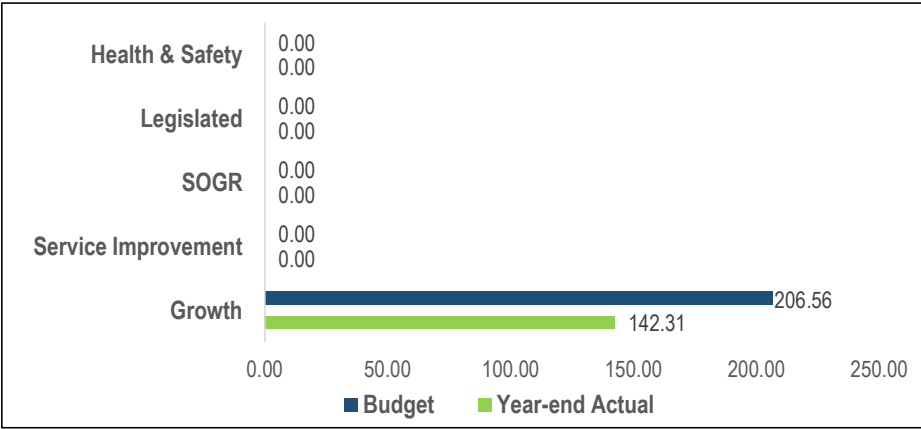


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 25

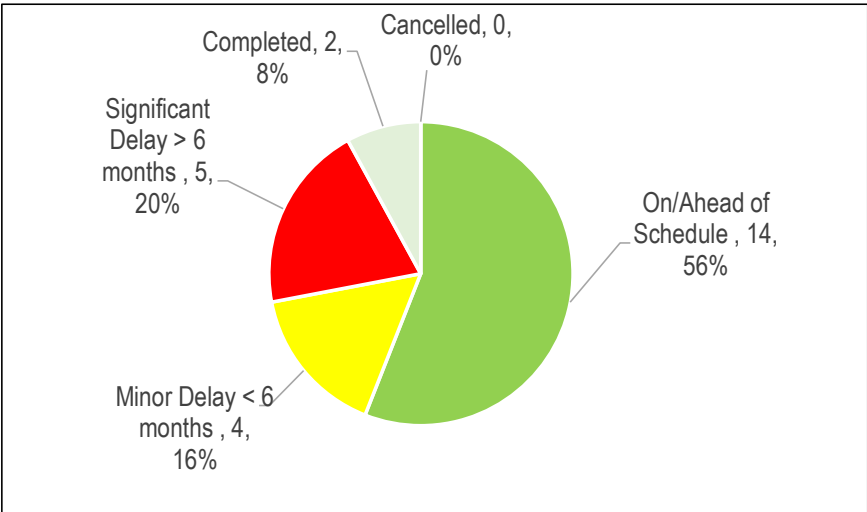


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
197.75	1.41	3.90	3.50	

Reasons for "Other*" Projects Delay:

- EBF Local Infrastructure: Revenues are now expected in 2025 instead of 2024.
- Quayside: Work was deferred to 2025 to focus on reaching an agreement on Tri-government funding for the Next Phase of Waterfront Revitalization that included additional funding for development of Quayside.
- Lower Don Coordination: Lower Don Coordination is a complex project involving coordination 20+ public projects including the City, Waterfront Toronto, Metrolinx and TRCA. The contract will the vendor will be extended into 2025 until the responsibility can be transferred internally.
- Next Phase: Efforts to reach a Tri-governmental agreement to fund Next Phase of Waterfront Revitalization projects was completed and remaining funding will be utilized to continue public consultation, stakeholder and Indigenous engagement, through 2025.

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Growth Related								
PRECINCT IMPLEMENTATION PROJECTS	9.101	5.975	65.7%	Y	G	1	251.123	247.998
TRANSPORTATION INITIATIVES	1.481	0.180	12.1%	R	R	2	35.199	31.398
WATERFRONT SECRETARIAT	0.682	0.682	100.0%	G	G		11.560	10.482
WATER'S EDGE	0.189	0.149	78.9%	G	Y	3	0.157	0.155
PROME,TRANS&TRANSPOR INIT				G	G			
URBAN PLANNING RESOURCES	0.717	0.717	100.0%	G	G		6.785	5.462
BATHURST QUAY PUBLIC REALM	0.301	0.273	90.8%	G	Y	4	1.888	1.273
EBF Public Art Plan	1.277	1.277	100.0%	G	G		3.859	2.261
EBF LOCAL INFRASTRUCTURE	0.055	0.000	0.0%	R	Y	5	17.868	6.343
QUAYSIDE	0.055	0.000	0.0%	R	R	6	0.550	0.495
LOWER DON COORDINATION	1.390	0.238	17.1%	R	R	7	2.109	0.958
LESLIE STREET LOOKOUT	0.500	0.366	73.1%	G	G		4.000	3.866
PARK PLANNING AND DESIGN	0.861	0.590	68.5%	Y	Y	8	1.820	1.090
DEVELOPMENT								
NEXT PHASE OF WATERFRONT REVITALIZATION	0.605	0.300	49.5%	R	R	9	0.800	0.494
PORT LANDS PLANNING AND IMPLEMENTATION S	2.697	0.741	27.5%	R	G	10	6.136	1.411
CONVERT FIRE HALL TO COMMUNITY SPACE PFR	3.000	2.827	94.2%	G	G		3.000	2.827
BAYSIDE PHASE 2 WATER'S EDGE PROMENADE	1.730	0.000	0.0%	R	G	11	17.152	0.000
WESTERN WATERFRONT MASTER PLAN UPDATE	0.374	0.016	4.4%	R	R	12	0.400	0.043
INDIGENOUS ENGAGEMENT	0.200	0.106	53.1%	Y	G	13	0.625	0.114
PORT LANDS FLOOD PROTECTION	64.223	64.223	100.0%	G	G		394.825	394.825
PORT LANDS 2024 BUD ADJUSTMENT	14.870	14.870	100.0%	G	G		22.700	14.870
PORT LANDS PARKS AND PUBLIC REALM	30.000	12.086	40.3%	R	G	14	32.500	7.103
COMMISSIONERS STREET SEWER DETAILED DESI	0.150	0.000	0.0%	R	G	15	7.150	0.000
KEATING CHANNEL DREDGING	12.000	6.068	50.6%	Y	G	16	24.000	0.000
KEATING CHANNEL PEDESTRIAN BRIDGE	1.400	0.000	0.0%	R	G	17	9.000	0.000
QUAYSIDE TRANSPORTATION INFRASTRUCTURE	58.700	30.629	52.2%	Y	G	18	102.000	30.629
Sub-Total	206.556	142.314	68.9%	-	-		957.205	764.096
Total	206.556	142.314	68.9%				957.205	764.096

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

Waterfront Revitalization Initiative (WFT)

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

Note # 1:

East Bayfront Community Centre is jointly funded with PF&R and will be completed in 2025.

Note # 2:

RFP was delayed due to ongoing negotiations with Metrolinx related to the Ontario Line work; contract has now been awarded with construction anticipated to begin in 2025.

Note # 3:

Funding is being utilized to support Indigenous engagement in the East Bayfront Precinct and Port Lands and funding will exhausted in

Note # 4:

Majority of public realm improvements completed, last stages of waterfront arts centre and new park spaces will be completed in 2025.

Note # 5:

Revenues are now expected in 2025 instead of 2024.

Note # 6:

Work was deferred to 2025 to focus on reaching an agreement on Tri-government funding for the Next Phase of Waterfront Revitalization that included additional funding for development of Quayside.

Note # 7:

Lower Don Coordination is a complex project involving coordination 20+ public projects including the City, Waterfront Toronto, Metrolinx and TRCA. The contract will the vendor will be extended into 2025 until the responsibility can be transferred internally.

Note # 8:

Additional due diligence, project management and delivery of projects in connection with planning for the completion of the Port Lands Flood Protection project and the opening of related parkland and will be completed in 2025 and early 2026.

Note # 9:

Efforts to reach a Tri-governmental agreement to fund Next Phase of Waterfront Revitalization projects is now complete and remaining funding will be utilized to continue public consultation, stakeholder and Indigenous engagement, through 2025.

Note # 10:

Spending will continue in 2025 to support precinct and infrastructure planning in the McCleary District, Ookwemin Minising and Port Lands, per Council directions in 2024.

Note # 11:

Cash in lieu of Parkland payments expected in 2024 are now expected in 2025 due to slowdown in the pace of private development.

Note # 12:

Study timing has been extended to allow for more public input and engagement with the Indigenous community.

Note # 13:

Funding was utilized to engage indigenous communities on renaming of ongoing initiatives in 2024, which will be ongoing in 2025.

Note # 14:

Soil settlement timing exceeded expectations, thus delaying construction however there is no change forecasted to the completion date as a result of this delay.

Note # 15:

The RFP is in the process of being awarded and design work will commence shortly.

Note # 16:

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 # 17:

Waterfront Revitalization Initiative (WFT)

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

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

Note # 18:

Delivery agreement was comprehensive in nature and took longer to complete than expected to be executed. Design work has now advanced considerably and invoicing has commenced.

2024 Capital Spending by Program
Corporate Services

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
Customer Experience	4M-2024	4.50	2.60	57.9%	Y
	Q2-2024	4.50	3.15	70.1%	G
	Q3-2024	4.50	2.33	51.8%	Y
	YE-2024	4.50	2.06	45.8%	R
Corporate Real Estate Management	4M-2024	274.76	170.10	61.9%	Y
	Q2-2024	275.01	189.04	68.7%	Y
	Q3-2024	275.01	180.38	65.6%	Y
	YE-2024	275.20	175.48	63.8%	Y
Environment & Climate Division	4M-2024	36.23	21.80	60.2%	Y
	Q2-2024	38.88	17.20	44.2%	R
	Q3-2024	38.88	10.28	26.4%	R
	YE-2024	38.88	8.58	22.1%	R
Fleet Services	4M-2024	146.36	91.08	62.2%	Y
	Q2-2024	146.36	94.05	64.3%	Y
	Q3-2024	146.36	99.75	68.2%	Y
	YE-2024	146.36	103.97	71.0%	G
Chief Information Security Office	4M-2024	6.55	5.77	88.1%	G
	Q2-2024	6.55	3.96	60.5%	Y
	Q3-2024	6.55	2.97	45.4%	R
	YE-2024	6.55	2.64	40.2%	R
Technology Services	4M-2024	62.90	60.05	95.5%	G
	Q2-2024	65.03	59.58	91.6%	G
	Q3-2024	65.03	60.88	93.6%	G
	YE-2024	65.03	60.88	93.6%	G
TOTAL	4M-2024	531.30	351.39	66.1%	Y
	Q2-2024	536.32	366.99	68.4%	Y
	Q3-2024	536.32	356.60	66.5%	Y
	YE-2024	536.52	353.61	65.9%	Y
<div> <div></div> >70% <div></div> between 50% and 70% <div></div> < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Corporate Services totalled \$353.6 million of their collective 2024 Approved Capital Budget of \$536.5 million. 2 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 Technology Services, and Fleet Services.

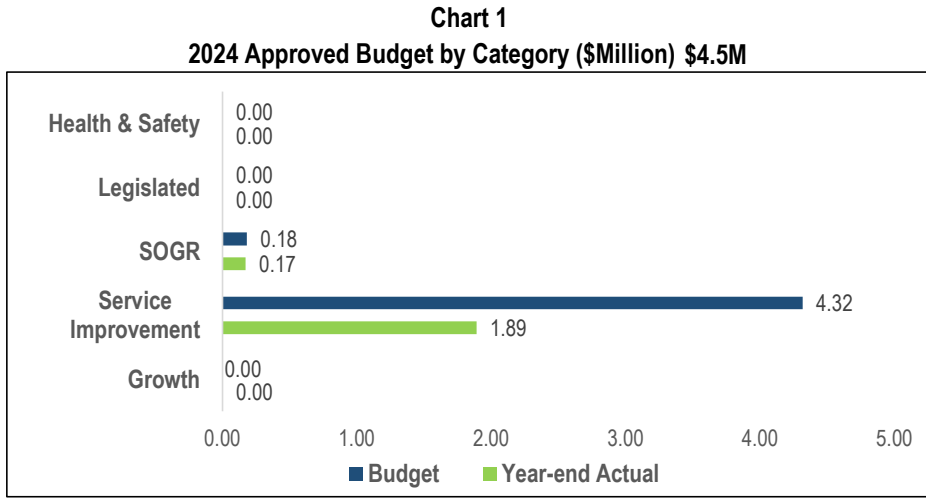


Table 1
2024 Active Projects by Category

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

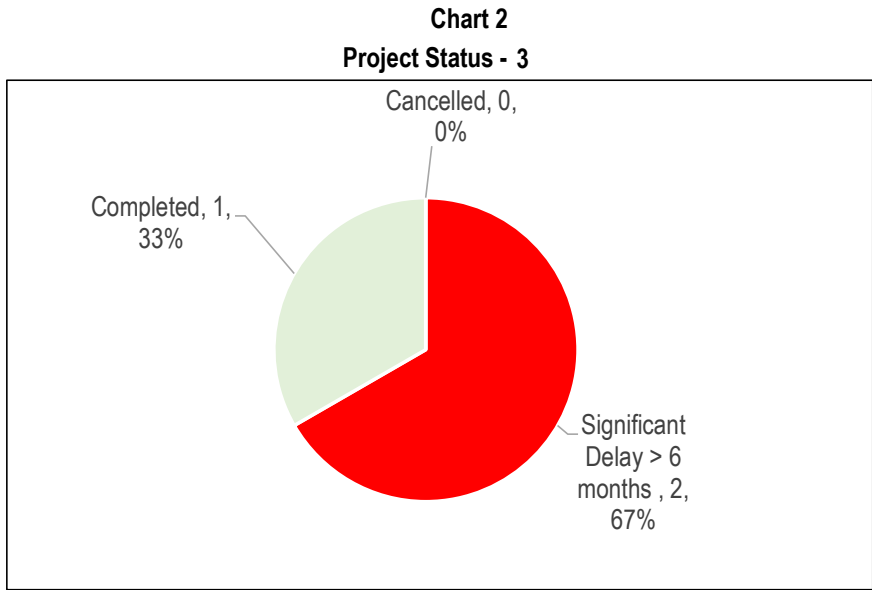


Table 2
Reason for Delay

	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 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	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budge t	On Time			
State of Good Repair								
SOG - Various	0.052	0.042	81.1%	Ⓒ	Ⓔ	#1	2.027	1.407
Salesforce Optimization	0.129	0.129	100.0%	Ⓒ	Ⓒ		0.382	0.382
Sub-Total	0.181	0.171	94.6%	-	-		2.409	1.789
Service Improvements								
Channel & Counter Strategy (C&C)	4.315	1.888	43.8%	Ⓔ	Ⓔ	#2	5.281	2.891
Sub-Total	4.315	1.888	43.8%	-	-		5.281	2.891
Total	4.496	2.060	45.8%				7.690	4.680

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) \$275.2M

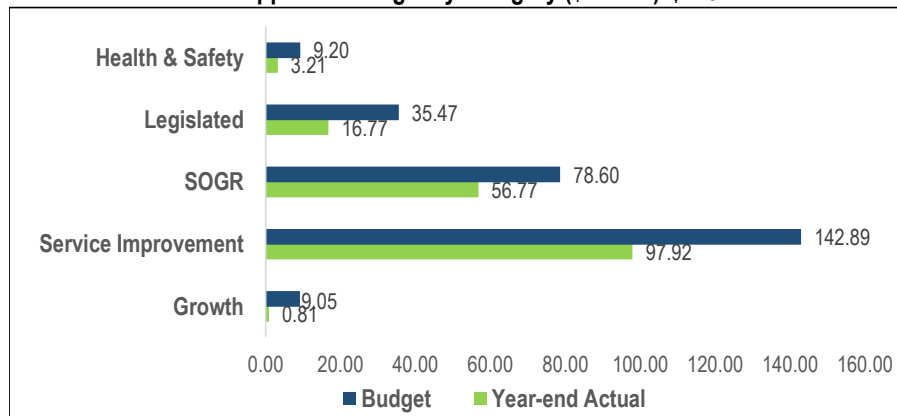


Table 1

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

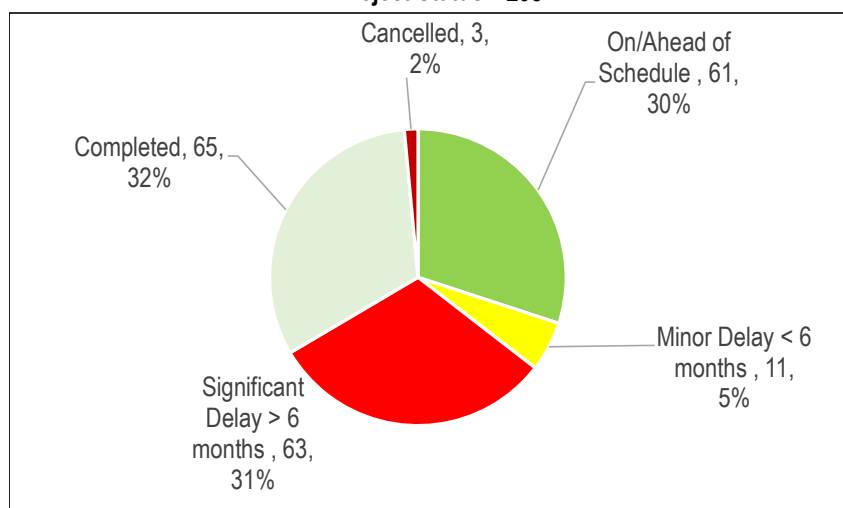


Table 2

Reason for Delay

74

	Significant Delay	Minor Delay
Insufficient Staff Resources	3	1
Procurement Issues	10	4
RFQ/RFP Delayed	9	
Contractor Issues		1
Site Conditions	7	
Co-ordination with Other Projects	16	2
Community Consultation	1	
Other*	17	3
Total # of Projects	63	11

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
138.17	12.40	90.09	33.87	0.67

Reasons for "Other*" Projects Delay:

- Work for various Mechanical and Electrical projects as well as various Feasibility Studies were delayed while project scope was being finalized.
- The Young People's Theatre Lighting project was delayed while the client was securing funding.
- Union Station Enhancements are delayed as work contingent on Metrolinx was 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	Year End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Environmental Remediation	2.012	0.011	0.6%	Ⓡ	Ⓡ	#2	2.189	0.189
Global Corporate Security Program	0.053	0.000	0.0%	Ⓡ	Ⓢ	#1	1.090	1.037
Safety Audits	7.131	3.202	44.9%	Ⓡ	Ⓡ	#2	12.824	8.732
Sub-Total	9.196	3.213	34.9%	-	-		16.104	9.958
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	35.434	16.769	47.3%	Ⓡ	Ⓡ	#3	197.210	145.947
Barrier Free / Equity	0.033	0.002	5.0%	Ⓡ	Ⓢ	#1	0.853	0.821
Sub-Total	35.467	16.771	47.3%	-	-		198.063	146.768
State of Good Repair								
275 Merton St. - Office Relocation	0.245	0.099	40.5%	Ⓡ	Ⓡ	#2	2.000	0.099
Albert Campbell Square Park Rehabilitation	0.002	0.000	0.0%	Ⓡ	Ⓢ	#1	3.194	3.192
CCTV Infrastructure Enhancements	0.127	0.125	98.4%	Ⓢ	Ⓢ		9.842	9.840
Emergency Repairs	2.779	1.524	54.8%	Ⓢ	Ⓡ	#2	5.334	4.079
Environmental Remediation	1.931	1.742	90.2%	Ⓢ	Ⓢ		6.310	6.120
Global Corporate Security Program	4.803	2.251	46.9%	Ⓡ	Ⓡ	#2	21.185	10.528
Mechanical & Electrical	7.535	4.187	55.6%	Ⓢ	Ⓡ	#2	90.264	59.514
Others - SOGR	25.127	17.401	69.3%	Ⓢ	Ⓡ	#2	87.480	61.349
Physical Security Capital Plan	3.042	1.897	62.4%	Ⓢ	Ⓢ	#2	26.723	7.878
Roofing	1.324	0.822	62.1%	Ⓢ	Ⓢ		4.645	2.040
Sitework	3.109	2.031	65.3%	Ⓢ	Ⓢ	#2	38.714	21.488
SOGR - Leased Properties	2.815	1.669	59.3%	Ⓢ	Ⓡ	#2	4.684	2.821
Structural / Building Envelope	25.761	23.024	89.4%	Ⓢ	Ⓢ		144.405	119.990
Sub-Total	78.600	56.772	72.2%	-	-		444.781	308.938
Service Improvements								
8 Cumberland St	0.912	0.000	0.0%	Ⓡ	Ⓢ	#1	1.800	0.888
Administrative Penalty System	0.047	0.034	73.0%	Ⓢ	Ⓢ		2.674	2.636
Corporate Facilities Refurbishment Program	0.342	0.037	10.8%	Ⓡ	Ⓡ	#2	4.020	1.621
Customer Experience Program	0.031	0.000	0.0%	Ⓡ	Ⓢ	#1	10.188	10.158
Energy Management	5.017	3.837	76.5%	Ⓢ	Ⓢ	#2	49.019	29.140
Etobicoke Civic Centre	56.338	51.772	91.9%	Ⓢ	Ⓢ	#3	429.461	82.477
Global Corporate Security Program	2.436	0.872	35.8%	Ⓡ	Ⓡ	#2	15.882	0.896

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2024 Approved Cash Flow	Year End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Indian Residential School Survivors Legacy	9.140	9.140	100.0%	Ⓞ	Ⓞ		24.950	24.523
Mechanical & Electrical ModernTO	0.001	0.001	100.0%	Ⓞ	Ⓞ		1.977	1.977
Others - Service Improvements	16.733	10.640	63.6%	Ⓢ	Ⓢ	#3	250.001	58.270
Real Estate Property	12.293	8.046	65.5%	Ⓢ	Ⓡ	#2	42.340	22.693
Management and Lease Admin	0.009	0.000	0.0%	Ⓡ	Ⓡ	#2	0.569	0.560
Relocation of Fire Station 332	0.998	0.315	31.6%	Ⓡ	Ⓡ	#2	30.207	3.187
Security Bollards - Union Station	2.003	0.836	41.7%	Ⓡ	Ⓡ	#2	5.135	1.968
St. Lawrence Market North Redevelopment	18.310	9.971	54.5%	Ⓢ	Ⓞ	#3	127.146	118.808
St. Lawrence Market South Renovations	0.472	0.000	0.0%	Ⓡ	Ⓡ	#2	1.500	1.028
Toronto Strong Neighbourhood Strategy	1.144	0.255	22.3%	Ⓡ	Ⓡ	#2	2.062	1.173
TransformTO	0.261	0.164	63.0%	Ⓢ	Ⓞ	#1	1.996	1.900
Union Station - Signage & Wayfinding	0.447	0.167	37.5%	Ⓡ	Ⓡ	#2	0.915	0.236
Union Station Enhancement Project	3.298	0.072	2.2%	Ⓡ	Ⓡ	#5	4.498	1.273
Union Station PTIF Projects	0.132	0.001	0.4%	Ⓡ	Ⓡ	#2	0.901	0.770
Union Station Revitalization	1.937	0.162	8.3%	Ⓡ	Ⓢ	#2	78.368	758.921
Various IT-Related Projects	10.088	1.570	15.6%	Ⓡ	Ⓡ	#2	37.480	6.881
Wellington Destructor - Construction	0.500	0.022	4.5%	Ⓡ	Ⓡ	#6	32.000	0.022
Sub-Total	142.886	97.915	68.5%	-	-		1,155.089	1,132.005
Growth Related								
1251 Bridletowne Circle Acquisition	0.050	0.000	0.0%	Ⓡ	Ⓞ	#1	5.942	5.892
Parkdale Hub Acquisition	4.392	0.363	8.3%	Ⓡ	Ⓞ	#4	22.108	18.079
School Land Properties Acquisitions	2.968	0.000	0.0%	Ⓡ	Ⓞ	#4	3.000	0.032
Strategic Property Acquisitions	1.567	0.447	28.6%	Ⓡ	Ⓞ	#4	150.310	149.190
Westwood	0.073	0.000	0.0%	Ⓡ	Ⓞ	#1	4.000	1.155
Sub-Total	9.050	0.810	9.0%	-	-		185.359	174.348
Total	275.199	175.482	63.8%				1,999.395	1,772.017
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>								

Corporate Real Estate Management (FAC)

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

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:

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

Note # 6:

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

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

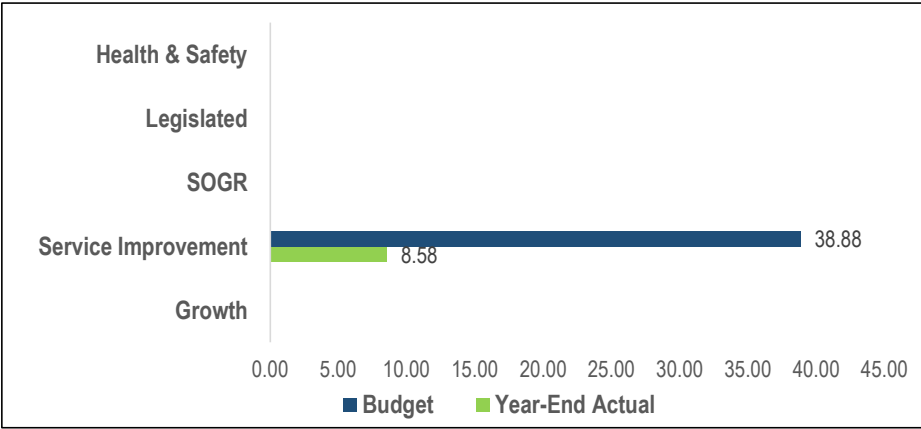


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 8

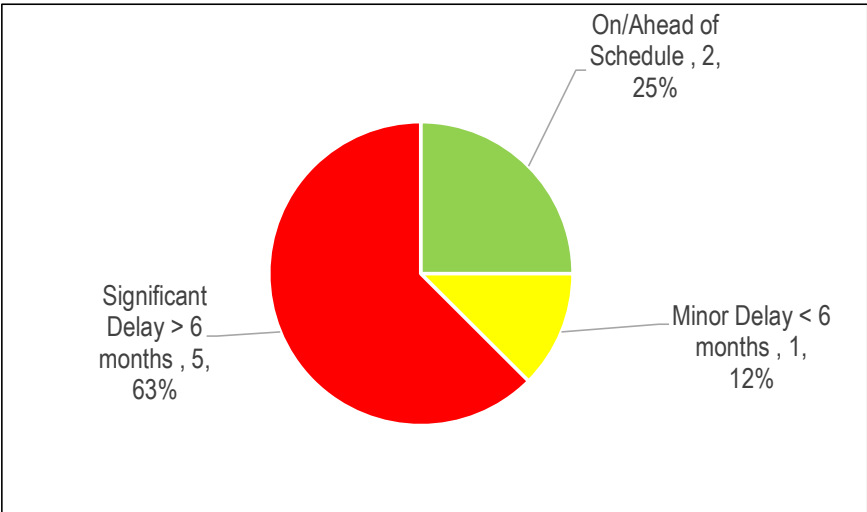


Table 2
Reason for Delay 6

Reason for Delay	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*	3	1
Total # of Projects	5	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.90	10.00	20.98		

Reasons for "Other*" Projects Delay:

- The Renewable Energy Thermal Program experienced impacts from higher interest rates impacting uptake.
- The Exhibition Plan Decarbonization project was delayed while finalizing the legal agreement with the vendor.
- The Sustainable Energy Financing Plan Program was delayed while scope for eligible projects are being finalized.
- The Community Initiatives - Existing Building Retrofits Program was delayed with the cancellation of the Bedford Glen Decarbonization application

Environment & Climate Division (ECD)

Projects by Category (Million)	2024 Approved Cash Flow	Year End Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Carboncheck	0.400	0.000	0.0%	Ⓡ	Ⓡ	#1	0.400	0.000
Community Initiatives - Existing Building Retrofits	11.250	2.447	21.7%	Ⓡ	Ⓨ	#4	35.000	6.894
Exhibition Place Decarbonization	6.000	0.000	0.0%	Ⓡ	Ⓡ	#3	14.000	0.000
New Development Sustainable Energy Plan Financing	5.000	0.000	0.0%	Ⓡ	Ⓡ	#5	20.000	0.098
Renewable Thermal Energy Program	9.581	0.662	6.9%	Ⓡ	Ⓡ	#2	20.209	11.290
Residential Energy Retrofit Program (HELP)	6.650	5.473	82.3%	Ⓞ	Ⓞ		14.512	11.231
Sub-Total	38.881	8.582	22.1%	-	-		104.121	29.513
Total	38.881	8.582	22.1%				104.121	29.513

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 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 with the cancellation of the Bedford Glen Decarbonization

Note # 5:

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

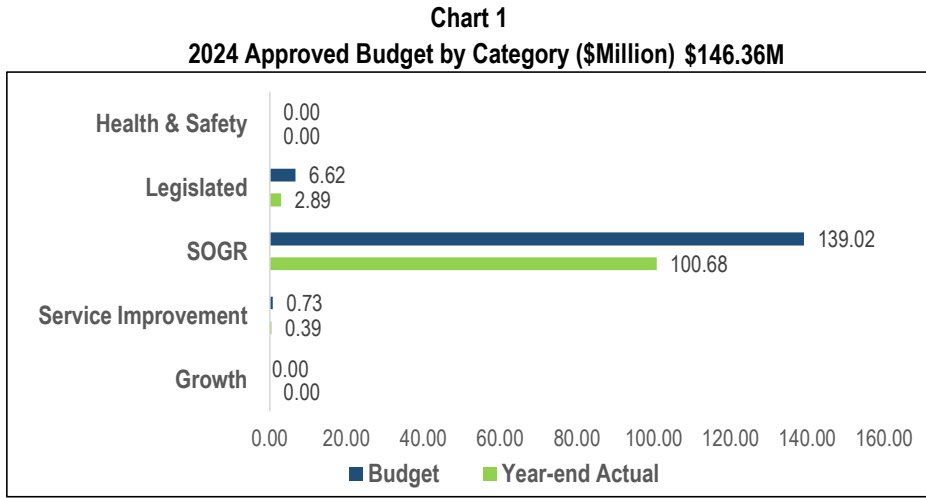


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	78
Service Improvement	2
Growth	
Total # of Projects	90

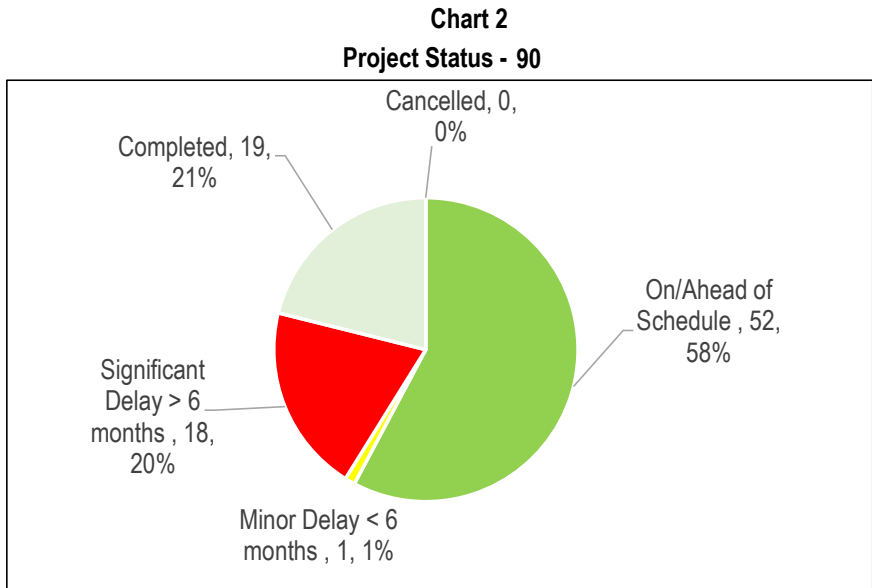


Table 2
Reason for Delay

	19	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	16	1
Total # of Projects	18	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
101.58	0.59	42.51	1.68	

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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Fleet - Garage Security	0.000	0.000						
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Sustainable Fleet Project	0.000	0.000			®	#2 & #4	0.439	0.038
EV Program	6.618	2.891	43.7%	®	G	#2	12.516	8.937
Sub-Total	6.618	2.891	43.7%	-	-		12.955	8.975
State of Good Repair								
Arena Boards - Fleet Replacement	0.000	0.000			®	#2	0.411	0.109
Economic Development & Culture - Fleet Replacement	0.159	0.078	49.1%	®	G	#1	0.215	0.078
Engineering & Construction Services - Fleet Replacement	0.885	0.765	86.4%	G	G		2.082	1.735
Exhibition - Fleet Replacement	0.374	0.355	94.9%	G	G		1.391	0.934
Facility & Real Estate - Fleet Replacement	0.946	0.940	99.4%	G	G		2.403	1.973
Fire Services - Fleet Replacement	34.116	23.086	67.7%	Y	G	#1	216.495	57.809
Fleet - Insurance Contingency	0.055	0.033	60.0%	Y	G	#4	0.285	0.264
Fleet - Tools & Equipment	1.247	1.138	91.3%	G	G		1.952	1.525
Fleet Office Modernization	0.000	0.000			G		0.843	0.447
Fleet Services - Fleet Replacement	0.233	0.129	55.4%	Y	G	#1	0.943	0.136
Fuel Site Closure, Upgrade & Replacement	1.864	0.077	4.1%	®	®	#3	4.675	0.287
Library - Fleet Replacement	0.307	0.005	1.6%	®	G	#3	2.808	1.412
Municipal Licensing - Fleet Replacement	1.048	0.578	55.2%	Y	G	#1	1.699	1.229
Parks, Forestry & Recreation - Fleet Replacement	12.440	9.935	79.9%	G	G		40.617	25.949
Public Health - Fleet Replacement	0.144	0.143	99.3%	G	G		0.402	0.145
Purchasing & Materials - Fleet Replacement	0.170	0.069	40.6%	®	G	#1	0.170	0.069
Solid Waste - Fleet Replacement	35.570	33.164	93.2%	G	G		153.032	82.628
Toronto Community Housing Corporation - Fleet Replacement	1.884	1.766	93.7%	G	G		3.373	2.945
Toronto Paramedic - Fleet Replacement	23.514	13.955	59.3%	Y	®	#2	36.005	26.845
Toronto Shelter and Support Services	0.276	0.233	84.4%	G	G		0.463	0.233
Toronto Water - Fleet Replacement	9.940	7.480	75.3%	G	G		55.605	38.863
Transportation Services - Fleet Replacement	13.145	6.417	48.8%	®	®	#2	51.267	19.618
Zoo - Fleet Replacement	0.700	0.337	48.1%	®	®	#2	1.342	0.501
Sub-Total	139.017	100.683	72.4%	-	-		578.478	265.734

Fleet Services (FLT)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Sustainment of Fleet Technologies and Systems	0.495	0.264	53.3%	Ⓚ	Ⓢ	#1	2.562	1.253
Vendor Management Portal	0.232	0.129	55.5%	Ⓚ	Ⓡ	#2	0.598	0.378
Sub-Total	0.727	0.393	54.0%	-	-		3.160	1.631
Total	146.362	103.967	71.0%				594.593	276.340

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 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 complete and will be closed.

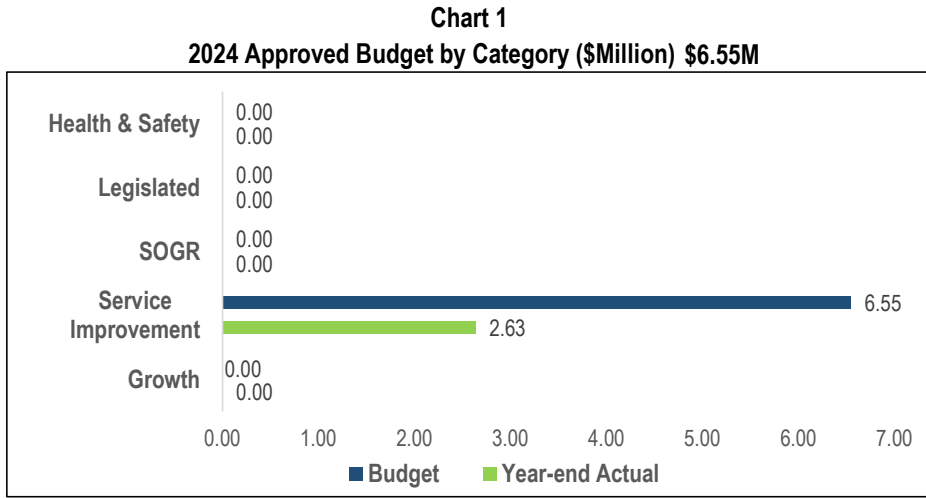


Table 1
2024 Active Projects by Category

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

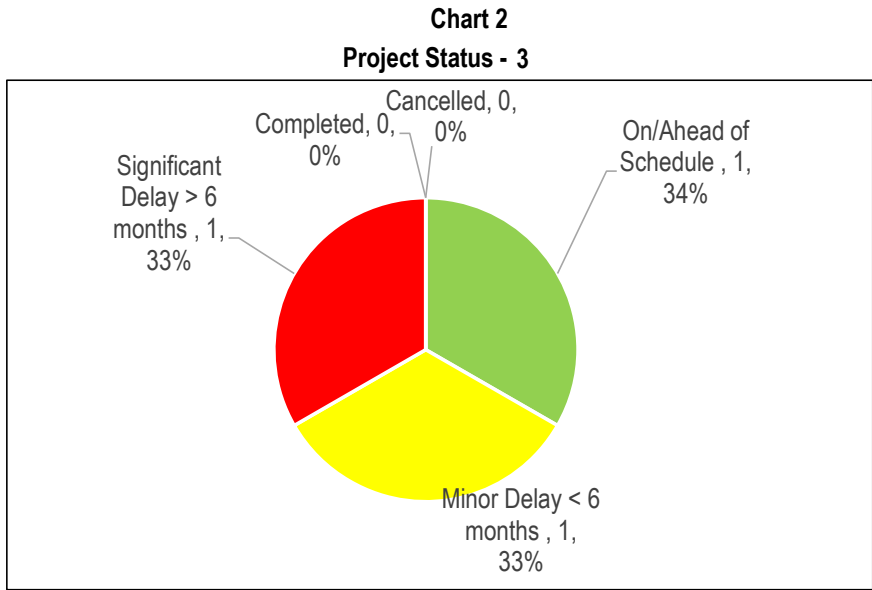


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.78	1.87	2.90		

- Reasons for "Other*" Projects Delay:**
- The Cyber Foundation 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 in the 2025 budget.
 - The Digitization Support Services project is delayed due to the transition of responsibilities and coordination with another division.

Chief Information Security Office (CYB)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Cyber Command Centre	1.777	0.504	28.4%	Ⓡ	Ⓢ	#1	10.554	0.504
Cyber Foundation	2.902	1.519	52.3%	Ⓢ	Ⓡ	#2	7.002	3.053
Digitization Support Services	1.868	0.612	32.8%	Ⓡ	Ⓢ	#3	8.104	0.612
Sub-Total	6.547	2.635	40.2%	-	-		25.660	4.169
Total	6.547	2.635	40.2%				25.660	4.169

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

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

Note # 1:

The project experienced spending delays in 2024. Construction work began in November 2024. It is expected to be completed in

Note # 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 in the 2025 budget.

Note # 3:

The project is delayed due to the transition of responsibilities and coordination with another division.

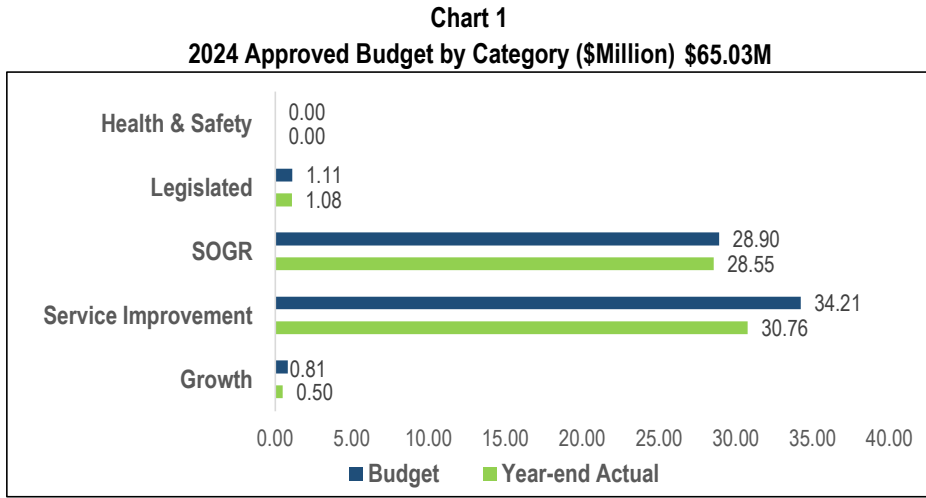


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	6
SOG	20
Service Improvement	43
Growth	4
Total # of Projects	73

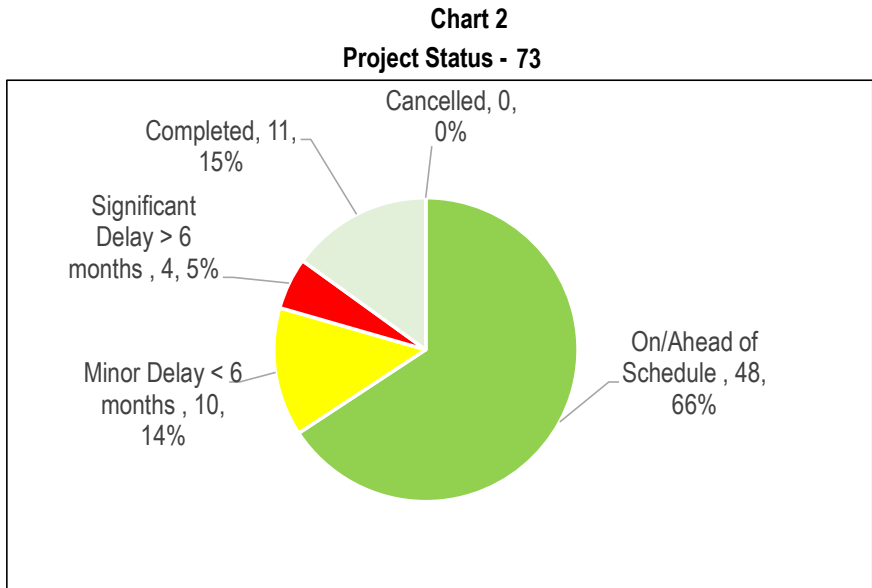


Table 2
Reason for Delay

	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources		2
Procurement Issues	1	5
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
Other*	3	
Total # of Projects	4	10

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
46.59	12.24	4.69	1.51	

Reasons for "Other*" Projects Delay:

➤ The project delays are mainly due to reprioritization of project deliverables and additional functionality testing is required.

Technology Services (ITP)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Automating Short Term Rental Operator Verification Process	0.327	0.327	100.0%	Ⓞ	Ⓞ		0.659	0.327
Corporate Accessibility Services/Support Acquisition	0.014	0.013	89.5%	Ⓞ	Ⓞ		0.215	0.013
Equity, Diversity and Human Rights - Complaints Management System	0.026	0.026	100.0%	Ⓞ	Ⓞ		0.275	0.275
Multi-Tenant Housing - Technology Implementation	0.234	0.209	89.3%	Ⓞ	Ⓞ		1.203	0.209
Paramedic Activity & Compliance Tracking Program	0.149	0.149	100.0%	Ⓞ	Ⓞ		0.251	0.251
SAP ERP Modernization	0.358	0.358	100.0%	Ⓞ	Ⓞ		13.945	0.358
Sub-Total	1.108	1.082	97.6%				16.549	1.433
State of Good Repair								
API Cloud Migration	0.103	0.103	100.0%	Ⓞ	Ⓞ		0.333	0.333
Asset Lifecycle Management	24.041	24.010	99.9%	Ⓞ	Ⓞ		382.114	183.123
Audio Visual Program	0.927	0.927	100.0%	Ⓞ	Ⓨ	#3	11.556	0.927
Community Development and Regulatory & Licensing (CDRL) System Modernized Program	0.729	0.729	100.0%	Ⓞ	Ⓞ		13.813	0.729
Directory Services Transition	0.389	0.362	93.0%	Ⓞ	Ⓞ		1.268	0.643
Disaster Recovery Program	0.472	0.472	100.0%	Ⓞ	Ⓡ	#5	3.861	3.861
Document Direct View Direct	0.672	0.672	100.0%	Ⓞ	Ⓞ		1.894	1.755
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet Management Information System	0.178	0.080	44.9%	Ⓡ	Ⓞ	#1	0.506	0.080
Information Mgmt Infrastructure	0.077	0.077	99.5%	Ⓞ	Ⓞ		0.784	0.784
Integrated Business Mgmt System	0.187	0.187	100.0%	Ⓞ	Ⓞ		3.825	3.825
Legal Services Document Management System	0.239	0.239	100.0%	Ⓞ	Ⓨ	#8	0.925	0.239
Museum & Heritage Services It Infrastructure SOGR	0.065	0.024	36.6%	Ⓡ	Ⓞ	#1	1.434	1.393
Network Modernization	0.555	0.416	74.9%	Ⓞ	Ⓞ		7.930	0.416
Project Portfolio Management System Migrate To ServiceNow	0.224	0.205	91.6%	Ⓞ	Ⓞ		0.320	0.219
Salesforce Realignment Of Foundational Technologies	0.044	0.044	100.0%	Ⓞ	Ⓞ		0.515	0.515
Sub-Total	28.903	28.547	98.8%	-	-		431.078	198.842
Service Improvements								
311 - Technology Upgrades	0.187	0.186	99.5%	Ⓞ	Ⓞ		2.631	2.630
Accelerating The Digitization Journey	0.393	0.385	98.0%	Ⓞ	Ⓞ		1.212	0.509
Access Control Self Serve	0.122	0.084	69.4%	Ⓨ	Ⓞ	#1	0.430	0.203
Artificial Intelligence (AI)	0.465	0.465	100.0%	Ⓞ	Ⓨ	#7	1.041	0.857
Class Replacement - Ent Implementation	0.365	0.316	86.5%	Ⓞ	Ⓨ	#2	2.110	0.753
ConnectTO - Network Utility	1.591	1.227	77.1%	Ⓞ	Ⓞ		10.173	2.486
Digital Payments	0.035	0.000	0.0%	Ⓡ	Ⓞ	#1	0.000	0.000
Digital Service Enhancement	0.120	0.117	97.2%	Ⓞ	Ⓞ		0.120	0.117
Data Centre Solution Implementation	3.911	3.911	100.0%	Ⓞ	Ⓞ		12.458	3.911
Domino Decommissioning Strategy & Implementation	0.214	0.203	94.7%	Ⓞ	Ⓞ		5.453	5.441
ECS Cloud Deployment-Construction	1.875	1.617	86.3%	Ⓞ	Ⓨ	#4	6.339	5.932
Employee Communication Modernization	0.569	0.552	97.1%	Ⓞ	Ⓞ		0.880	0.864
Enterprise Business Intelligence Implementation	0.651	0.631	97.0%	Ⓞ	Ⓞ		4.012	2.430
Enterprise Work Mgmt Solution (EWMS)	9.732	9.089	93.4%	Ⓞ	Ⓡ	#8	56.207	40.821
eScheduling Solution & Implementation	1.203	1.173	97.5%	Ⓞ	Ⓨ	#8	8.228	2.727
File Services Migration to SharePoint	0.000	0.000	0.0%	Ⓡ	Ⓞ	#1	1.622	0.000
Fleet Services Driver Accident And Fine Management	0.842	0.842	100.0%	Ⓞ	Ⓞ		4.190	1.743
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.040	0.034	84.0%	Ⓞ	Ⓞ		2.650	0.034
HR Labour Relations Information System	0.682	0.457	67.0%	Ⓨ	Ⓡ	#9	1.414	1.124
Human Services Integration Service Enhancements	0.079	0.078	99.0%	Ⓞ	Ⓞ		0.164	0.078
LLRS Replacement	0.403	0.375	93.1%	Ⓞ	Ⓨ	#6	1.080	0.860
MLS Modernization - Phase 2	0.261	0.261	100.0%	Ⓞ	Ⓞ		8.749	8.598
MLS Rentsafeto Evaluation Tool Redesign Implementation	0.139	0.139	100.0%	Ⓞ	Ⓞ		0.226	0.226
Modernization Of Microsoft Access Application - Phase 1	0.510	0.424	83.1%	Ⓞ	Ⓞ		1.836	0.515
Modernized Data Centre Architecture	1.791	1.131	63.2%	Ⓨ	Ⓞ	#5	12.855	11.795
Occupational Health & Safety	0.019	0.019	100.0%	Ⓞ	Ⓞ		2.482	2.482

Technology Services (ITP)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
OEM Business Continuity Improvements	0.221	0.221	100.0%	Ⓞ	Ⓞ		0.221	0.221
OFFICE 365	2.576	2.440	94.7%	Ⓞ	Ⓞ		9.795	9.359
Open Data Master Plan Implementation	0.514	0.472	91.8%	Ⓞ	Ⓞ		3.676	3.056
PPEB – Day Forward Scanning Implementation Project	0.175	0.076	43.2%	Ⓡ	Ⓞ	#1	0.418	0.076
Project Tracking Tool Capital Coordination Future State Seed Project	0.050	0.047	94.4%	Ⓞ	Ⓞ		0.745	0.047
Public Digital Access (PDA)	0.244	0.141	57.8%	Ⓢ	Ⓞ	#1	0.000	0.141
Quality Assurance Centre Of Excellence Foundation	0.001	0.001	100.0%	Ⓞ	Ⓞ		0.117	0.117
SAP SuccessFactors Onboarding 2.0	0.270	0.257	95.2%	Ⓞ	Ⓡ	#8	1.395	0.257
ServiceNow	3.565	3.178	89.1%	Ⓞ	Ⓞ		7.826	7.313
Special Events Consolidated Permitting Application and Monitoring Tool	0.050	0.000	0.0%	Ⓡ	Ⓞ		0.244	0.000
TEAM Central Service Delivery Solution	0.080	0.044	54.5%	Ⓢ	Ⓞ	#1	9.367	0.044
Telestaff Upgrade	0.008	0.008	100.0%	Ⓞ	Ⓞ		0.017	0.017
TFS Online Payment	0.100	0.025	25.3%	Ⓡ	Ⓞ	#1	0.338	0.025
T-Recs Cloud Assessment & Migration	0.063	0.036	58.3%	Ⓢ	Ⓞ	#1	0.986	0.181
Webgencat Replacement	0.095	0.095	100.0%	Ⓞ	Ⓞ		0.374	0.374
Sub-Total	34.210	30.756	89.9%				184.080	118.361
Growth Related								
Data Centre Zones Implementation	0.194	0.160	82.3%	Ⓞ	Ⓢ	#3	2.729	2.694
eSignature Project	0.114	0.085	74.4%	Ⓞ	Ⓞ		0.291	0.262
Talent Management Solution Assessment	0.100	0.000	0.0%	Ⓡ	Ⓢ	#2	2.183	0.000
Workforce Business Intelligence	0.405	0.252	62.3%	Ⓢ	Ⓞ	#1	1.719	1.166
Sub-Total	0.812	0.497	61.1%	-	-		6.921	4.122
Total	65.034	60.882	93.6%				638.628	322.758

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 delayed due to procurement issues and pending privacy assessments.

Note # 8:

Project is delayed due to procurement issues. Vendor negotiations and engagement are underway.

Note # 9:

Project is delayed due to additional functionality testing is required.

2024 Capital Spending by Program
Finance and Treasury Services

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
Office of the CFO and Treasurer	4M-2024	0.77	0.72	93.8%	Ⓔ
	Q2-2024	0.77	0.72	93.8%	Ⓔ
	Q3-2024	6.59	2.93	44.5%	Ⓓ
	YE-2024	6.59	2.60	39.4%	Ⓓ
Financial Operations & Control	4M-2024	75.70	70.19	92.7%	Ⓔ
	Q2-2024	75.70	69.37	91.6%	Ⓔ
	Q3-2024	69.58	38.44	55.2%	Ⓕ
	YE-2024	69.58	36.00	51.7%	Ⓕ
TOTAL	4M-2024	76.47	70.92	92.7%	Ⓔ
	Q2-2024	76.47	70.09	91.7%	Ⓔ
	Q3-2024	76.17	41.37	54.3%	Ⓕ
	YE-2024	76.17	38.60	50.7%	Ⓕ
<div> <div>⬜ >70%</div> <div>⬜ between 50% and 70%</div> <div>⬜ < 50% or > 100%</div> </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Finance and Treasury Services totalled \$38.6 million of their collective 2024 Approved Capital Budget of \$76.2 million.

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

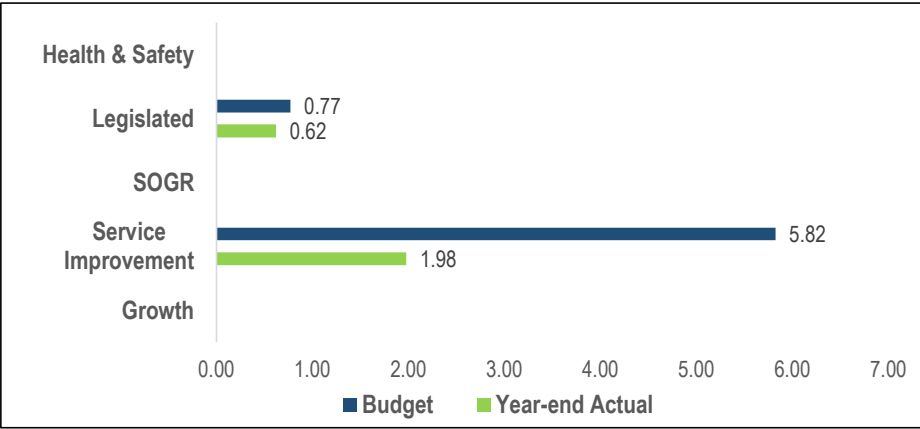


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 2

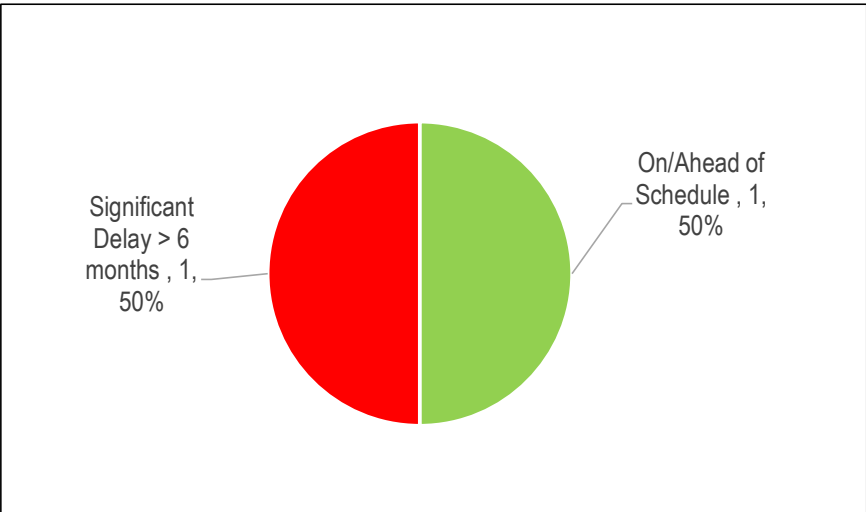


Table 2
Reason for Delay

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 impacted 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. The overall completion date has been extended to 31 December 2027 due to resource capacity constraints.
 - 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated Integrated Asset Planning Management (IAPM)	0.770	0.620	80.5%	Ⓞ	Ⓞ		3.096	1.851
Sub-Total	0.770	0.620	80.5%	-	-		3.096	1.851
Service Improvements Supply Chain Management Transformation (SCMT)	5.825	1.978	34.0%	Ⓡ	Ⓡ	#1	38.011	25.291
Sub-Total	5.825	1.978	34.0%	-	-		38.011	25.291
Total	6.595	2.598	39.4%				41.107	27.142

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 module. S/4HANA health check has projected a Go-Live date for Q4/2025. The completion of the Ariba work is dependant on the parent project. The completion date is extended from 30 Dec 2026 in Q3 variance report to 31 Dec 2027 to more accurately reflects the market's resource capacity to perform this work.

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 to more accurately align the expenditures incurred with the approved capital project scope, whereas SCMT project's 2024 approved cash flow originally budgeted \$3 million to fund for these expenses. This underspending will ensure the project 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

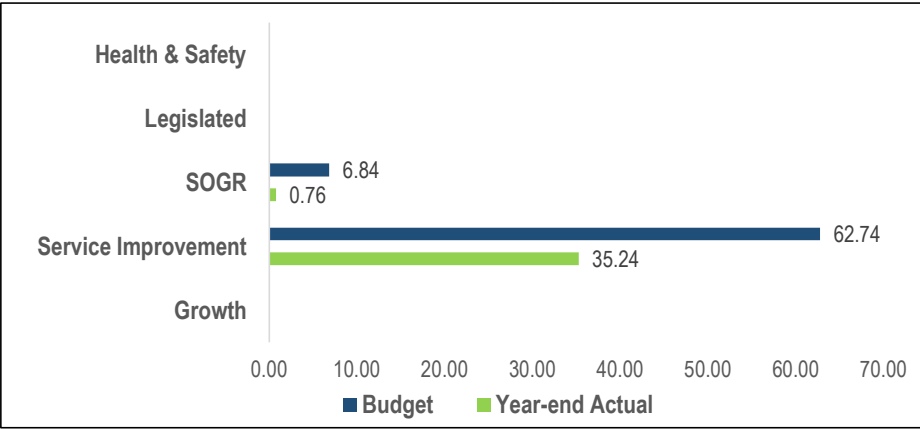


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 7

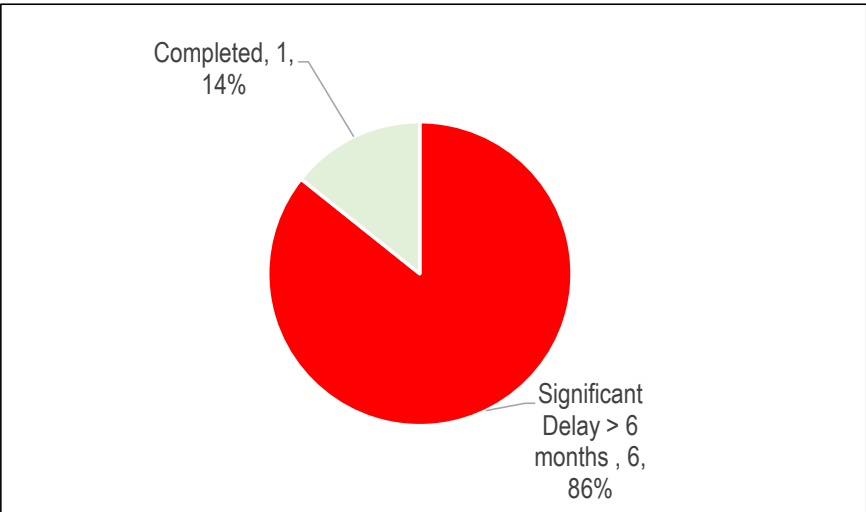


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		69.58		

Reasons for "Other*" Projects Delay:

- Tax Billing System: Project delay with projected completion date of December 2026 is due to the reschedule of the implementation of Council-approved Commercial Parking Levy initiative to 2026/2027 for the 2026 taxation year.
- Utility Billing System: Project delay with projected completion date of December 2026 is 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.
- Parking Tag Management Software Upgrade: Project delay with revised completion date of June 2025 is due to a Council-approved extension for the implementation of the Administrative Penalty System related to Red Light Cameras and Automated Speed Enforcement to Q1/2025 which results in the finalization of the Parking Tags system upgrade in Q2/2025.
- Financial Systems Transformation Project (FSTP): Due to issues from the Solution Design phase, project re-alignment in 2024 resulted in significant delays to the overall delivery schedule with projected completion date of April 2027. Revised go-live dates are October 2025 for S/4 HANA, April 2027 for Budget Tool Revitalization.
- PPEB Transformation Program: Project delay with projected completion date of December 2025 is mainly due to project prioritization exercise and the scope addition of three process improvement-related modules.

Financial Operations & Control (FNS)

Key Discussion Points:

- Payroll Platform Assessment: Project completed and approved for full closure for the period ended April 30, 2024.

Financial Operations & Control (FNS)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Tax Billing System	3.545	0.412	11.6%	Ⓡ	Ⓡ	#1	7.873	4.201
Utility Billing System	3.291	0.348	10.6%	Ⓡ	Ⓡ	#2	5.971	2.341
Sub-Total	6.836	0.759	11.1%	-	-		13.844	6.543
Service Improvements								
Parking Tag Management	1.595	0.207	13.0%	Ⓡ	Ⓡ	#3	2.458	1.070
Software Upgrade	2.588	1.074	41.5%	Ⓡ	Ⓡ	#4	8.140	6.627
PPEB Transformation Program	0.000	0.000			Ⓢ		0.268	0.268
Payroll Platform Assessment	57.315	33.959	59.2%	Ⓢ	Ⓡ	#5	151.454	90.746
Financial Systems	1.242	0.000	0.0%	Ⓡ	Ⓡ	#6	2.097	0.000
Transformation Project (FSTP)								
Process Innovation Project								
Sub-Total	62.740	35.240	56.2%	-	-		164.418	98.711
Total	69.576	36.000	51.7%				178.262	105.253

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

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

Note # 1:

Delay and underspending are due to the \$1.0 million of funding transferred from Parking Tag Management Software Upgrade as a 2024-Q2 capital in-year adjustment and the reschedule of the implementation of Council-approved Commercial Parking Levy initiative to 2026/2027 for the 2026 taxation year instead.

Note # 2:

Delay and underspending are 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.

Note # 3:

An extension for the implementation of the Administrative Penalty System (APS) related to Red Light Cameras and Automated Speed Enforcement to Q1/2025 was approved by Council (MM23.29). Following this, the Parking Tags system upgrade will be finalized in Q2/2025 (Apr/May). As a result, the bulk of the project spend will now occurred in Q1 and Q2 of 2025, in-line with the revised go-live dates. Completion date is now revised to 30 June 2025.

Note # 4:

Delay and underspending are primarily due to staff vacancies and project reprioritization. PPEB has undergone a project prioritization exercise that has selected fewer projects to continue to completion (Sick Code Harmonization, a CRM Tool, and the Payroll Modernization Project are no longer part of this PPEB Transformation Program). The respective Steering Committees for the three process improvement-related modules (Standard Operating Procedures, PPEB Operating Directives, Global Process Project) have amended the phases to add scope, further impacting project end dates.

Financial Operations & Control (FNS)

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

Note # 5:

Project re-alignment in 2024, which included revisions to budget, resources, schedule for go-live and revisions to the implementation vendors' contract, has impacted the overall delivery schedule and resulted in delay and underspending in 2024. Revised go-live dates are October 2025 for S/4HANA, April 2027 for Budget Tool Revitalization. Project completion date is expected to be 30 April 2027.

Note # 6:

Due to the Finance and Treasury Services' higher prioritization on its major project (FSTP), project start is now pushed to 2026 and resulted in its 2024 underspending.

2024 Capital Spending by Program
Other City Programs

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
City Clerk's	4M-2024	3.24	3.03	93.5%	Ⓞ
	Q2-2024	3.24	3.11	95.9%	Ⓞ
	Q3-2024	3.54	2.62	74.1%	Ⓞ
	YE-2024	3.54	2.28	64.6%	Ⓢ
Accountability Offices (Toronto Lobbyist Registrar)	4M-2024	0.40	0.33	83.5%	Ⓞ
	Q2-2024	0.40	0.27	67.5%	Ⓢ
	Q3-2024	0.40	0.27	67.5%	Ⓢ
	YE-2024	0.40	0.20	49.0%	Ⓡ
Corporate Initiatives	4M-2024	0.52	0.43	81.9%	Ⓞ
	Q2-2024	0.52	0.38	72.3%	Ⓞ
	Q3-2024	0.52	0.38	72.3%	Ⓞ
	YE-2024	0.52	0.32	60.7%	Ⓢ
TOTAL	4M-2024	4.16	3.79	91.1%	Ⓞ
	Q2-2024	4.16	3.75	90.3%	Ⓞ
	Q3-2024	4.46	3.27	73.3%	Ⓞ
	YE-2024	4.46	2.80	62.7%	Ⓢ
<div> Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Other City Programs totalled \$2.8 million of their collective 2024 Approved Capital Budget of \$4.5 million.

Chart 1
2024 Approved Budget by Category (\$Million) \$3.54M

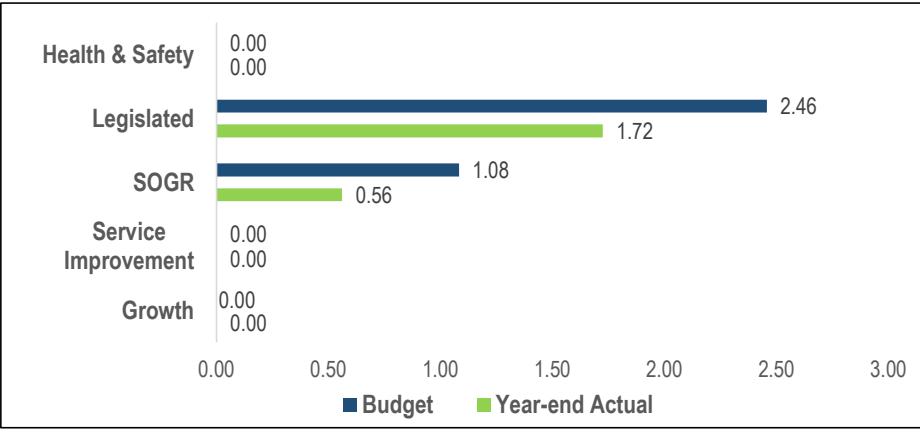


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 15

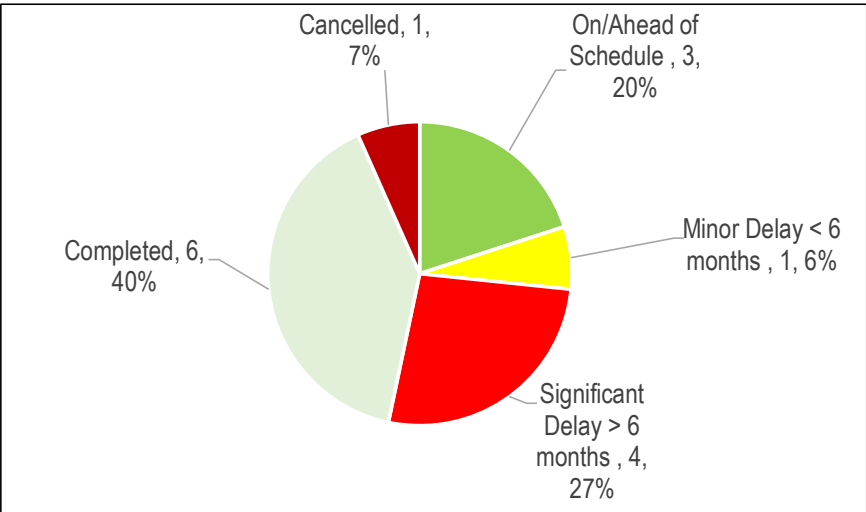


Table 2
Reason for Delay 5

	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*	2	1
Total # of Projects	4	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.08	0.21	0.89	1.16	0.20

Reasons for "Other*" Projects Delay:

- Election Supply Chain Logistics – Project schedule was adjusted given the Mayoral by-election in 2023 and subsequent by-election in 2024 and 2025. 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 has been adjusted to Q3 2025.
- 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. This project will be cancelled in 2025 and a new project submitted through the 2026 budget process to replace this application.

City Clerk's Office (CLK)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
ELECTION TECHNOLOGY PROGRAM FOR 2026 ELECTION	0.898	0.874	97.3%	Ⓞ	Ⓞ		4.260	1.455
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.200	0.015	7.6%	Ⓡ	Ⓡ	#1	0.200	0.015
TMMIS SOGR 2019-2022	0.047	0.039	83.7%	Ⓞ	Ⓡ	#2	0.757	0.749
PUBLIC APPOINTMENTS SOGR 2023-2024	0.180	0.102	56.9%	Ⓨ	Ⓡ	#3	0.370	0.102
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.336	0.243	72.3%	Ⓞ	Ⓞ		1.249	1.156
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.459	0.250	54.4%	Ⓨ	Ⓡ	#4	0.575	0.366
CITY CLERK'S BUS SYSTEM SOGR 2024-26	0.210	0.083	39.5%	Ⓡ	Ⓡ	#5	0.850	0.083
COUNCIL BUSINESS SYSTEM - 2020-2021	0.062	0.062	100.0%	Ⓞ	Ⓞ		1.135	1.096
MEMBER OFFICES EQUIPMENT REQ 2023	0.064	0.057	88.9%	Ⓞ	Ⓞ		0.150	0.143
Sub-Total	2.456	1.725	70.2%	-	-		9.546	5.165
State of Good Repair								
INFRA TO SUP COUNCIL/COMMITTEE MTGS 2022	0.200	0.000	0.0%	Ⓡ	Ⓡ	#6	0.200	0.000
ARCHIVES EQUIPMENT UPGRADE 2022-2026	0.281	0.168	59.8%	Ⓨ	Ⓞ		0.420	0.257
IMAGE LIBRARY MIGRATION TO MANAGED CLOUD	0.252	0.230	91.5%	Ⓞ	Ⓞ		0.470	0.448
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.100	0.000	0.0%	Ⓡ	Ⓞ	#7	0.300	0.000
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.084	0.000	0.0%	Ⓡ	Ⓞ	#8	0.160	0.000
PRINTING EQUIPMENT SOGR 2024	0.165	0.162	97.9%	Ⓞ	Ⓞ		0.165	0.162
Sub-Total	1.082	0.560	51.8%	-	-		1.715	0.867
Total	3.538	2.285	64.6%				11.261	6.032

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

City Clerk's Office (CLK)

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

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 for system acquisition to be issued in 2025

Note # 2:

TMMIS internal system work is in progress; Project completion has been extended to Q3 2025 due to functional scope changes. The project will deliver enhanced public participation channels in the legislative process along with streamlined internal workflows for managing public communications and speaking requests.

Note # 3 & 4:

Public Appointments SOGR 2023-2024 & Registry Serv. Tracking SYS SOGR 2023-24: Projects are 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. Due to inability to meet the City's security requirements the project will be cancelled in 2025 and a new project submitted through the 2026 budget process.

Note # 6:

Infra To Sup Council/Committee Mtgs 2022: Project cancelled as it is dependent on CREM Chamber modernization project which is currently delayed and no cash flow has been approved for future years.

Note # 7:

Wedding Chambers Renovations SOGR 2024-25: Project in progress and is dependent on coordination with corporate partners.

Note # 8:

Replacement Of Records Centre Order Pickers: Project in process and the delivery of the two order pickers has been pushed to May 2025 due to manufacturing delays.

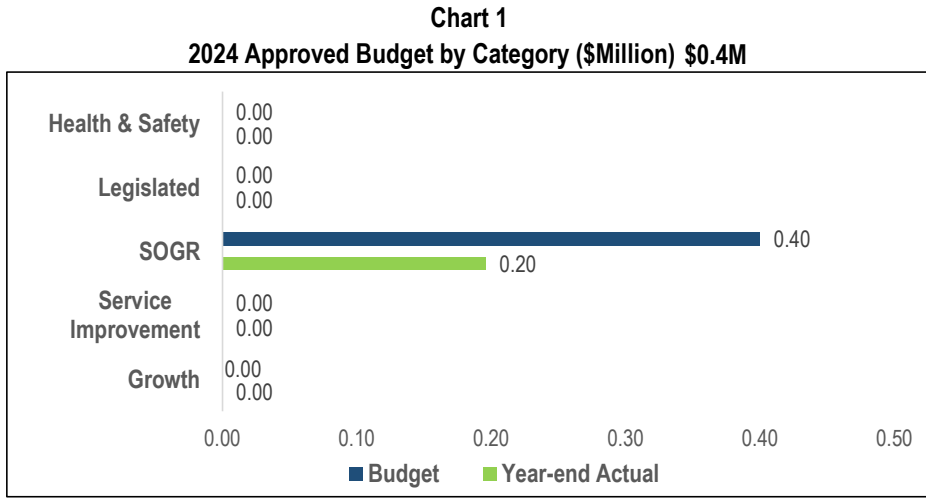


Table 1
2024 Active Projects by Category

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

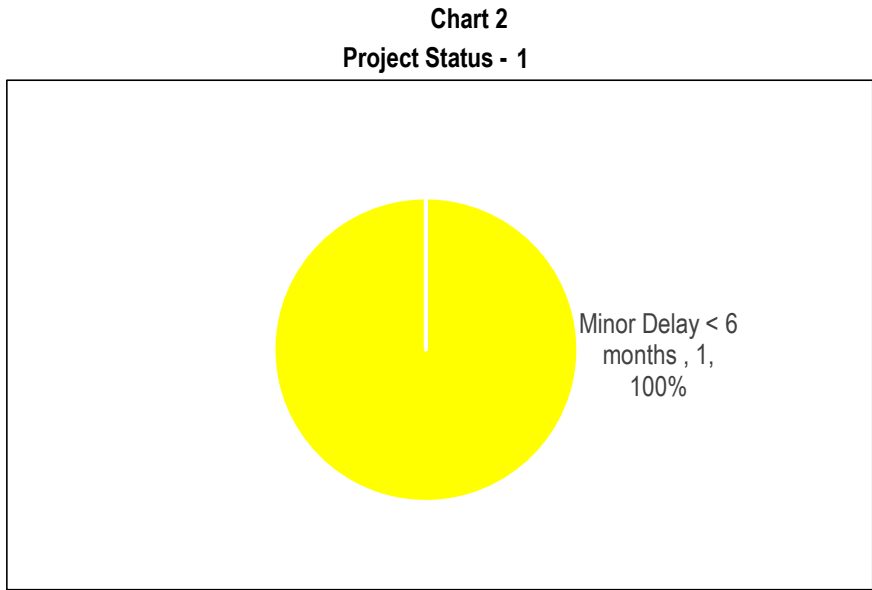


Table 2
Reason for Delay

	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
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
	0.40			

- Reasons for "Other*" Projects Delay:**
- Project resources were reprioritized to fix urgent sustainment issues impacting spending and project schedule. As such, project completion timeline is pushed to Q1 2026.

Accountability Offices (CLR)

Key Discussion Points (cont'd):

- Project resources were reprioritized to fix urgent sustainment issues impacting spending and project schedule. As such, project completion timeline is pushed to Q1 2026.

Accountability Offices (CLR)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Lobbyist Registry System SOGR 2024	0.400	0.196	49.0%	Ⓡ	Ⓨ	#1	1.000	0.196
SOGR Project Name					Ⓢ			
Sub-Total	0.400	0.196	49.0%	-	-		1.000	0.196
Total	0.400	0.196	49.0%				1.000	0.196

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:

Development work for TLR's Lobbyist Disclosure Site is underway in an agile manner with 6 out of 14 sprints completed. Resources were reprioritized to fix urgent sustainment issues impacting spending and project schedule. As such, project completion timeline is pushed to Q1 2026.

**2024 Capital Spending by Program
City Agencies**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
Exhibition Place	4M-2024	40.70	40.70	100.0%	G
	Q2-2024	40.70	40.70	100.0%	G
	Q3-2024	40.70	40.70	100.0%	G
	YE-2024	49.27	34.18	69.4%	Y
To Live	4M-2024	20.98	18.97	90.4%	G
	Q2-2024	20.98	16.93	80.7%	G
	Q3-2024	20.98	16.18	77.1%	G
	YE-2024	20.98	15.76	75.1%	G
Toronto & Region Conservation Authority	4M-2024	22.54	22.54	100.0%	G
	Q2-2024	22.54	22.54	100.0%	G
	Q3-2024	22.54	22.54	100.0%	G
	YE-2024	22.54	21.56	95.6%	G
Toronto Police	4M-2024	113.26	107.80	95.2%	G
	Q2-2024	114.28	107.60	94.2%	G
	Q3-2024	114.28	104.42	91.4%	G
	YE-2024	114.28	103.22	90.3%	G
Toronto Public Health	4M-2024	6.38	4.80	75.3%	G
	Q2-2024	6.38	4.50	70.6%	G
	Q3-2024	6.38	4.30	67.3%	Y
	YE-2024	6.38	4.23	66.3%	Y
Toronto Public Library	4M-2024	33.00	32.72	99.2%	G
	Q2-2024	37.61	33.40	88.8%	G
	Q3-2024	37.61	33.39	88.8%	G
	YE-2024	47.78	46.03	96.3%	G
Toronto Zoo	4M-2024	39.38	37.78	95.9%	G
	Q2-2024	39.38	36.86	93.6%	G
	Q3-2024	39.38	33.46	85.0%	G
	YE-2024	39.38	30.41	77.2%	G
Sankofa Square	4M-2024	0.44	0.44	100.0%	G
	Q2-2024	0.44	0.44	100.0%	G
	Q3-2024	0.44	0.44	100.0%	G
	YE-2024	0.44	0.35	78.9%	G
Toronto Transit Commission	4M-2024	1,360.74	1,355.68	99.6%	G
	Q2-2024	1,360.74	1,345.45	98.9%	G
	Q3-2024	1,360.74	1,289.67	94.8%	G
	YE-2024	1,360.83	1,289.88	94.8%	G
TOTAL	4M-2024	1,637.44	1,621.44	99.0%	G
	Q2-2024	1,643.06	1,608.45	97.9%	G
	Q3-2024	1,643.06	1,545.10	94.0%	G
	YE-2024	1,661.89	1,545.62	93.0%	G
<div> <div></div> >70% <div></div> between 50% and 70% <div></div> < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for City Agencies totalled \$1545.6 million of their collective 2024 Approved Capital Budget of \$1661.9 million. 7 programs in this service area have the year-end spending rate of over 70% of their respective 2024 Approved Capital Budgets.

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

Chart 1

2024 Approved Budget by Category (\$Million) \$49.27M

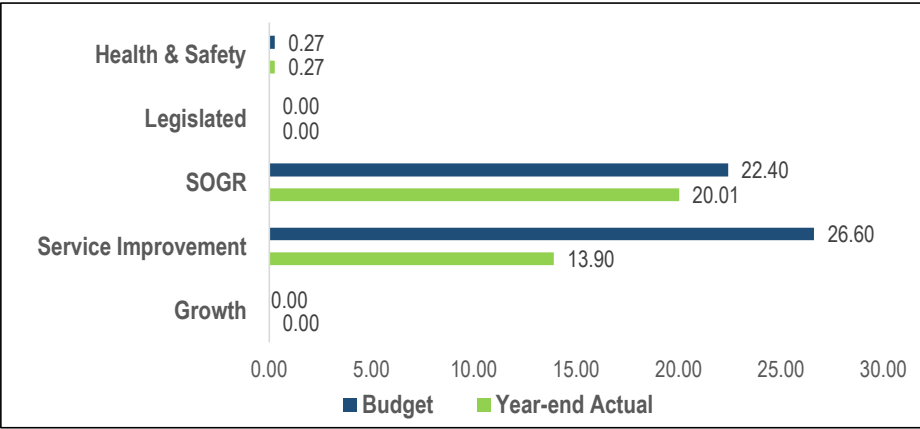


Table 1

2024 Active Projects by Category

Health & Safety	2
Legislated	
SOG	63
Service Improvement	6
Growth	
Total # of Projects	71

Chart 2

Project Status - 71

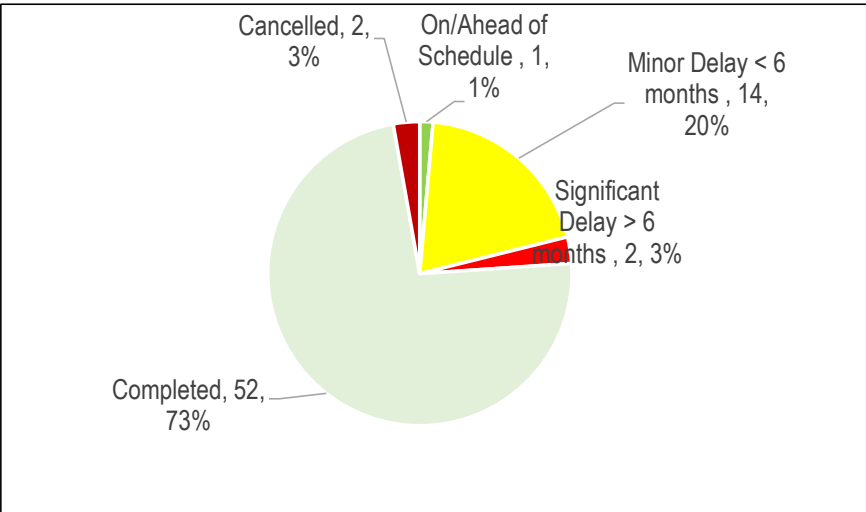


Table 2

Reason for Delay	16	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	11
Community Consultation		
Other*		1
Total # of Projects	2	14

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.40	4.41	0.65	18.81	

Reasons for "Other*" Projects Delay:

- Projects may be delayed as the project design phase is still in progress.

Key Discussion Points:

- Exhibition Place achieved a 2024 year-end spending of \$34.167 million, or 69.4% (90% excluding FIFA WC 2026 project) of its 2024 Capital Budget of \$49.269 million.
- There were 11 projects with 2024 underspending of \$1.616 million that experienced minor delays due to coordination with other projects, RFQ/RFP Delayed, and the design phase still in progress.
- There were two primary projects including Elevator Modernization (Mid-Arch, East and West Annex) (\$0.500 million) and Huff core Wall Replacement (\$0.150 million) with 2024 gross under expenditures of \$0.621 million that experienced major delays due to Co-ordination with Other Projects and RFQ/RFP delayed.
- BMO FIELD UPGRADES FOR FIFA WC 2026 (\$25.397 million) with 2024 gross under expenditures of \$12.697 million. Unused funds will be carried forward to 2025. 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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
OTHER BUILDING - 74	0.270	0.270	100.0%	Ⓞ	Ⓞ		0.400	0.400
Sub-Total	0.270	0.270	100.0%	-	-		0.400	0.400
State of Good Repair								
PRE-ENGINEERING PROGRAM - 72	0.201	0.112	55.8%	Ⓢ	Ⓢ	#1	0.350	0.261
QUEEN ELIZABETH BUILDING - 73	0.207	0.207	100.0%	Ⓞ	Ⓞ		0.600	0.600
OTHER BUILDING - 74	0.525	0.418	79.7%	Ⓞ	Ⓞ		0.525	0.418
EQUIPMENT - 75	3.317	3.044	91.7%	Ⓞ	Ⓞ		3.950	3.676
ENERCARE CENTRE - 76	4.008	3.679	91.8%	Ⓞ	Ⓞ		4.015	3.686
COLISEUM COMPLEX - 77	1.233	0.532	43.2%	Ⓡ	Ⓡ	#2	7.590	6.890
PARKS PARKING LOTS AND ROADS - 79	1.108	1.079	97.3%	Ⓞ	Ⓞ		1.300	1.271
HORSE PALACE - 80	0.600	0.474	79.0%	Ⓞ	Ⓞ		0.600	0.474
FOOD BUILDING - 81	0.993	0.869	87.5%	Ⓞ	Ⓞ		7.436	7.312
BETTER LIVING CENTRE - 83	0.080	0.065	81.0%	Ⓞ	Ⓞ		0.110	0.095
BEANFIELD CENTRE - 85	1.600	1.226	76.6%	Ⓞ	Ⓞ		1.600	1.226
GENERAL SERVICES BUILDING - 91	0.280	0.086	30.7%	Ⓡ	Ⓢ	#3	0.280	0.086
SPECIAL PROJECTS - 94	3.032	3.032	100.0%	Ⓞ	Ⓞ		3.135	3.135
ELECTRICAL UNDERGROUND HV UTILITIES - 96	5.216	5.183	99.4%	Ⓞ	Ⓞ		6.300	6.267
Sub-Total	22.401	20.006	89.3%	-	-		37.791	35.396
Service Improvements								
OTHER BUILDING - 74	0.200	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.200
COLISEUM COMPLEX - 77	0.250	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.250
PARKS PARKING LOTS AND ROADS - 79	0.750	0.750	100.0%	Ⓞ	Ⓞ		0.950	0.950
BMO FIELD - 93	25.397	12.700	50.0%	Ⓢ	Ⓞ	#4	123.000	15.193
Sub-Total	26.597	13.900	52.3%	-	-		124.400	16.593
Total	49.269	34.176	69.4%				162.591	52.389
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>								

Note # 1:

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

Note # 2:

Exhibition Place (EXH)

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

Elevator Modernization (Mid-Arch, East and West Annex) (\$0.500 million) State of Good Repair project was delayed and underspent due to co-ordination with other projects, *Sidewalk and Paving Upgrades* (\$0.300 million) State of Good Repair project was delayed and underspent as the project design phase is still in progress.

Note # 3:

Lighting Retrofit -Various (\$0.200 million) State of Good Repair project was delayed due to co-ordination with other projects.

Note # 4:

BMO FIELD UPGRADES FOR FIFA WC 2026 (\$25.397 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. Unused funds will be reallocated to future years.

Chart 1
2024 Approved Budget by Category (\$Million) \$20.98M

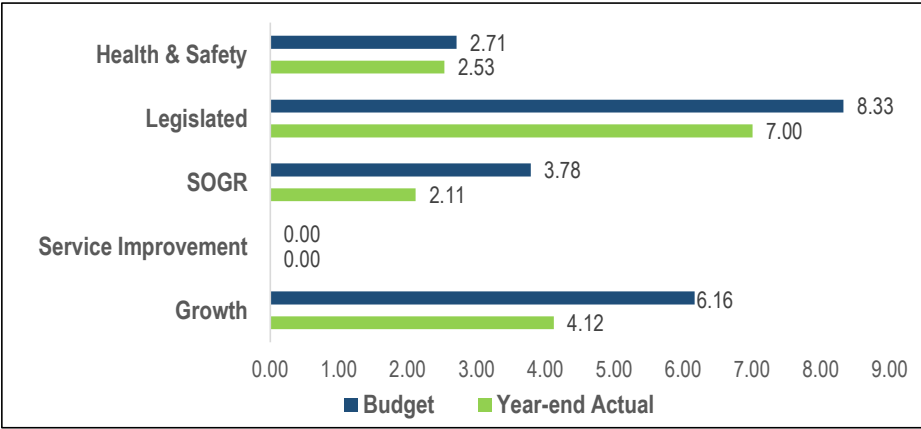


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 25

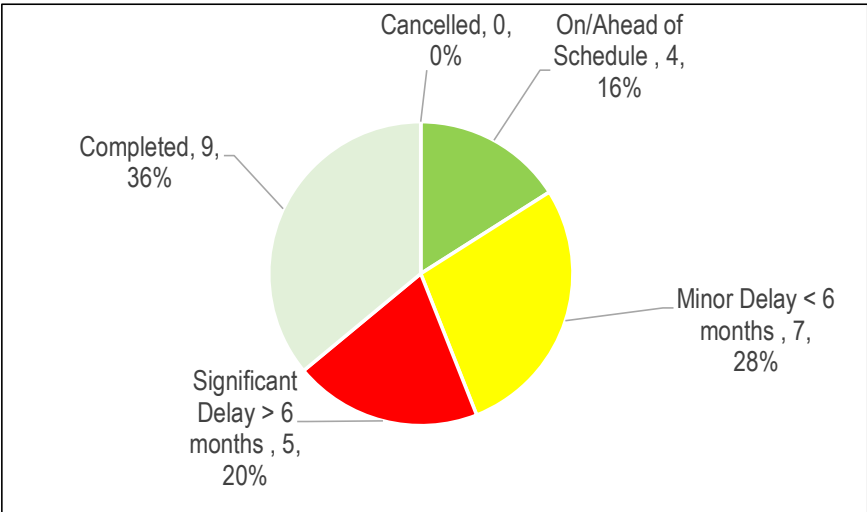


Table 2
Reason for Delay 12

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.49	1.64	9.72	9.14	

Reasons for "Other*" Projects Delay:

- The Meridian Arts Centre Life Safety Systems, Meridian Arts Centre Rigging Replacement and the Meridian Hall Sprinkler Expansion projects experienced delays due to project management required to complete the projects.

Key Discussion Points:

TO Live spent \$15.764 million or 75.1% of the 2024 Capital Budget by the end of 2024. The underspending of \$5.220 million is mainly attributed to site conditions, procurement issues, RFP/RFQ delays and project management required with another City Division for the following projects:

- Meridian Hall - Building Envelope
- Meridian Hall - Exterior Lighting Systems
- Meridian Hall – AODA Projects & Meridian Arts Centre - AODA Projects
- Meridian Hall - Site Work
- Meridian Hall - Theatre Lighting
- Meridian Hall - Rigging & Drapery Systems & Meridian Arts Centre - Rigging Replacement
- Meridian Arts Centre - Roof Replacement (PVC)
- St. Lawrence Centre for the Arts - SOGR Projects

TO Live (HUM)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Meridian Hall - Door Replacement Phase 2	0.575	0.405	70.4%	G	Y	#1	1.738	1.568
Meridian Hall - Exterior Lighting Systems	0.200	0.194	97.1%	G	Y	#2	0.205	0.199
Meridian Hall - Fall Arrest System	0.018	0.017	95.3%	G	G		0.162	0.161
Meridian Hall - Site Work	1.915	1.915	100.0%	G	G		2.447	2.447
Sub-Total	2.708	2.531	93.5%	-	-		4.552	4.375
Legislated								
Meridian Arts Centre - AODA Projects	5.452	5.207	95.5%	G	R	#2	23.150	15.598
Meridian Arts Centre - Net Zero Carbon Initiatives	0.200	0.192	96.1%	G	G		4.831	0.192
Meridian Hall - AODA Projects	2.477	1.408	56.8%	Y	R	#3	18.452	9.648
Meridian Hall - Net Zero Carbon Initiatives	0.200	0.198	99.2%	G	G		2.500	0.198
Sub-Total	8.328	7.005	84.1%	-	-		48.933	25.637
State of Good Repair								
Meridian Arts Centre - Chillers and Cooling Tower Replacement	0.086	0.086	99.8%	G	G		2.450	2.450
Meridian Arts Centre - Exterior Repairs	0.012	0.011	92.5%	G	G		0.376	0.375
Meridian Arts Centre - Hydro Vault Repairs	0.094	0.093	99.0%	G	G		0.396	0.395
Meridian Arts Centre - Life Safety Systems	0.500	0.083	16.6%	R	R	#4	0.500	0.083
Meridian Arts Centre - Rigging Replacement	1.187	0.371	31.2%	R	R	#4	1.619	0.389
Meridian Arts Centre - Roof Replacement (PVC)	0.048	0.027	55.5%	Y	Y	#5	2.286	2.265
Meridian Arts Centre - SOGR Projects	0.128	0.126	98.8%	G	G		5.414	5.412
Meridian Arts Centre - Technical Theatre Improvements	0.596	0.596	100.0%	G	G		1.600	1.600
Meridian Hall - Audio System	0.004	0.004	99.1%	G	G		0.088	0.004
Meridian Hall - BCA	0.085	0.049	57.7%	Y	G		0.175	0.049
Meridian Hall - Building Envelope	0.194	0.141	72.7%	G	Y	#2	0.220	0.167
Meridian Hall - PSVC System	0.130	0.129	99.3%	G	G		0.363	0.362

TO Live (HUM)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Meridian Hall - Rigging & Drapery Systems	0.200	0.037	18.3%	Ⓡ	Ⓨ	#5	0.200	0.037
Meridian Hall - Sprinkler Expansion	0.100	0.053	53.4%	Ⓨ	Ⓡ	#4	2.438	0.053
Meridian Hall - Theatre Lighting	0.171	0.068	39.8%	Ⓡ	Ⓨ	#5	0.776	0.673
St. Lawrence Centre for the Arts - SOGR Projects	0.249	0.238	95.4%	Ⓢ	Ⓨ	#5	1.429	1.117
Sub-Total	3.783	2.111	55.8%	-	-		20.330	15.432
Growth Related								
St Lawrence Centre for the Arts - Redevelopment Planning	6.165	4.117	66.8%	Ⓨ	Ⓢ	#6	11.476	7.737
Sub-Total	6.165	4.117	66.8%	-	-		11.476	7.737
Total	20.984	15.764	75.1%				85.291	53.181

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 Door Replacement Phase 2* project experienced delays due to contractor issues.

Note # 2:

The *Meridian Hall Exterior Lighting Systems - Walkways, Meridian Arts Centre AODA and Meridian Hall Repairs to Fire Smoke Traps* projects experienced delays due to site conditions.

Note # 3:

The *Meridian Hall AODA* project experienced delays due to RFP delays.

Note # 4:

The *Meridian Arts Centre Life Safety Systems, Meridian Arts Centre Rigging Replacement and the Meridian Hall Sprinkler Expansion* projects experienced delays due to project management required to complete the projects.

Note # 5:

The *Meridian Hall Rigging & Drapery Systems, Meridian Hall Theatre Lighting, Meridian Arts Centre Roof Replacement (PVC) and St. Lawrence Centre for the Arts SOGR* projects experienced delays due to procurement issues.

Note # 6:

The *St. Lawrence Centre for the Arts Redevelopment Planning* project has been completed as the scope of the project has been modified to solely address SOGR needs.

Chart 1

2024 Approved Budget by Category (\$Million) \$22.54M

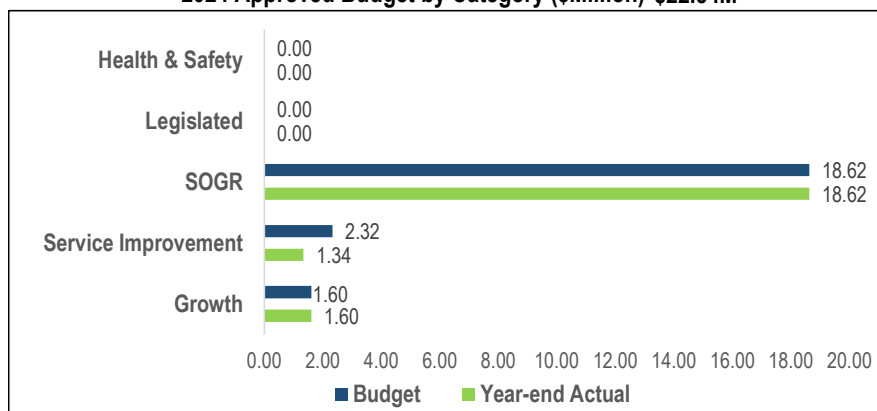


Table 1

2024 Active Projects by Category

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

Chart 2

Project Status - 22

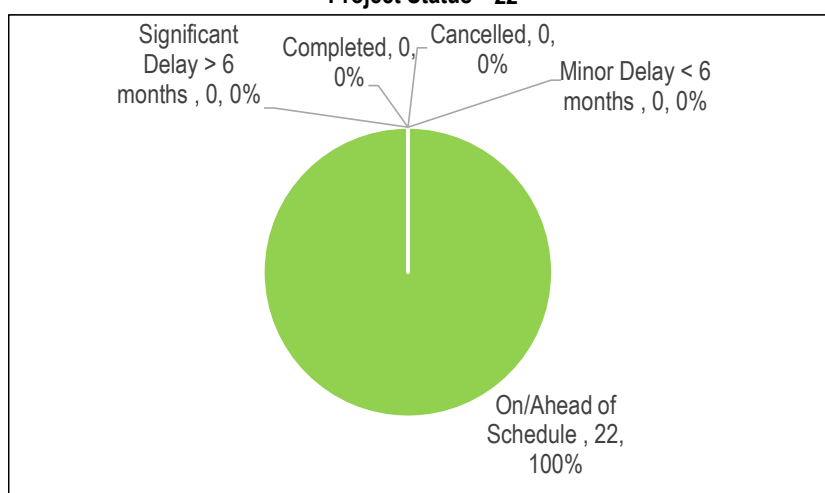


Table 2

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

Key Discussion Points: (Please provide reason for delay)

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	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
GREENSPACE LAND	0.064	0.064	100.0%	G	G		1.004	1.004
ACQUISITION (ACTIVE 09+)								
SHORELINE MONITORING & MAINTENANCE	0.400	0.400	100.0%	G	G		5.150	5.150
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	2.020	100.0%	G	G		16.270	16.270
RETROFIT ACTIVITIES FOR 2009+	0.371	0.371	100.0%	G	G		4.318	4.318
SUSTAINABLE COMMUNITIES 2008+	0.988	0.988	100.0%	G	G		11.001	11.001
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.553	0.553	100.0%	G	G		6.529	6.529
REGIONAL WATERSHED MANAGEMENT 2008+	1.532	1.532	100.0%	G	G		15.160	15.160
REGENERATION SITES 2008+	0.599	0.599	100.0%	G	G		6.547	6.547
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.245	100.0%	G	G		3.180	3.180
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.320	100.0%	G	G		4.160	4.160
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.250	100.0%	G	G		3.450	3.450
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.050	100.0%	G	G		1.029	1.029
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.188	100.0%	G	G		2.770	2.770
TORONTO PLANNING INITIATIVES	0.100	0.100	100.0%	G	G		0.780	0.780
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.321	100.0%	G	G		3.504	3.504
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	5.500	5.500	100.0%	G	G		22.550	22.550
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.200	100.0%	G	G		2.800	2.800
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	4.900	4.900	100.0%	G	G		38.756	38.756
TORONTO WILDLIFE CENTRE LANDSCAPE REST	0.017	0.017	100.0%	G	G		2.566	2.566

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Sub-Total	18.618	18.618	100.0%	-	-		151.524	151.524
Service Improvements								
WTRFRNT DEV TOMMY	0.795	0.795	100.0%	Ⓔ	Ⓔ		4.610	4.610
THOMPSON PARK INTERIM								
SCARBOROUGH BLUFFS	1.527	0.546	35.7%	Ⓓ	Ⓨ		2.912	1.190
WEST INDIVIDUAL ENVIR								
Sub-Total	2.322	1.341	57.7%	-	-		7.522	5.800
Growth Related								
LONG TERM								
ACCOMMODATION - 5	1.603	1.603	100.0%	Ⓔ	Ⓔ		38.617	10.282
SHOREHAM								
Sub-Total	1.603	1.603	100.0%	-	-		38.617	10.282
Total	22.543	21.561	95.6%				197.664	167.606

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

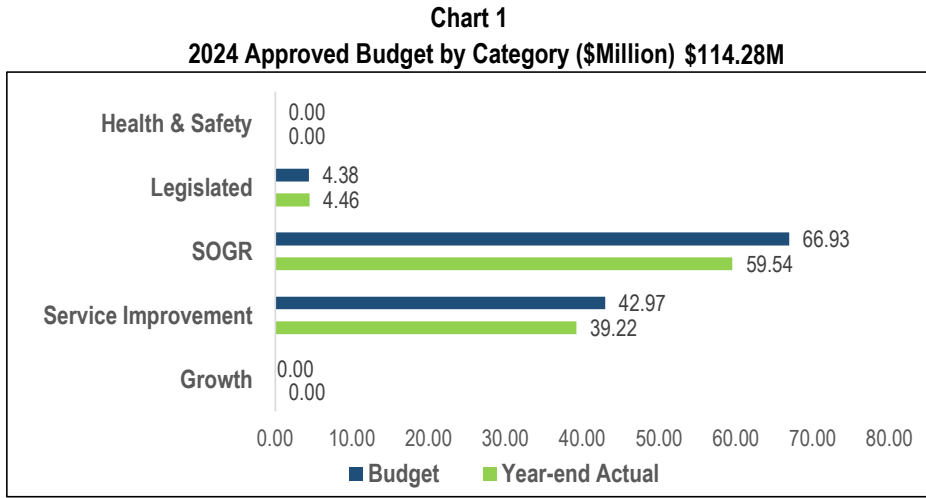


Table 1
2024 Active Projects by Category

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

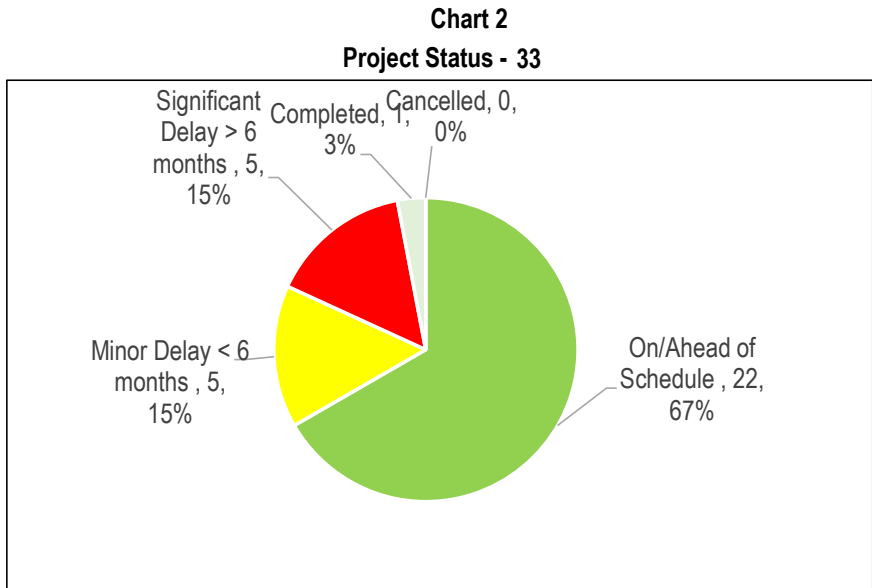


Table 2
Reason for Delay

	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	3
RFQ/RFP Delayed		
Contractor Issues	1	1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	2	1
Total # of Projects	5	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
106.50	3.64	3.43	0.71	

- Reasons for "Other*" Projects Delay:**
- Long Term Facility Plan - 54 Division; New Station - Project timeline will be re-baselined from 2025 onwards following the de-amalgamation of the 54 and 55 Divisions.
 - Next Generation (N.G.) 9-1-1 - Delay of renovation of the partial floors of the Communication Center to 2025 and 2026, following the completion of the second phase of the project.
 - Relocation of Wellness Services - Minor deficiencies to be addressed for the west building and the project is expected to be completed in 2025 Q1.

Toronto Police Service (POL)

Key Discussion Points:

Toronto Police Service had a 2024 year-end spend of \$103.219 million, or 90.3% of its 2024 approved available funding of \$114.282 million.

Projected underspending is mainly attributed to the following key projects:

Projects in Progress

- *New Records Management System (RMS)* - Delay in some purchases to 2025. The 2024 unspent amount will be carried forward to 2025.

Lifecycle and Replacement of Equipment Project

- *Wireless Parking System* - Procurement was on hold in 2024 while the Service was developing an overall plan on modernizing and digitizing the Parking Enforcement Unit's services, with considerations given to the compatibility of the Wireless Parking System with the unit's other upcoming technology projects under the 2025-2034 approved capital program, such as the Vehicle Impound Program lifecycle replacement and the Automated License Plate Recognition Technology projects. The Service is on track to complete the planning and proceed with its procurement in 2025. Therefore, the 2024 unspent amount will be carried forward to 2025.
- *Infrastructure* - The project had a spending rate of 94.1% in 2024. The 2024 unspent amount was mainly due to some purchases being delayed to 2025, and it will be carried forward to 2025.
- *Vehicle and Equipment* - The project had a spending rate of 91.7% in 2024. The 2024 unspent amount was mainly due to vehicles received in late 2024 will be upfitted with equipment in 2025, and it will be carried forward to 2025.
- *Connected Officer* - Credits were received for the residual value of decommissioned devices which reduced net expenditures. The 2024 unspent amount will be carried forward to 2025.

Toronto Police Service (POL)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Next Generation (N.G.) 9-1-1	2.795	2.949	105.5%	Ⓡ	Ⓡ	#1	16.251	10.505
Relocation of Wellness Services	1.590	1.514	95.3%	ⓖ	Ⓨ	#2	1.840	1.765
Sub-Total	4.385	4.464	101.8%	-	-		18.091	12.270
State of Good Repair								
State-of-Good-Repair - Police	7.513	6.844	91.1%	ⓖ	ⓖ		-	on-going
Radio Replacement	0.100	0.000	0.0%	Ⓡ	ⓖ	#3	75.921	38.046
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.870	0.316	36.4%	Ⓡ	Ⓨ	#4	7.874	3.336
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.798	0.772	96.7%	ⓖ	ⓖ		6.550	1.575
Mobile Command Centre	0.710	0.710	100.0%	ⓖ	ⓖ		1.548	1.548
Communication Center 9th Floor Furniture Replacement	0.000	0.000		ⓖ	Ⓡ	#5	0.300	0.000
Vehicle Replacement	12.197	10.867	89.1%	ⓖ	ⓖ		225.192	114.202
Workstation, Laptop, Printer- Lifecycle plan	1.420	1.373	96.7%	ⓖ	ⓖ		88.050	46.648
Infrastructure Lifecycle	29.546	27.807	94.1%	ⓖ	ⓖ		255.722	48.550
Mobile Workstations	1.805	1.775	98.3%	ⓖ	ⓖ		50.388	26.883
Locker Replacement	0.291	0.221	75.9%	ⓖ	ⓖ		9.481	4.351
Furniture Lifecycle Replacement	2.712	2.628	96.9%	ⓖ	ⓖ		28.351	16.767
Divisional CCTV Management (D.V.A.M. I & II)	0.590	0.589	99.9%	ⓖ	ⓖ		12.442	7.308
Small Equipment Replacement	1.482	1.317	88.9%	ⓖ	ⓖ		22.161	8.803
Radar Unit Replacement	0.098	0.081	83.0%	ⓖ	ⓖ		2.239	1.252
Wireless Parking System	1.783	0.000	0.0%	Ⓡ	ⓖ	#6	13.482	3.375
Conducted Energy Weapon	0.761	0.761	100.0%	ⓖ	ⓖ		10.037	3.949
Body Worn Camera - Replacement Plan	2.079	2.079	100.0%	ⓖ	ⓖ		21.763	5.131
Connected Officer LR	1.286	0.597	46.4%	Ⓡ	ⓖ	#7	18.860	1.625
Hydrogen Fuel Cells	0.885	0.799	90.3%	ⓖ	ⓖ		9.200	2.614
Sub-Total	66.926	59.537	89.0%	-	-		859.560	335.965
Service Improvements								
Long Term Facility Plan - 54 Division; New Station	0.214	0.155	72.4%	ⓖ	Ⓡ	#8	100.000	0.994
Long Term Facility Plan - 41 Division; New Build	28.200	27.442	97.3%	ⓖ	ⓖ		86.005	57.990
Information Technology Storage Growth	2.006	2.003	99.8%	ⓖ	ⓖ		7.006	2.464
New Records Management System (RMS)	6.000	4.306	71.8%	ⓖ	ⓖ		30.598	4.998
Transforming Corporate Support (HRMS, TRMS)	0.109	0.000	0.0%	Ⓡ	Ⓡ	#9	8.435	7.199
ANCOE (Enterprise Business Intelligence, Global Search)	0.101	0.063	62.1%	Ⓨ	Ⓨ	#10	12.474	12.434
Body Worn Camera - Phase II	0.476	0.203	42.8%	Ⓡ	Ⓨ	#11	5.887	5.582
Long Term Facility Plan - Consulting	0.315	0.000	0.0%	Ⓡ	Ⓡ	#12	0.878	0.563
Property & Evidence Warehouse Racking	0.050	0.000	0.0%	Ⓡ	ⓖ	#13	1.030	0.030
Vehicle and Equipment for Additional Capacity	4.900	4.501	91.9%	ⓖ	ⓖ		13.986	11.121
FIFA Requirement - Motorcycles	0.600	0.545	90.8%	ⓖ	Ⓨ	#14	0.600	0.545
Sub-Total	42.971	39.218	91.3%	-	-		266.898	103.921
Total	114.282	103.219	90.3%				1,144.550	452.156

On Time On Budget
 70% of Approved Cash Flow

Toronto Police Service (POL)

Projects by Category (Million)		2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
			\$	%	On Budget	On Time			
On/Ahead of Schedule	Ⓐ	>70% of Approved Cash Flow							
Minor Delay < 6 months	Ⓑ	Between 50% and 70%							
Significant Delay > 6 months	Ⓒ	< 50% or >100% of Approved Cash Flow							

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

Spending rate is 106% due to some work for the second phase of the project completed ahead of schedule. Delay of renovation to 2025 and 2026.

Note #2: Relocation of Wellness Services

On budget. Minor deficiencies to be addressed for the west building and the project is expected to be completed in 2025 Q1.

Note #3: Radio Replacement

On time. The consultant's review is in progress and will continue in 2025.

Note #4: Automated Fingerprint Identification System (A.F.I.S.) Replacement

Delayed due to the vendor's resource issues. The vendor is resolving the issues to resume testing in 2025 Q1.

Note #5: Communication Center 9th Floor Furniture Replacement

Project is delayed to 2025 due to procurement issues.

Note #6: Wireless Parking System

Project was on hold in 2024 while the Service was developing an overall plan on modernizing and digitizing the Parking Enforcement Unit's services.

Procurement is expected to be proceeded in 2025.

Note #7: Connected Officer LR

Credits were received for residual value of decommissioned devices which reduced net expenditures. Unspent funding will be carried forward to 2025.

Note #8: Long Term Facility Plan - 54 Division; New Station

Project timeline will be re-baselined from 2025 onwards following the de-amalgamation of the 54 and 55 Divisions.

Note #9: Transforming Corporate Support (HRMS, TRMS)

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

Note #10: ANCOE (Enterprise Business Intelligence, Global Search)

Project would be completed in 2025 Q1 under budget.

Note #11: Body Worn Camera - Phase II

Delay in procurement to 2025.

Note #12: Long Term Facility Plan - Consulting

Previous delay due to consultant issues and final report is expected by 2025 Q2. Unspent funding will be carried forward to 2025.

Note #13: Property & Evidence Warehouse Racking

Underspending due to the hiring of consultant delayed to 2025 Q1.

Note #14: FIFA Requirement - Motorcycles

On budget. Upfitting of the motorcycles is expected to be completed in 2025 Q1.

Chart 1
2024 Approved Budget by Category 6.38M

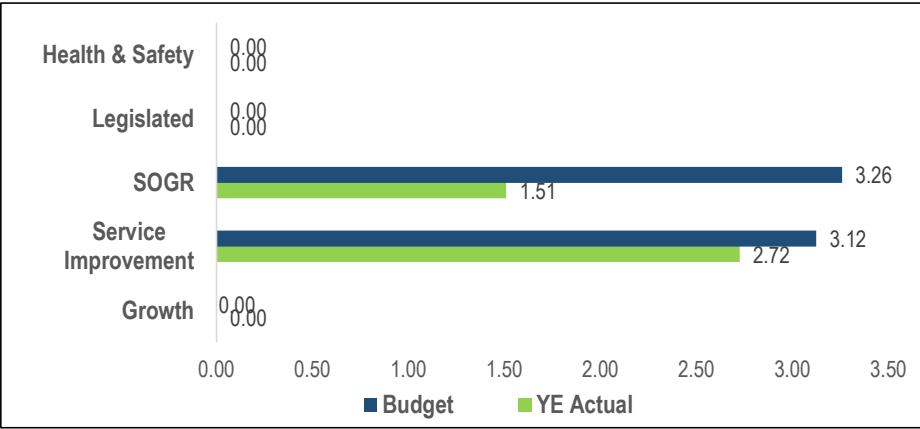


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 8

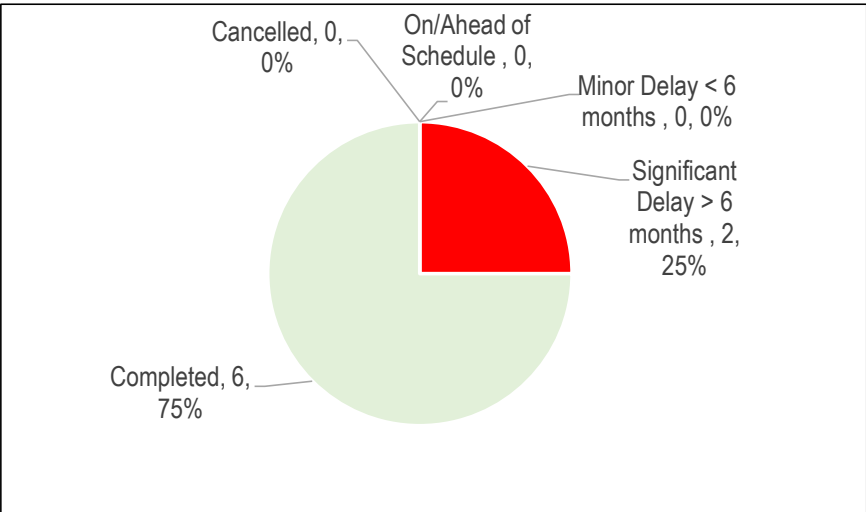


Table 2
Reason for Delay 2

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
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
		3.53	2.85	

Toronto Public Health (TPH)

Projects by Category (Million)	2024 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Inspection Management Implementation	2.890	1.335	46.2%	Ⓡ	Ⓡ	#1	7.122	3.808
TCHIS Map-Us Upgrade	0.366	0.173	47.3%	Ⓡ	ⓐ	#2	0.503	0.310
Sub-Total	3.257	1.509	46.3%	-	-		7.625	4.118
Service Improvements								
Electronic Medical Record - Phase 3	0.400	0.308	77.1%	ⓐ	ⓐ		2.655	2.564
Ontario Seniors Dental Care Program (OSDCP)								
Alton/Midland Location	0.836	0.828	99.1%	ⓐ	ⓐ		0.860	0.853
160 Borough Drive	0.066	0.000	0.0%	ⓐ	ⓐ		0.556	0.489
95 Lavinia Ave	0.272	0.268	98.4%	ⓐ	ⓐ		0.460	0.456
Dental Clinic Update 791 Queen E - Sr. Dental	0.914	0.823	90.1%	ⓐ	ⓐ		0.988	0.898
New Dental Clinic - East Toronto Health Partners	0.635	0.495	78.0%	ⓐ	Ⓡ	#3	0.829	0.689
Sub-Total	3.123	2.723	87.2%	-	-		6.348	5.949
Total	6.379	4.232	66.3%				13.973	10.067

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:

Year-end underspend reflects previous delay in hiring required human resources to deliver the project. Significant progress has been made by securing required human resources in early 2025. The project go-live date has been revised to Jul 2026.

Note # 2:

Project was completed in Nov 2024 under budget.

Note # 3:

Project construction was completed. Corporate security system is to be installed. The project is expected to be completed in Jun 2025.

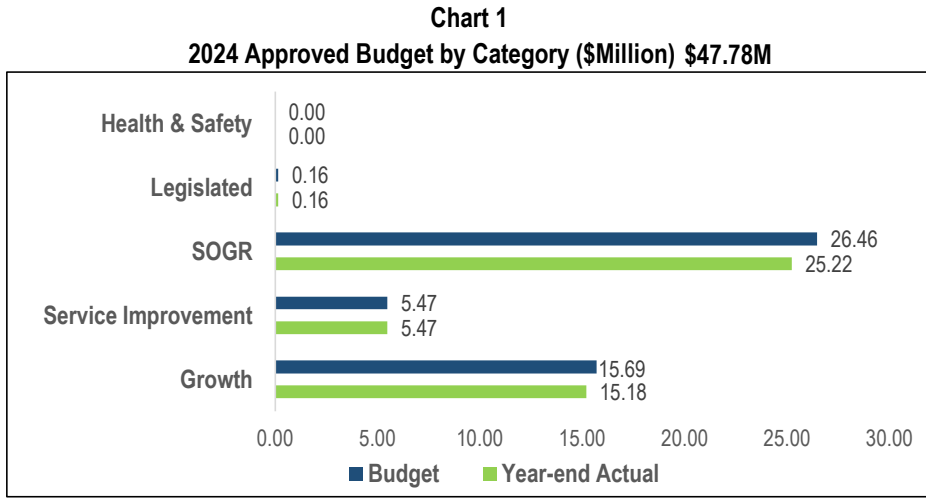


Table 1
2024 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	9
Service Improvement	1
Growth	11
Total # of Projects	22

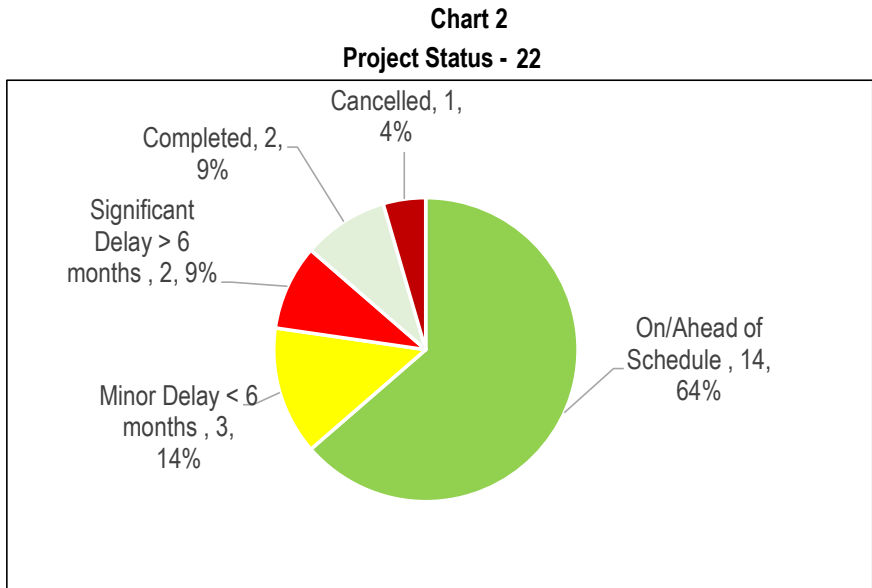


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
38.24	3.31	0.18	6.01	0.05

- Reasons for "Other*" Projects Delay:**
- Dawes Road Reconstruction & Expansion - Timeline shifted by one year due to delays in obtaining site plan approval.
 - Junction Triangle (Perth Dupont Relocation) - Construction - The timeline shifted slightly due to final agreement on ownership transfer to start fit-out.
 - Pleasant View Library Renovation & Expansion - Construction - Timeline shifted by one year due to delays in obtaining site plan approval.
 - St. Lawrence Relocation & Expansion - Design - Continue to work with the CREM and CreateTO on finding an alternate site.
 - Yorkville Renovation - Design - The Project is still in the planning phase.

Toronto Public Library (LIB)

Key Discussion Points:

Toronto Public Library is reporting 2024 year-end spend of \$46.031 million, or 96.3% of its 2024 Approved Capital Budget of \$47.784 million. The \$1.752 million underspending is mainly attributed to the following projects and will be carried forward to future years:

- Digital Experiences
- Ethennonnhawahstihnen' Library - Bayview Library Relocation
- Multi-Branch Minor Reno Prog
- Northern District Exterior
- Richview Building Elements (SOG)
- Technology Asset Management Prog
- Yorkville Renovation - Design

Toronto Public Library (LIB)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Multi-Branch Minor Reno Prog (Accessibility)	0.158	0.158	100.0%	Ⓞ	Ⓞ		6.043	3.202
Sub-Total	0.158	0.158	100.0%	-	-		6.043	3.202
State of Good Repair								
Albert Campbell Renovation - Construction	0.085	0.085	100.0%	Ⓞ	Ⓞ		22.097	22.097
Multi-Branch Minor Reno Prog	16.090	15.689	97.5%	Ⓞ	Ⓞ		57.511	44.051
Northern District Exterior	1.343	1.206	89.8%	Ⓞ	Ⓞ		3.505	3.369
Richview Building Elements (SOGR)	0.978	0.765	78.2%	Ⓞ	Ⓞ		3.546	1.098
Technology Asset Management Prog	4.750	4.356	91.7%	Ⓞ	Ⓞ		24.661	20.292
Toronto Reference Library Renovation	2.792	2.792	100.0%	Ⓞ	Ⓞ		19.648	6.637
Wychwood Library Renovation	0.064	0.064	100.0%	Ⓞ	Ⓞ		15.306	15.306
Yorkville Renovation - Design	0.100	0.000	0.0%	Ⓡ	Ⓨ	#1	0.597	0.000
York Woods Renovation	0.263	0.263	100.0%	Ⓞ	Ⓞ		15.317	15.317
Sub-Total	26.464	25.220	95.3%	-	-		162.187	128.166
Service Improvements								
Service and Digital Modernization	5.472	5.472	100.0%	Ⓞ	Ⓞ		22.599	14.143
Sub-Total	5.472	5.472	100.0%	-	-		22.599	14.143
Growth Related								
Bridlewood Branch Relocation	4.671	4.671	100.0%	Ⓞ	Ⓞ		11.663	11.663
Centennial Renovation & Expansion - Construction	2.041	2.041	100.0%	Ⓞ	Ⓞ		21.744	3.887
Dawes Road Reconstruction & Expansion	0.144	0.144	100.0%	Ⓞ	Ⓡ	#2	37.757	7.772
Digital Experiences	1.216	0.975	80.2%	Ⓞ	Ⓞ		12.845	5.264
Ethennonhawahstihnen' Library - Bayview Library	1.042	0.863	82.8%	Ⓞ	Ⓞ		16.682	16.503
Etobicoke New Construction - Construction	3.272	3.272	100.0%	Ⓞ	Ⓞ		33.687	3.272
Lillian H. Smith Renovation - Design	0.045	0.000	0.0%	Ⓡ	Ⓡ	#3	3.000	0.155
Maryvale Relocation	0.014	0.014	100.0%	Ⓞ	Ⓞ		2.872	2.872
Junction Triangle (Perth Dupont Relocation) - Construction	3.129	3.129	100.0%	Ⓞ	Ⓨ	#4	5.918	4.598
Pleasant View Library Renovation & Expansion - Construction	0.034	0.034	100.0%	Ⓞ	Ⓡ	#5	4.189	0.034
St. Lawrence Relocation & Expansion - Design	0.080	0.038	47.6%	Ⓡ	Ⓨ	#6	1.932	0.138
Sub-Total	15.689	15.181	96.8%	-	-		152.289	56.157
Total	47.784	46.031	96.3%				343.118	201.668

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: Yorkville Renovation - Design

The Project is still in the planning phase.

Note #2: Dawes Road Reconstruction & Expansion

Timeline shifted by one year due to delays in obtaining site plan approval.

Note #3: Lillian H. Smith Renovation - Design

Project is cancelled.

Note #4: Junction Triangle (Perth Dupont Relocation) - Construction

The timeline shifted slightly due to final agreement on ownership transfer to start fit-out.

Note #5: Pleasant View Library Renovation & Expansion - Construction

Timeline shifted by one year due to delays in obtaining site plan approval.

Note #6: St. Lawrence Relocation & Expansion - Design

Continue to work with the CREM and CreateTO on finding an alternate site.

Chart 1

2024 Approved Budget by Category (\$Million) \$1360.83M

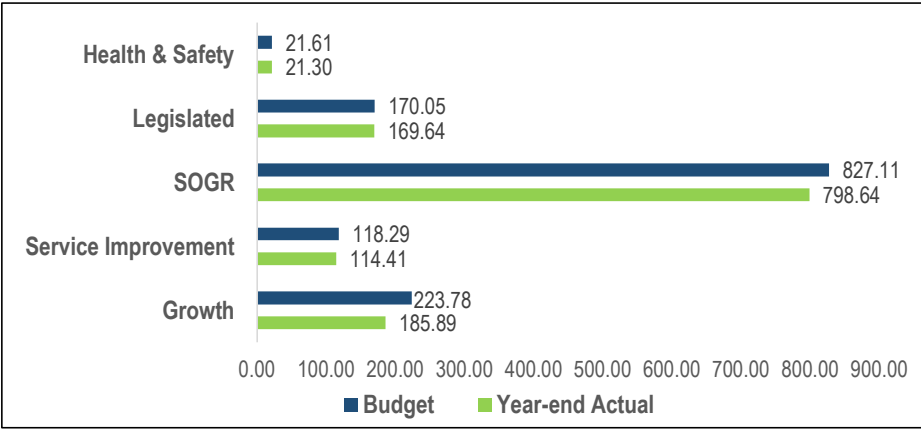


Table 1

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

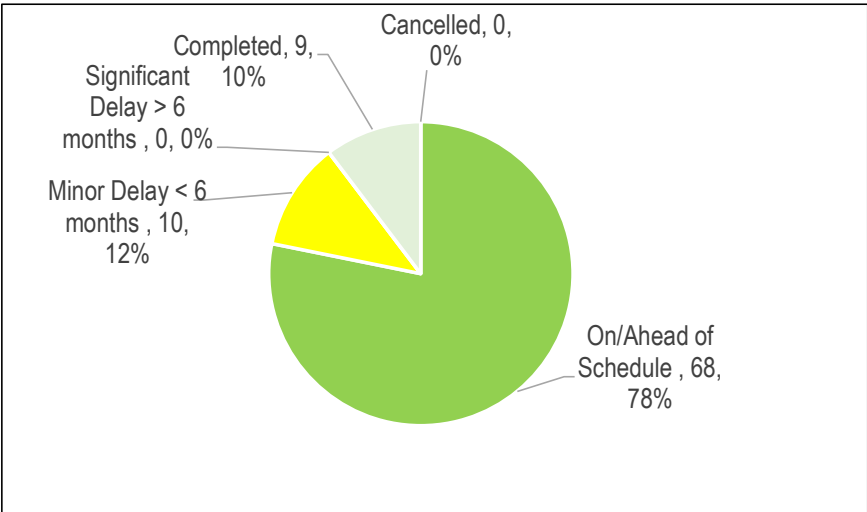


Table 2

Reason for Delay 10

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,342.85	17.99			

Key Discussion Points: (Please provide reason for delay)

- As at December 31, 2024, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$1.290 billion, representing 94.8% 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 has \$70.9 million unspent representing 5.2% of its adjusted 2024 Capital Budget of \$1.361 billion.
- TTC Base Program incurred expenditures of approximately \$1.271 billion in 2024, or approximately 94.8% of the adjusted 2024 Capital Budget of \$1.341 billion. The Base Program has underspend of \$70.1 million at year-end.
- The Transit Expansion projects incurred expenditures of approximately \$19.3 million or 95.8% of the adjusted 2024 Capital Budget of \$20.2 million. The Transit Expansion projects have underspend of \$0.8 million at year-end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Power Dist. H&S	0.163	0.163	100.0%	G	G		1.262	1.106
Finishes-H&S	0.781	0.781	100.0%	G	G		6.557	5.138
Equipment-H&S	0.000	0.000		R	G		0.000	0.000
Fire Ventilation Upgrades & Second Exits - H&S	17.166	17.166	100.0%	G	G		178.612	51.351
Streetcar Overhaul - H&S	0.248	0.097	38.9%	R	Y	#2	17.220	1.248
Subway Car Overhaul - H&S	0.000	0.000			G		0.174	0.174
Computer Equipment And Software - H&S	1.603	1.603	100.0%	G	G		11.304	6.099
Other Buildings - H&S	0.747	0.747	100.0%	G	G		100.836	4.293
Bus Overhaul - H&S	0.000	0.000			G		2.505	1.825
Safety and Reliability	0.897	0.747	83.3%	G	G		13.679	3.064
Sub-Total	21.606	21.304	98.6%	-	-		332.150	74.297
Legislated								
Communications - Legislated	1.201	1.201	100.0%	G	G		21.250	17.056
Equipment-Legislated	3.234	3.234	100.0%	G	G		65.437	27.295
Streetcar Network-Legislated	0.346	0.258	74.4%	G	Y	#1	54.934	53.257
Easier Access-Phase III	142.436	142.436	100.0%	G	G		1,169.817	798.410
Subway Car Overhaul - Legislated (AODA)	0.000	0.000			G		8.963	8.964
Subway Asbestos Removal	11.014	11.012	100.0%	G	G		133.405	105.087
Computer Equipment And Software - Legis	0.205	0.000	0.0%	R	Y	#3	0.250	0.000
Other Service Planning - Legislated	3.887	3.887	100.0%	G	G		29.937	19.794
Other Buildings - Legislated	7.727	7.615	98.5%	G	G		90.360	64.446
Sub-Total	170.050	169.642	99.8%	-	-		1,574.353	1,094.309
State of Good Repair								
Subway Track - SOGR	49.502	49.502	100.0%	G	G		368.880	351.518
Surface Track - SOGR	34.956	34.956	100.0%	G	G		269.505	316.949
Traction Power-Various - SOGR	30.227	30.227	100.0%	G	G		447.428	425.092
Power Dist. SOGR	7.080	7.080	100.0%	G	G		243.751	159.077
Communications-SOGR	14.821	14.819	100.0%	G	G		205.223	171.893
Signal Systems	18.633	18.536	99.5%	G	G		320.034	232.601
Finishes-SOGR	15.952	15.952	100.0%	G	G		310.177	255.044
Equipment-SOGR	74.513	74.241	99.6%	G	G		687.372	543.807
On-Grade Paving Rehabilitation	11.309	11.309	100.0%	G	G		176.531	151.607
Bridges And Tunnels-Various	50.610	50.610	100.0%	G	G		577.106	474.682
Fire Ventilation Upgrades & Second Exits - SOGR	5.066	5.066	100.0%	G	G		390.074	374.744
Purchase of Wheel Trans	12.809	12.255	95.7%	G	G		92.416	75.256

Toronto Transit Commission (TTC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Purchase Of Subway Cars - SOGR	1.185	1.185	100.0%	G	G		1,792.887	1,158.710
Streetcar Overhaul - SOGR	31.925	31.537	98.8%	G	G		77.759	61.437
Subway Car Overhaul - SOGR	32.822	32.822	100.0%	G	G		694.065	273.092
Automotive Non-Revenue Vehicle Replace - SOGR	10.178	10.178	100.0%	G	G		46.196	31.424
Rail Non Revenue Vehicle Overhaul	1.967	1.951	99.2%	G	G		31.247	20.362
Rail Non-Revenue Vehicle Purchase - SOGR	0.408	0.307	75.2%	G	Y	#2	69.601	19.793
Tools And Shop Equipment	9.067	8.259	91.1%	G	G		56.993	43.186
Revenue & Fare Handling Equipment -SOGR	4.394	0.460	10.5%	R	Y	#1	77.586	57.467
Computer Equipment And Software - SOGR	62.308	53.177	85.3%	G	G		652.565	430.388
Other Furniture And Office Equipment	0.127	0.001	0.9%	R	Y	#2	4.582	4.166
Other Service Planning - SOGR	4.329	4.329	100.0%	G	G		30.995	21.708
Transit Shelters & Loops	0.192	0.192	100.0%	G	G		3.193	2.641
Other Buildings - SOGR	40.238	40.143	99.8%	G	G		884.518	546.251
Purchase of Buses -SOGR	180.382	170.426	94.5%	G	G		1,116.840	623.029
Bus Overhaul - SOGR	67.996	67.926	99.9%	G	G		665.092	626.481
Other Maintenance Equipment	4.120	1.916	46.5%	R	Y	#2	13.584	9.130
Queensway Bus Garage Renovations	0.000	0.000			G		0.000	0.000
Purchase of Streetcars - SOGR	0.422	0.370	87.8%	G	G		1,109.482	1,107.559
POP Legacy Fare Collection	0.000	0.000			G		3.397	3.397
ATC Resignalling - YUS Line	8.569	8.569	100.0%	G	G		710.158	681.601
ATC Resignalling - Bloor/Danforth Line	15.973	15.973	100.0%	G	G		607.572	31.019
Leslie Barns	0.276	0.242	87.6%	G	G		523.489	517.052
TR Yard And Tail Track Accommodation	9.218	9.218	100.0%	G	G		541.468	443.358
Warehouse Consolidation	0.566	0.335	59.2%	Y	Y	#4	5.447	4.991
Corporate Initiatives - CLA	6.353	6.353	100.0%	G	G		21.734	8.171
Scarborough Subway Extension	8.612	8.218	95.4%	G	G		197.933	118.003
Sub-Total	827.106	798.640	96.6%	-	-		14,026.878	10,376.685
Service Improvements								
Subway Track - Service Improvement	0.000	0.000	100.0%	G	G		5.722	5.722
Surface Track - Service Improvement	5.850	5.386	92.1%	G	G		175.240	33.856

Toronto Transit Commission (TTC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Traction Power-Variou - SI	3.223	2.023	62.8%	Y	Y	#1	8.392	5.408
Power Dist. Service Improvement	0.277	0.277	100.0%	G	G		2.105	1.780
Communications-Service Improvement	0.000	0.000			G		0.869	0.870
Finishes-Service Improvement	0.974	0.974	100.0%	G	G		5.923	1.859
Equipment-SI	1.472	1.472	100.0%	G	G		2.500	1.616
Streetcar Overhaul - Service Improvement	0.117	0.117	100.0%	G	G		2.257	0.121
Automotive Non-Revenue Vehicle Replace - Service Imp.	7.229	7.229	100.0%	G	G		30.639	22.888
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.029	0.029	100.0%	G	G		13.499	0.276
Computer Equipment And Software - Service Improvement	4.349	2.184	50.2%	Y	Y	#3	24.403	15.056
Other Service Planning - Service Improvement	5.637	5.637	100.0%	G	G		85.652	41.869
Other Buildings - Service Improvement	12.596	12.577	99.9%	G	G		115.981	113.934
Purchase of Buses - Service Improvement	0.343	0.343	100.0%	G	G		111.114	108.019
Kipling Station Improvements	0.153	0.116	75.9%	G	G		14.654	14.653
Bicycle Parking At Stations	0.000	0.000			G		0.945	0.944
Yonge-Bloor Capacity Enhancement	42.653	42.653	100.0%	G	G		1,261.780	122.743
Line 1 Capacity Enhancement	20.589	20.589	100.0%	G	G		948.219	83.314
Line 2 Capacity Enhancement	12.802	12.802	100.0%	G	G		839.190	44.361
Sub-Total	118.293	114.407	96.7%	-	-		3,649.086	619.290
Growth Related								
Bus Rapid Transit- Growth	0.003	0.003	100.0%	G	G		37.173	37.142
Sheppard Subway	3.053	3.053	100.0%	G	G		969.856	968.357
Purchase Of Subway Cars - Growth	0.419	0.419	100.0%	G	G		288.296	4.372
Other Service Planning - Growth	0.024	0.024	100.0%	G	G		1.931	0.609
Other Buildings - Growth	2.572	2.113	82.2%	G	G		359.310	306.934
Purchase of Buses - Growth	0.000	0.000			G		0.000	0.000
Purchase of Streetcars - Growth	205.402	168.473	82.0%	G	G		516.127	358.742
PRESTO Farecard Implementation	0.304	0.261	85.9%	G	G		79.207	72.111
McNicoll New Bus Garage Facility	0.421	0.413	98.2%	G	G		169.400	164.895
Spadina Subway Extension	11.259	10.838	96.3%	G	G		3,184.171	3,141.177

Toronto Transit Commission (TTC)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Waterfront Transit	0.322	0.292	90.7%	Ⓒ	Ⓒ		54.799	24.483
Sub-Total	223.778	185.890	83.1%	-	-		5,660.272	5,078.823
Total	1,360.833	1,289.884	94.8%				25,242.738	17,243.405
<div> <div> On Time On/Ahead of Schedule Minor Delay < 6 months Significant Delay > 6 months </div> <div> Ⓒ Ⓐ Ⓑ Ⓓ </div> <div> On Budget >70% of Approved Cash Flow Between 50% and 70% < 50% or >100% of Approved Cash Flow </div> </div>								

Note # 1:

Co-ordination with Other Projects

Note # 2:

Procurement Issues

Note # 3:

Insufficient Staff Resources

Note # 4:

Other as specified in comments

Chart 1

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

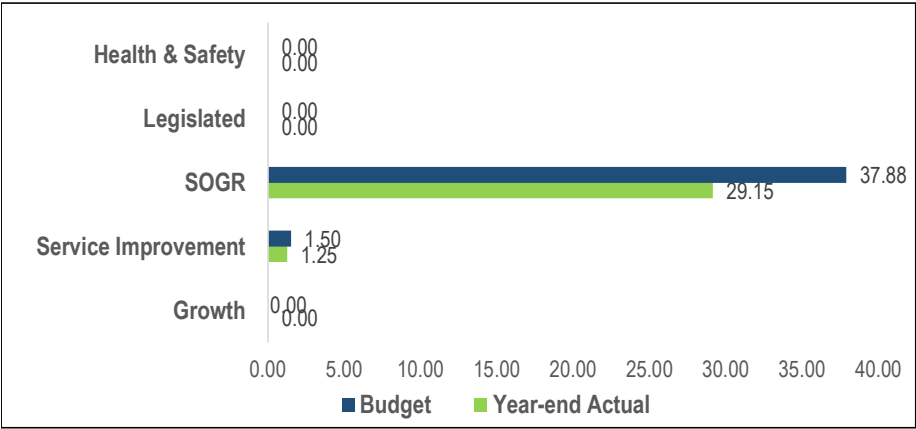


Table 1

2024 Active Projects by Category

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

Chart 2
Project Status - 7

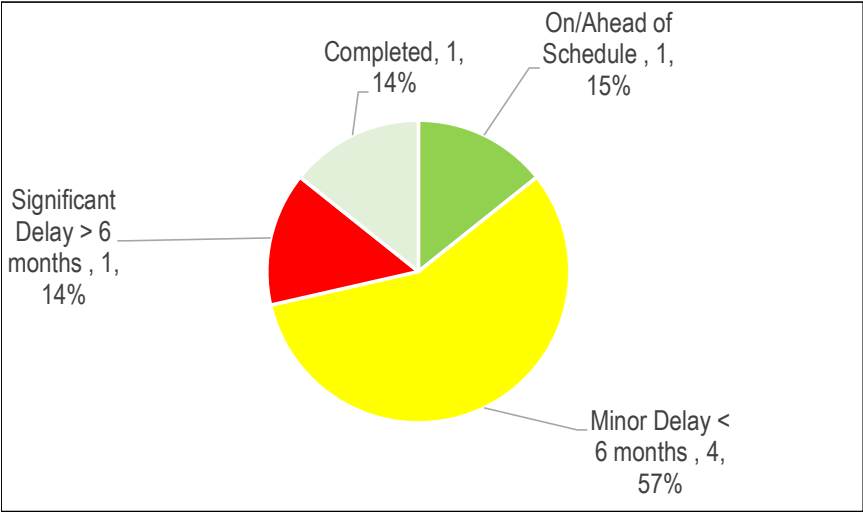


Table 2

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

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.23	30.21	1.50	1.44	

Reasons for "Other*" Projects Delay:

- The equipment procurement timeline is taking longer than expected for the Building & Refurbishment project.
- Due to scope changes, the Savanna Indoor Winter Holding & Viewing Design project is experiencing delays.

Key Discussion Points: (Please provide reason for delay)

- At year end, Toronto Zoo spent \$30.406 million or 77.2% of its 2024 Capital Budget.
- Procurement, design and site conditions have impacted delivery timelines for several projects in 2024.

Toronto Zoo (ZOO)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Building & Services Refurbishment	5.400	5.045	93.4%	Ⓒ	Ⓨ	1	15.382	13.329
Exhibit Refurbishment	3.272	1.667	50.9%	Ⓨ	Ⓨ	2	6.032	4.427
Grounds and Visitor Improvement	6.234	6.052	97.1%	Ⓒ	Ⓒ		10.325	10.144
Information Systems	1.440	1.440	100.0%	Ⓒ	Ⓒ		5.578	5.578
Welcome Area - Design	0.570	0.505	88.7%	Ⓒ	Ⓨ	3	1.888	1.824
Welcome Area - Phase A Construction	20.965	14.443	68.9%	Ⓨ	Ⓨ	3	62.099	15.507
Sub-Total	37.880	29.153	77.0%	-	-		101.304	50.809
Service Improvements								
Savanna Indoor Winter Holding & Viewing Design	1.500	1.253	83.5%	Ⓒ	Ⓡ	4	3.700	1.253
Sub-Total	1.500	1.253	83.5%	-	-		3.700	1.253
Total	39.380	30.406	77.2%				105.004	52.062
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>Ⓒ</div> <div>Ⓨ</div> <div>Ⓡ</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>								

Note # 1:

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

Note # 4:

The *Savanna Indoor Winter Holding & Viewing Design* project is experiencing delay due to scope changes. Scope has been finalized, project is proceeding and is expected to be completed in 2025

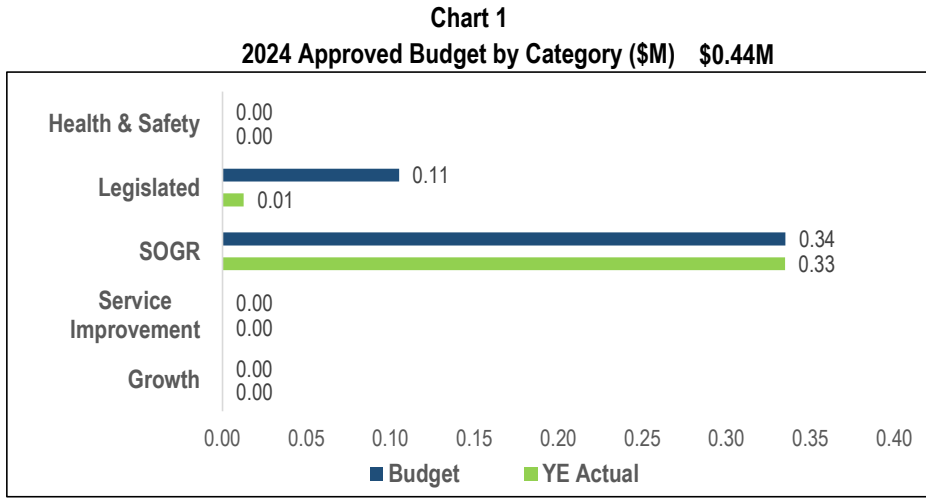


Table 1
2024 Active Projects by Category

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

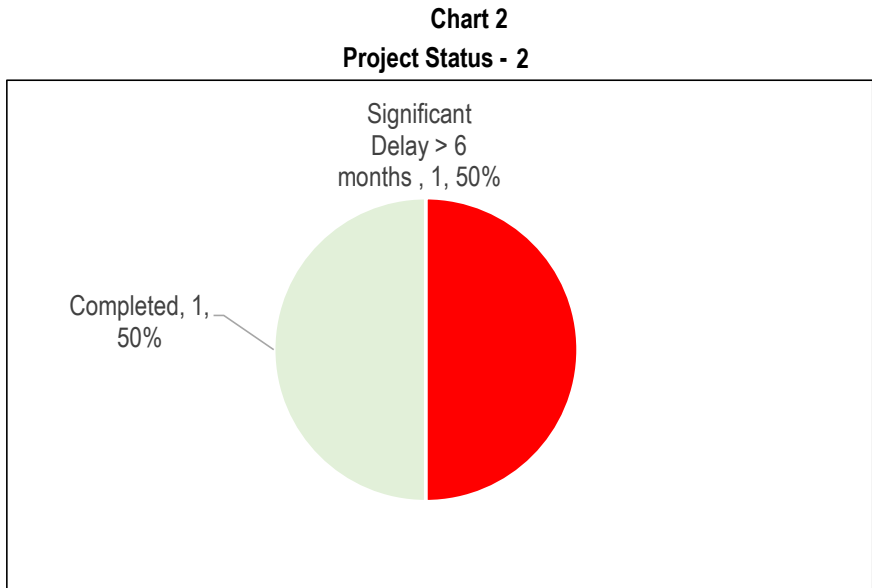


Table 2
Reason for Delay

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

Table 3
Projects Status (\$M)

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

- 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. Designs are expected to be presented at a Sankofa Square Board meeting on May 15th 2025 for their approval, and installed in the fall of 2025.
 - 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

Sankofa Square (SKS)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actuals				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
SANKOFA SQUARE SIGNAGE	0.105	0.013	12.0%	Ⓡ	Ⓡ	#1	0.105	0.013
Sub-Total	0.105	0.013	12.0%	-	-		0.105	0.013
State of Good Repair								
SANKOFA SOGR IMMEDIATE REQUIREMENTS	0.335	0.335	99.9%	Ⓢ	Ⓢ		0.540	0.540
SOGR Project Name					Ⓢ	#3		
Sub-Total	0.335	0.335	99.9%	-	-		0.540	0.540
Total	0.440	0.347	78.9%				0.645	0.552

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:

SANKOFA SQUARE SIGNAGE: The old sign was removed in May 2024. Designs are expected to be presented at a Sankofa Square Board meeting on May 15th 2025 for their approval, and installed in the fall of 2025.

**2024 Capital Spending by Program
Rate Supported Programs**

Program (\$M)	Period	2024 Approved Cash Flow	2024 Expenditure		Alert (Benchmark 70% spending rate)
			Actuals	%	
Solid Waste Management Services	4M-2024	88.00	73.81	83.9%	Ⓔ
	Q2-2024	86.67	70.90	81.8%	Ⓔ
	Q3-2024	86.21	67.00	77.7%	Ⓔ
	YE-2024	86.21	65.76	76.3%	Ⓔ
Toronto Parking Authority	4M-2024	85.41	71.33	83.5%	Ⓔ
	Q2-2024	85.41	68.61	80.3%	Ⓔ
	Q3-2024	85.41	65.73	77.0%	Ⓔ
	YE-2024	85.41	57.11	66.9%	Ⓕ
Toronto Water	4M-2024	1,274.93	1,098.56	86.2%	Ⓔ
	Q2-2024	1,274.13	1,061.17	83.3%	Ⓔ
	Q3-2024	1,274.13	995.80	78.2%	Ⓔ
	YE-2024	1,274.13	963.43	75.6%	Ⓔ
TOTAL	4M-2024	1,448.34	1,243.70	85.9%	Ⓔ
	Q2-2024	1,446.21	1,200.67	83.0%	Ⓔ
	Q3-2024	1,445.76	1,128.52	78.1%	Ⓔ
	YE-2024	1,445.76	1,086.29	75.1%	Ⓔ
<div> ⬜ >70% ⬜ between 50% and 70% ⬜ < 50% or > 100% </div>					

For the twelve months ended December 31, 2024, the capital expenditures for Rate Supported Programs totalled \$1086.3 million of their collective 2024 Approved Capital Budget of \$1445.8 million. 2 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, and Toronto Water.

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

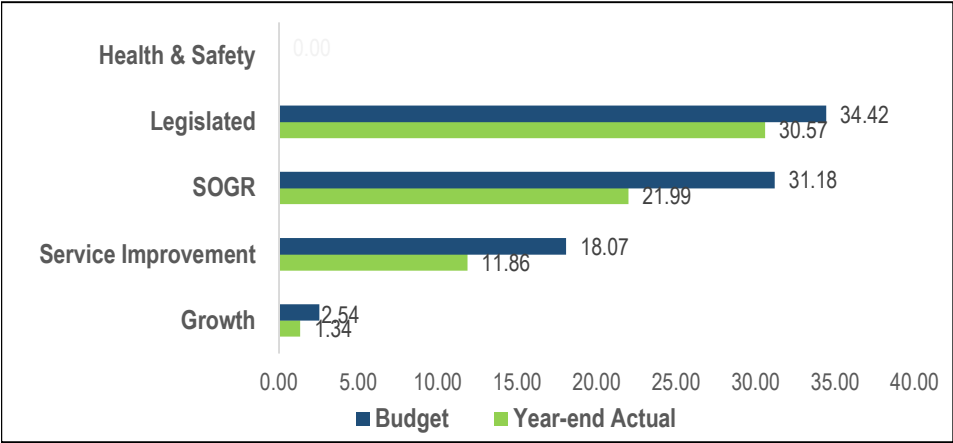


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 23

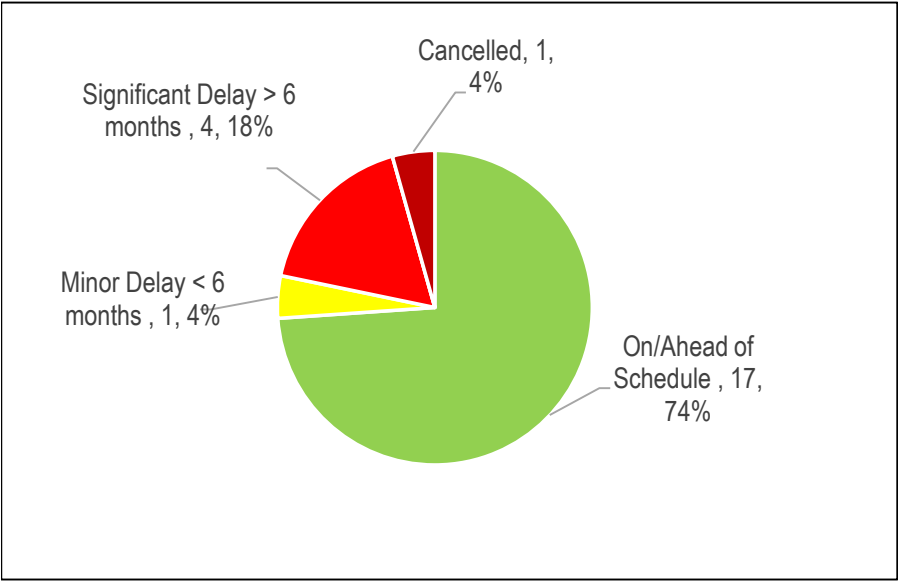


Table 2

Reason for Delay	5	
	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*	2	
Total # of Projects	4	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
79.99	0.65	5.52	0.00	0.05

* 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 2 & 4 respectively on "Projects by Category")
- SWM IT APPLICATION INITIATIVES – Delay is less than 6 months. CSW018-04 - TRANSFER STATION EFFICIENCIES: Unattended Scale Processing deployment at pilot site delayed to Q1 2025 due to issues in testing with certain unattended scenarios. Unattended hardware installations completed at 4 sites by end of Q4. Phase 4 development work initiated before end of year. CSW018-31 - DATA GOVERNANCE & MASTER DATA MANAGEMENT: Data & Report Catalogue captured as part of assessment phase. Planning for Urban Fellow recruitment in Q1 2025.
- TWO-WAY RADIO REPLACEMENT - CSW380: Cancelled. A two-way radio replacement and airtime RFQ for the next 3 years has been completed and awarded to BearCom. This runs from May 31, 2024 to May 31, 2027, with optional 2 year extension/installation of In-Truck radios. Despite this, it has been determined that the RFQ can be covered by the Operating budget and this funding will no longer be required. Capital project to be closed.
- COMMISSIONERS TRANSFER STATION - CSW900-02: Delay is less than 6 months. The HHW FENCE COMPOUND WITH ROOF, the Elec UPGRADE PROJECT COMBINE C - E, WINDOWS AND SALT BUNKER - E, SITE PAVING AND TIPPING FLOOR RAMP and Transfer Building 2nd Floor Renovations projects are delayed due to a combination of contractor/consultant issues and the lack of available staff to complete projects. The CM Transfer Building 2nd Floor Renovations project will be completed in 2025 rather than 2024.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- **INGRAM COLLECTION YARD- CSW910-02:** Delay is less than 6 months. All subprojects are delayed due to contractor issues, RFQ/RFP delays and insufficient staff resources being available.
- **DUFFERIN OPF - CSW920-02:** Delay is less than 6 months. The DU OPF Flare Replacement - C sub-project has been delayed due to issues in securing a suitable vendor for the flare, resulting in a low spend rate on this sub-project.

Solid Waste Management (SOL)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	22.653	19.902	87.9%	Ⓔ	Ⓔ		510.147	170.942
Perpetual Care of Landfills	10.530	9.455	89.8%	Ⓔ	Ⓔ		130.104	70.946
Landfill Capacity Development	1.241	1.217	98.1%	Ⓔ	Ⓔ		7.045	1.580
Sub-Total	34.423	30.574	88.8%	-	-		647.297	243.468
State of Good Repair								
Collection Yard Asset Management	3.498	3.078	88.0%	Ⓔ	Ⓔ		48.712	10.748
Transfer Station Asset Management	17.419	13.202	75.8%	Ⓔ	Ⓔ		361.510	100.657
Diversion Facilities Asset Management	0.054	0.005	10.0%	Ⓕ	Ⓕ	#1	3.323	2.756
Organics Processing Facility Asset Management	4.866	4.399	90.4%	Ⓔ	Ⓔ		49.330	9.220
Dufferin Waste Facility Site Improvement	3.688	0.221	6.0%	Ⓕ	Ⓕ	#2	60.293	1.801
Renewable Natural Gas	0.520	0.000	0.0%	Ⓕ	Ⓕ	#3	0.865	0.000
New Fleet	1.132	1.083	95.6%	Ⓔ	Ⓔ		4.006	2.203
Sub-Total	31.177	21.988	70.5%	-	-		528.039	127.386
Service Improvements								
CNG Refuel Station Installation	0.000	0.000			Ⓔ		1.071	1.058
Diversion Systems	3.744	2.864	76.5%	Ⓔ	Ⓔ		248.812	58.838
Landfill Gas Utilization	0.000	0.039			Ⓔ		0.000	0.527
Construction of Biogas Utilization at Disco & Dufferin	0.053	0.045	85.3%	Ⓔ	Ⓔ		3.261	3.204
Long Term Waste Management Strategy	7.647	5.224	68.3%	Ⓕ	Ⓔ		50.081	32.341
SWM IT Application Initiatives	3.162	2.502	79.1%	Ⓔ	Ⓔ		37.257	11.726
IT Corporate Initiatives	1.002	0.487	48.6%	Ⓕ	Ⓔ		9.946	8.648
Two-Way Radio Replacement	0.050	0.000	0.0%	Ⓕ	Ⓕ		0.731	0.631
Fleet Technology Enhancements	1.261	0.039	3.1%	Ⓕ	Ⓕ	#4	3.810	0.219
SWMS Strategic Initiatives	0.650	0.208	32.1%	Ⓕ	Ⓕ	#5	1.150	0.220
Engineering Planning Studies	0.502	0.449	89.6%	Ⓔ	Ⓔ		10.726	2.637
Sub-Total	18.071	11.857	65.6%	-	-		366.843	120.050
Growth Related								
Dufferin OP Facility	0.033	0.027	83.0%	Ⓔ	Ⓔ		81.321	80.244
Disco OP Facility	0.000	0.000	0.0%	Ⓕ	Ⓔ			
Organics Processing Facility	2.509	1.310	52.2%	Ⓕ	Ⓔ		134.042	2.163

Solid Waste Management (SOL)

Sub-Total	2.542	1.337	52.6%	-	-	215.363	82.407								
Total	86.213	65.755	76.3%			1,757.542	573.310								
<table><tr><td>On Time</td><td>On Budget</td></tr><tr><td>On/Ahead of Schedule</td><td>>70% of Approved Cash Flow</td></tr><tr><td>Minor Delay < 6 months</td><td>Between 50% and 70%</td></tr><tr><td>Significant Delay > 6 months</td><td>< 50% or >100% of Approved Cash Flow</td></tr></table>								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
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:

Diversion Facilities Asset Management: Delayed greater than 6 months due to contractor issues. The DU Building 500 Retrofit project is delayed because the contractor took longer than expected to complete the additional fire panel relocation work which pushed the project's warranty period into Q3 2025.

Note # 2:

Dufferin Waste Facility Site Improvement: Delayed greater 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. This has lengthened the engineering timeline and pushed back the start of construction. Increased project scope and consultant delays have delayed the development of the tender package which has pushed back the start of construction to Q1 2026 with expected completion in 2030.

Note # 3:

Renewable Natural Gas - Project has yet not started due to procurement issues. Delayed greater than 6 months, Delay in negotiation with vendor. Plan budget not set by closed landfills - project transferred - spending not planned during feasibility study in 2024. Remedial efforts will not be undertaken at Keele Valley Landfill until feasibility study is completed. Estimated completion in 2026.

Note # 4:

Fleet Technology Enhancements - Delay on this project is greater than 6 months due largely to delays in use of the driver facing in-dash camera and delays in installation of side guards, collision avoidance systems. 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. Originally planned for 2022, completion is now planned for 2026.

Note # 5:

SWMS Strategic Initiatives - Delay on this project is less than 6 months due to procurement issues with CSW020-01 (Divisional Risk Assessment) and CSW020-02 (Organization Review), spending expected to start in 2025. Spending in 2024 was related to CSW020-03 (Rate Revenue Restructuring).

Chart 1
2024 Approved Budget by Category \$85.41M

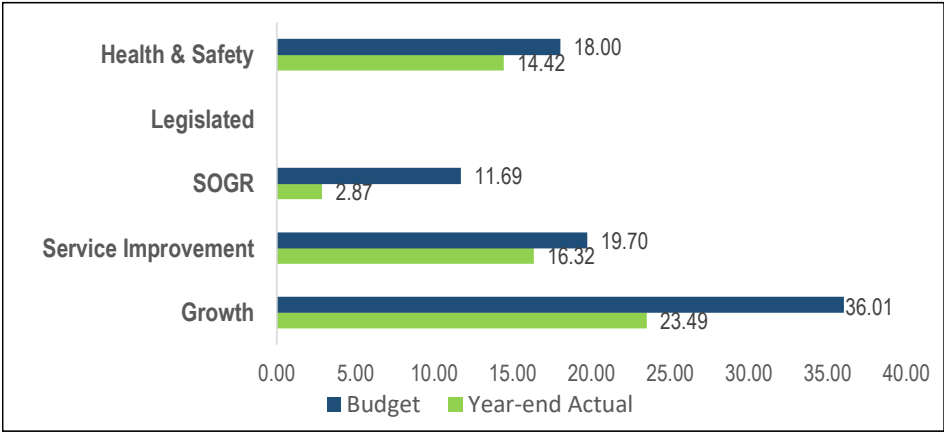


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 34

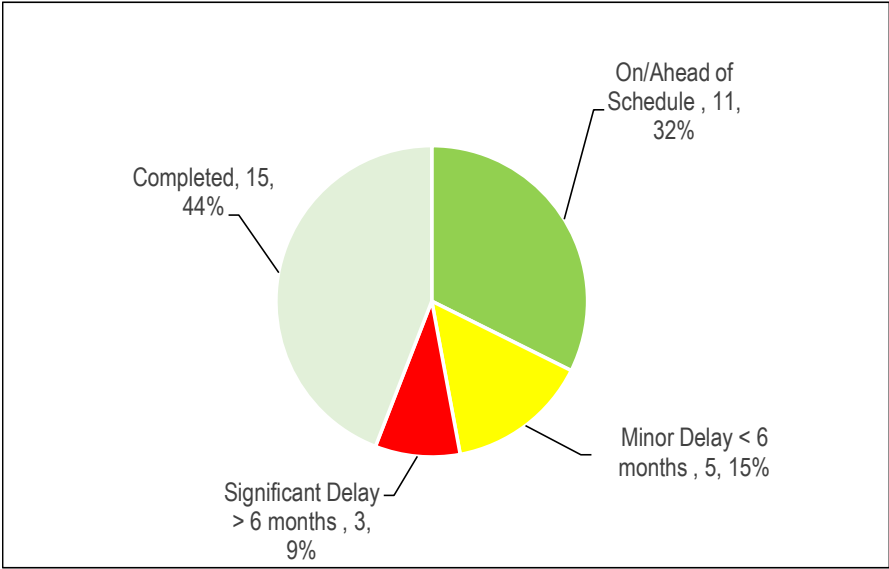


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
47.09	9.46	2.11	26.75	

Reasons for "Other*" Projects Delay:.

- ACQUISITION - BESSARION COMMUNITY CENTRE (CPK371-01) - Delayed greater than 6 months. Invoice not received from City. Original planned completion was December 2024 which has been revised to December 2025.
- CCTV CAMERAS (CPK401-01) - Delayed greater than 6 months. City is delivering, there are delays with installation. Original planned completion was December 2024 which has been revised to December 2025.
- CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01) - Delayed greater than 6 months due to requirements coordination with CREM. Original planned completion was December 2024 has been revised to February 2025.
- NEW GARAGE FIT OUTS (CPK475-01) - Delayed less than 6 months. City delayed opening. Original planned completion was December 2024 which has been revised to December 2025.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2024 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
GARAGE REPAIRS CP43 CP68 CP58 HEALTH (CPK473-01)	17.072	13.497	79%	Ⓔ	Ⓔ		17.072	13.497
HEALTH SAFETY EMERGENCY GENERATORS (CPK466-01)	0.928	0.928	100%	Ⓔ	Ⓔ		7.552	1.152
Sub-Total	18.000	14.425	80.1%	Ⓔ			24.624	14.649
State of Good Repair								
ACQUISITION - BESSARION COMMUNITY CENTRE (CPK371-01)	0.401	0.000	0.0%	Ⓔ	Ⓔ	#5	4.644	4.303
BUILDING CONDITION ASSESSMENTS 2023 (CPK463-13)	0.359	0.325	90.6%	Ⓔ	Ⓔ		0.905	0.871
CONSULTANT RETAINER FOR DESIGN AT FM SIT (CPK463-07)	1.316	0.044	3.4%	Ⓔ	Ⓔ		3.552	0.181
CP 36 EXHAUST FAN, DRAIN, CONCRETE (CPK337-01)	0.392	0.172	43.8%	Ⓔ	Ⓔ		2.170	1.712
CP58 GARAGE MODERNIZATION (CPK463-10)	0.505	0.000	0.0%	Ⓔ	Ⓔ		2.975	2.470
MOBILE COMMUNICATIONS AND NETWORK EQUIP (CPK452-01)	0.070	0.070	100.0%	Ⓔ	Ⓔ		0.270	0.070
REIMAGING THE MONITORING STATION (CPK463-08)	4.115	0.263	6.4%	Ⓔ	Ⓔ		19.185	0.333
SOGR BACKLOG (CPK472-01)	4.357	1.946	44.7%	Ⓔ	Ⓔ		120.173	1.946
SURFACE LOT CONDITION ASSESSMENT 2023 (CPK463-02)	0.180	0.049	27.4%	Ⓔ	Ⓔ		0.400	0.269
Sub-Total	11.695	2.870	24.5%	Ⓔ			154.274	12.155
Service Improvements								
BUDGET TOOL GO TO MARKET & INVOICING SY (CPK471-01)	0.595	0.000	0.1%	Ⓔ	Ⓔ	#1	0.595	0.000
CCTV CAMERAS (CPK401-01)	1.683	0.302	17.9%	Ⓔ	Ⓔ	#5	1.806	0.425
CP36 - M1 SHOP - FACILITIES MAINTENANCE (CPK446-01)	0.057	0.032	55.7%	Ⓔ	Ⓔ		0.116	0.091
GREEN EV THE FLEET (CPK465-02)	0.351	0.155	44.1%	Ⓔ	Ⓔ		1.901	0.305
IT NETWORK AND SECURITY (CPK476-01)	0.850	0.571	67.2%	Ⓔ	Ⓔ	#2	0.850	0.571
MOBILE EQUIPMENT -MOBILE EQUIP SMALL EQU (CPK461-01)	0.327	0.305	93.2%	Ⓔ	Ⓔ		0.700	0.678
NETWORK SWITCHES (CPK395-03)	0.010	0.000	0.0%	Ⓔ	Ⓔ		0.081	0.070
PARKING DEVELOPMENT & RESOURCE PLANNING (CPK474-01)	0.638	0.609	95.5%	Ⓔ	Ⓔ		0.638	0.609
PARKING MANAGEMENT SYSTEM MODERNIZATION (CPK465-06)	0.099	0.009	9.1%	Ⓔ	Ⓔ		7.350	0.160
ST. LAWRENCE MARKET NORTH (CPK422-01)	14.000	14.000	100.0%	Ⓔ	Ⓔ		14.500	14.000
WAYFINDING (CPK465-07)	1.094	0.341	31.1%	Ⓔ	Ⓔ	#3	3.075	0.521
Sub-Total	19.704	16.324	82.8%	Ⓔ			31.611	17.431
Growth Related								
BIKE SHARE EQUIPMENT PURCHASE (CPK462-01)	6.279	5.858	93.3%	Ⓔ	Ⓔ		44.218	17.747
CLIVEDEN DEMO AND SURFACE LOT EXPANSION (CPK464-01)	0.022	0.022	100.0%	Ⓔ	Ⓔ		0.050	0.050
COMMISSIONING AGENT FOR NEW JVS (CPK469-01)	0.162	0.150	92.5%	Ⓔ	Ⓔ		0.912	0.150
CP 221 (JV) 121 ST. PATRICK ST. (CPK358-01)	5.661	5.661	100.0%	Ⓔ	Ⓔ		6.029	5.764
CP 673 CONSTRUCTION OF NEW SURFACE LOT (CPK261-01)	0.030	0.010	32.6%	Ⓔ	Ⓔ	#5	2.868	2.540
DIGITAL PAYMENTS SOLUTION: MOBILE APP, R (CPK464-02)	4.000	0.000	0.0%	Ⓔ	Ⓔ		18.300	0.400
EV CHARGING PROGRAM - OFFSTREET (CPK467-02)	9.577	3.903	40.8%	Ⓔ	Ⓔ		57.656	12.182
EV CONSULTANTS ON-STREET (CPK468-02)	2.014	1.006	50.0%	Ⓔ	Ⓔ		3.144	2.136
EV FAST CHARGING STATION PROTOTYPE DESIG (CPK467-06)	1.300	0.000	0.0%	Ⓔ	Ⓔ		1.400	0.100
INNOVATION HUBS X2 (CPK464-06)	0.093	0.047	50.3%	Ⓔ	Ⓔ	#4	0.842	0.096
NEW GARAGE FIT OUTS (CPK475-01)	6.824	6.824	100.0%	Ⓔ	Ⓔ	#5	6.824	6.824
ON-STREET PARKING WEBSITE UPDATE (CPK470-01)	0.051	0.008	14.7%	Ⓔ	Ⓔ		0.051	0.008
Sub-Total	36.012	23.487	65.2%	Ⓔ			142.293	47.995
Total	85.412	57.105	66.9%	Ⓔ			352.803	92.230

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:

BUDGET TOOL GO TO MARKET & INVOICING SY (CPK471-01) - Delayed less than 6 months due to the RFQ/RFP being delayed. Original planned completion was December 2024 which has been revised to December 2025.

Note # 2:

IT NETWORK AND SECURITY (CPK476-01) - Delayed less than 6 months due to co-ordination with other projects. Original planned completion was December 2024 which has been revised to December 2025.

Note # 3:

Toronto Parking Authority (TPA)

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

WAYFINDING (CPK465-07) - Delayed less than 6 months due to co-ordination with other projects. Original planned completion was December 2024 which has been revised to December 2025.

Note # 4:

INNOVATION HUBS X2 (CPK464-06) - Delayed less than 6 months due to co-ordination with other projects. Original planned completion was December 2024 which has been revised to December 2025.

Note #5:

Please see "**Reasons for Other Projects Delay**".

Toronto Water (TW)

Chart 1
2024 Approved Budget by Category (\$Million) \$1,274.13M

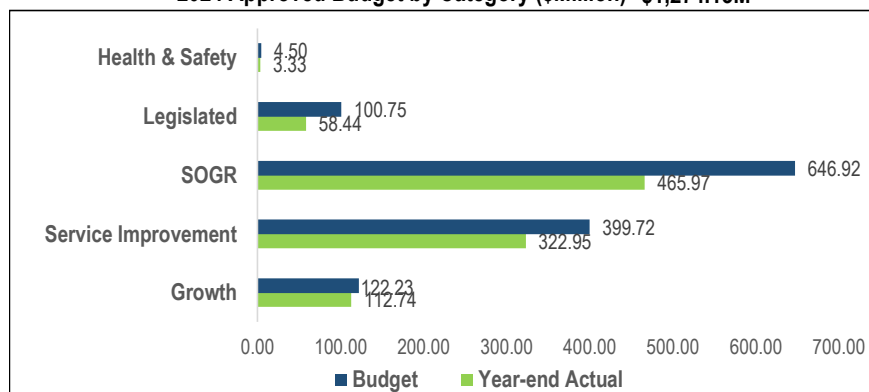


Table 1
2024 Active Projects by Category

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

Chart 2
Project Status - 59

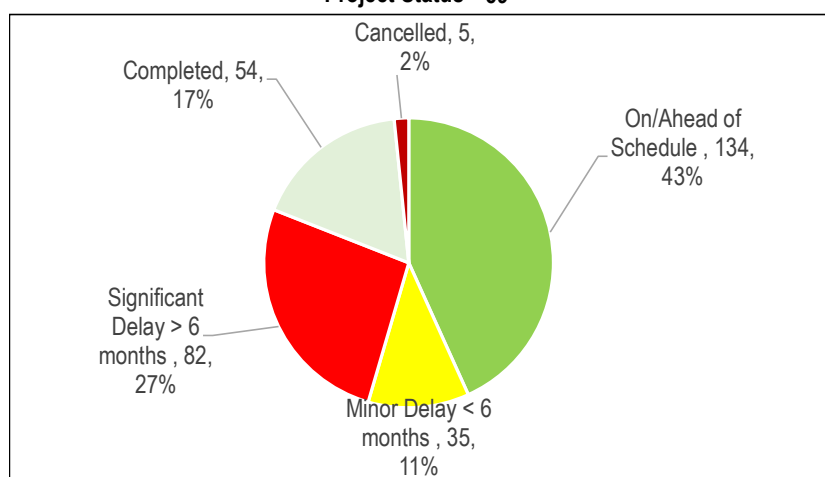


Table 2

Reason for Delay	117	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	2
Procurement Issues	14	6
RFQ/RFP Delayed	10	5
Contractor Issues	6	5
Site Conditions	6	2
Co-ordination with Other Projects	10	3
Community Consultation		
Other*	30	12
Total # of Projects	82	35

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
831.37	135.79	278.69	27.22	1.06

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 42 projects due to extended timelines required to prepare call documents, pending scoping or design phase due to complexities in the infrastructure as well as additional scope requirements, need to develop project plan or project sequencing to align with infrastructure condition, collaborate with other divisions and coordinate with planned transit activities and bundled scope, complete required investigations and testing, confirm equipment details, address challenges in equipment delivery, pending agreement with Toronto Region and Conservation Authority, acquisition of required permits and easements and completion of stakeholder design reviews, 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 December 31, Toronto Water spent \$963.431 million or 75.6% of the 2024 Approved Capital Budget of \$1.274 billion. The year-end spending rate is lower than the 10-Year Rate Model completion target for 2024 of 85.0% .
- 59.0% or \$752.175 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2024.
- \$858.590 million or 60.6% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following provides year-end spending by various program areas: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$340.152 million or 72.0% of the 2024 Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$108.096 million or 75.5% of the 2024 Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$77.792 million or 94.5% of the 2024 Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$27.022 million or 70.0% of the 2024 Capital Budget); Wet Weather Flow (\$102.565 million or 78.5% of the 2024 Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$34.113 million or 59.8% of the 2024 Capital Budget); Trunk Sewer projects (\$76.022 million or 85.0% of the 2024 Capital Budget); Improvements at Water Treatment Plants which include capital investment at Clark, Harris, Horgan, and Island Treatment Plants (\$34.575 million or 76.2% of the 2024 Capital Budget); Basement Flooding Program (\$129.319 million or 76.8% of the 2024 Capital Budget); and Other Capital Projects (\$33.775 million or 71.7% of the 2024 Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2024 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	2.026	2.026	100.0%	Ⓔ	Ⓔ		14.677	13.702
FJ Horgan Treatment Plant	0.200	-	0.0%	Ⓓ	Ⓓ	#3	0.350	-
Humber Wastewater Treatment	2.271	1.303	57.4%	Ⓕ	Ⓓ	#3	8.755	4.715
Sub-Total	4.498	3.329	74.0%	-	-		23.782	18.417
Legislated								
Ashbridges Bay Treatment Plant	34.742	20.133	58.0%	Ⓕ	Ⓕ	#2	557.790	497.043
Highland Creek Treatment Plant	7.525	7.154	95.1%	Ⓔ	Ⓔ		124.547	115.436
Humber Wastewater Treatment	3.892	2.170	55.8%	Ⓕ	Ⓕ	#2	71.569	59.262
Island Treatment Plant	2.455	0.525	21.4%	Ⓓ	Ⓓ	#3	119.306	24.426
Pumping Stations & Force mains	8.943	7.314	81.8%	Ⓔ	Ⓔ		123.843	42.321
Water Service Replacement	43.147	21.122	49.0%	Ⓓ	Ⓓ	#3	428.672	351.926
WT - Storage and Treatment	0.050	0.025	50.9%	Ⓕ	Ⓔ	#1	1.780	1.556
Sub-Total	100.754	58.444	58.0%	-	-		1,427.507	1,091.970
State of Good Repair								
Ashbridges Bay Treatment Plant	96.627	78.390	81.1%	Ⓔ	Ⓔ		2,580.068	537.568
RL Clark Treatment Plant	1.207	0.911	75.5%	Ⓔ	Ⓔ		20.205	15.202
RC Harris Treatment Plant	2.461	1.591	64.6%	Ⓕ	Ⓔ	#1	43.024	36.843
Highland Creek Treatment Plant	32.235	30.455	94.5%	Ⓔ	Ⓔ		344.974	195.053
FJ Horgan Treatment Plant	2.932	1.731	59.1%	Ⓕ	Ⓔ	#1	18.370	10.132
Humber Wastewater Treatment	23.360	14.768	63.2%	Ⓕ	Ⓕ	#2	485.397	248.599
Island Treatment Plant	4.281	4.034	94.2%	Ⓔ	Ⓔ		47.295	25.545
Linear Engineering	116.861	77.128	66.0%	Ⓕ	Ⓕ	#2	1,067.512	797.573
Pumping Stations & Force mains	22.960	21.373	93.1%	Ⓔ	Ⓔ		106.877	52.743
Sewer Rehabilitation	85.675	74.593	87.1%	Ⓔ	Ⓔ		964.357	673.796
Sewer Replacement	19.421	7.652	39.4%	Ⓓ	Ⓓ	#3	111.681	54.991
Trunk Sewers	34.259	26.790	78.2%	Ⓔ	Ⓔ	#3	408.652	237.568
Trunk Water mains	7.462	0.848	11.4%	Ⓓ	Ⓓ	#3	45.089	9.409
Watermain Cleaning & Lining	41.208	32.149	78.0%	Ⓔ	Ⓔ		889.720	752.833
Watermain Replacement	87.455	57.366	65.6%	Ⓕ	Ⓓ	#3	776.551	611.437
Water Service Replacement	4.220	3.819	90.5%	Ⓔ	Ⓔ		50.865	41.031
WT - Storage and Treatment	22.612	7.895	34.9%	Ⓓ	Ⓕ	#2	191.653	106.723
WTP - Plantwide	17.159	16.962	98.9%	Ⓔ	Ⓔ		84.502	38.279
WWF - Implementation Projects	1.668	0.238	14.3%	Ⓓ	Ⓓ	#3	101.495	35.429
WWF - Stream Restoration	21.589	7.086	32.8%	Ⓓ	Ⓓ	#3	181.194	78.649
Yards and Facilities	1.273	0.186	14.6%	Ⓓ	Ⓕ	#2	11.234	4.322
Sub-Total	646.923	465.966	72.0%	-	-		8,530.715	4,563.725
Service Improvements								
Ashbridges Bay Treatment Plant	5.219	5.059	96.9%	Ⓔ	Ⓔ		54.404	51.546
Water Meter Program (AMR)	8.979	8.978	100.0%	Ⓔ	Ⓔ		256.806	237.555
Business & Technology Support	24.643	17.231	69.9%	Ⓕ	Ⓓ	#3	146.126	90.892

Toronto Water (TW)

Projects by Category (Million)	2024 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Basement Flooding Program	168.352	129.319	76.8%	ⓐ	ⓐ		2,051.072	938.383
RC Harris Treatment Plant	1.372	0.082	6.0%	Ⓡ	Ⓡ	#3	13.020	2.358
Highland Creek Treatment Plant	42.543	40.182	94.5%	ⓐ	ⓐ		690.538	123.471
FJ Horgan Treatment Plant	1.475	0.326	22.1%	Ⓡ	Ⓡ	#3	6.916	2.659
Humber Wastewater Treatment	9.061	8.781	96.9%	ⓐ	ⓐ		62.632	38.440
Island Treatment Plant	1.115	0.898	80.6%	ⓐ	ⓐ		8.564	7.735
Linear Engineering	3.636	1.483	40.8%	Ⓡ	Ⓡ	#3	28.115	10.244
Trunk Sewers	2.650	0.807	30.5%	Ⓡ	Ⓡ	#3	35.029	1.304
Trunk Watermains	0.166	0.092	55.6%	Ⓨ	ⓐ	#1	8.793	7.683
WT - Storage and Treatment	1.063	0.202	19.0%	Ⓡ	ⓐ	#1	43.139	41.056
WTP - Plantwide	10.230	7.088	69.3%	Ⓨ	ⓐ	#1	232.832	37.270
WWF - Implementation Projects	90.769	79.065	87.1%	ⓐ	ⓐ		840.851	660.851
WWF - TRCA	16.559	16.177	97.7%	ⓐ	ⓐ		175.604	173.880
Yards and Facilities	11.892	7.180	60.4%	Ⓨ	Ⓡ	#3	114.520	49.981
Sub-Total	399.724	322.950	80.8%	-	-		4,768.961	2,475.308
Growth Related								
Ashbridges Bay Treatment Plant	4.535	2.487	54.8%	Ⓨ	Ⓡ	#3	421.651	9.461
Island Treatment Plant	0.513	0.426	83.1%	ⓐ	ⓐ		20.822	0.770
Linear Engineering	0.979	0.421	43.0%	Ⓡ	Ⓨ	#2	3.520	1.612
New Service Connections	50.967	50.409	98.9%	ⓐ	ⓐ		566.103	504.848
New Sewers	11.183	9.651	86.3%	ⓐ	ⓐ		300.732	50.404
Pumping Stations & Force mains	4.700	4.520	96.2%	ⓐ	ⓐ		31.405	26.513
Trunk Sewers	15.965	15.216	95.3%	ⓐ	ⓐ		957.952	27.092
Trunk WM	21.585	20.928	97.0%	ⓐ	ⓐ		113.315	101.406
Water Efficiency Plan	0.324	0.200	61.6%	Ⓨ	ⓐ	#1	13.704	12.495
Watermain Replacement	7.360	4.360	59.2%	Ⓨ	ⓐ	#1	164.075	104.934
WT - Storage and Treatment	4.121	4.121	100.0%	ⓐ	ⓐ		7.237	6.132
Sub-Total	122.233	112.740	92.2%	-	-		2,600.516	845.667
Total	1,274.132	963.431	75.6%				17,351.481	8,995.087

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:

A number of major projects within Program areas is proceeding on schedule or nearing completion with lower than anticipated costs based on demand for programs or pending third party billings and invoicing, final payment and/or resolution of claims.

Note # 2:

Minor project delays are due to slower than forecasted progress by the vendor and vendor related issues (Disinfection System Construction at Ashbridges Bay Treatment Plant that also resulted in a delay of Outfall Construction, one of the York Region Shared studies within Linear Engineering Program Area), pending completion of another project (Odour Control Implementation project at Humber Wastewater Treatment Plant), extended procurement phase (Service Rehabilitation and Upgrades at Humber Wastewater Treatment, Laboratory Equipment purchases within Yards and Facilities Program Area), change in construction phasing (Pumping Station Rehabilitation Phase 2 Construction project within Water Storage and Treatment Program Area), delays in construction works, coordination with planned transit activities and bundled scope as well as smaller construction programs resulting in lower consulting fees (Linear Engineering Program Area).

Toronto Water (TW)

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

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 (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 phases to address complexities in the infrastructure, need to coordinate with other planned works and pending completion of required investigations (2022-2023 Sewer Replacement Program, Lower Simcoe Combined Sewer Overflow project within Trunk Sewers Program Area), insufficient staff resources (Security Upgrades Phase 2 Construction at Humber Wastewater Treatment Plant, Smart Grid and Monitoring projects within the Business and Technology Support Program Area), 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 and need to address additional scope (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 operational requirements or site conditions (Watercourse Construction projects within the Wet Weather Flow Stream Restoration Program Area), pending agreement with TRCA (Stormwater Pond Assessment and Cleaning within Wet Weather Flow Implementation Projects Program Area), longer than forecasted procurement timelines for new fleet purchases (Yard and Facilities Program Area).