

**APPENDIX 3**  
**Major Capital Projects**  
(\$000s)

Division/Project name	2018 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Economic Development and Culture</b>											
<b>Casa Loma Phase 9a</b>	1,141	3	1,100	3,298	2,160	On Track	Oct-17	Dec-20		Ⓞ	Ⓞ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed. The changed scope required approvals different from the original project, which required more time. Construction accelerated in 2018, and the overall project remains on time and on budget. This phase of work on the perimeter fence is scheduled for completion in August 2019 and phase 2 at the north campus will be complete by December 2019.										
Explanation for Delay:											
<b>The Guild Cultural Revitalization</b>	3,931	120	3,381	5,848	537	On Track	Sep-18	Dec-20		Ⓞ	Ⓞ
Comments:	EDC Capital Assets worked on site development, design and tendering of the arts centre in Building 191 through 2018. The Bid Award Panel awarded the Contract to Atlas Construction at its meeting on December 9, 2018. According to the schedule, construction began in early 2019, and the building will open in Q4 2020.										
Explanation for Delay:											
<b>Casa Loma Phase 9b</b>	350	0	100	3,100	0	On Track	Jan-19	Dec-20		Ⓞ	Ⓞ
Comments:	Capital Assets has engaged architects to begin planning Phase 9b, West Castle Perimeter Wall (stonewall fence masonry).										
Explanation for Delay:											
<b>Long-Term Care Homes &amp; Services</b>											
<b>Project Name; KIPLING ACRES SITE 2 (PHASE 3)</b>	0	0	0	47,500	44,500	Completed	Sep-14	Mar-16	May-17	Ⓞ	Ⓞ
Comments:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims.										
Explanation for Delay:											
<b>PARKS, FORESTRY AND RECREATION</b>											
<b>Ferry Boat Replacement #1</b>	4,707	0	836	12,500	932	Significant Delay	Mar-15	Dec-18	Dec-21	Ⓜ	Ⓜ
Comments:	A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval are continuing to advance the design work.										
Explanation for Delay:	The additional analysis provides a comprehensive review of existing ferry operations. It will inform immediate ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a comprehensive business analysis which clearly outlines anticipated costs and benefits.										

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<b>Canoe Landing Community Recreation Centre (former name Railway Lands) New Community Centre (CC)</b>	34,846	6,482	29,846	79,316	46,441	On Track	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Jan-20	Ⓡ	Ⓡ
Comments:	At the end of April, construction of the project was close to 70% complete.										
Explanation for Delay:	Potential impact to the critical path due to strikes by the Sheet Metal, HVAC and Plumbing unions. A delay in steel delivery has also resulted in a overall delay to the project schedule. The original plan was for a phased turnover planned for partial occupancy for the schools only in early August 2019 and full turnover by November 2019.										
<b>Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage</b>	13,739	2,823	13,739	92,850	13,796	Significant Delay	2013	2020	Dec-21	Ⓡ	Ⓡ
Comments:	Purchasing and Materials Management Division (PMMD) issued the purchase order to Eastern Construction Company Limited on June 5, 2018 and the project is under construction with close to 13% of contract work completed. City Planning issued the Site Plan Approval Memo of Understanding March 25, 2019. Toronto Buildings issued the Foundation and below grade drain permits March 26, 2019. Shoring and most of the bulk excavation for the 3 story underground parking garage is completed, with foundation construction underway at the south end of the underground garage. One of the two tower cranes was been installed. The concrete structure for underground parking garage Levels P3, P2 and P1 (to grade) are expected to be completed by the end of 2019.										
Explanation for Delay:											
<b>Wellesley Community Centre Pool - Design &amp; Construction</b>	9,924	1,895	9,424	20,000	11,971	Significant Delay	2013	May-19	Feb-20	Ⓢ	Ⓡ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 63% of the contract spent as of the beginning of May 2019. Construction is in progress with concrete pouring of the leisure pool, spa pool slab and pool deck complete, construction of interior concrete block wall and drywall framing continuing, exterior curtain wall and glazing nearing completion and mechanical and electrical work in progress.										
Explanation for Delay:	Potential impact to the critical path due to strikes by the Sheet Metal, HVAC and Plumbing unions.										
<b>Don Mills Civitan Arena Design &amp; Construction</b>				24,500		Significant Delay	Jan-16	Dec-19	Dec-24	Ⓢ	Ⓡ
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site) subject to 3 conditions relating to an OMB appeal, a complete development application with an appropriate park block, and an appropriate timeline. The OMB appeal is settled, the development application is complete, but the appropriate park block and timelines have not yet been resolved. City Council directed City Staff to negotiate with the owners of the Celestica site and report back to Council. The report was before Government Management Committee on April 3, 2017 and on April 26, 27 and 28, City Council adopted the following: 1. City Council direct staff to ensure that the new Community Centre, to be built as part of the land exchange agreement with Cadillac Fairview, be operational by October 2020 (the closing date of the existing Don Mills Arena), in accordance with the development agreement approved by City Council; and 2. City Council direct the General Manager, Parks, Forestry and Recreation to strike a Steering Committee comprised of City staff, local residents and the Ward Councillor in order to facilitate the October 2020 deadline for the new Community Centre. The arena is slated to be closed, pending further discussions with the developer regarding a lease extension beyond the planned October 2020 closing date. Parks, Forestry and Recreation is waiting for parkland conveyance from the development for the Celestica site located at 844 Don Mills Road. In terms of timelines for the new two-pad arena: if the land is conveyance by 2021, the arena is anticipated to be constructed by 2024.										
Explanation for Delay:	Awaiting site to be conveyed to the City.										

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<b>Davisville Community Pool Design and Construction</b>				17,135		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Dec-23	Ⓒ	Ⓓ
Comments:	CreateTO and TDSB continue to negotiate the lease and shared facility agreement. The majority of issues on the TDSB Site Plan Approval (SPA) have been resolved between the City and the TDSB. City Planning issued the Notice of Approval Conditions (NOAC) on November 20, 2018. An RFP for professional services for the Aquatic Centre will be initiated by the City at the end of 2019.										
Explanation for Delay:											
<b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b>	1,208	42	1,208	40,000	534	On Track	Design Phase - 2017 to 2019 and Construction Phase - March 2020 to December 2022	Dec-20	December 2022 based on potential inclusion of a new pool	Ⓒ	Ⓒ
Comments:	Two public consultation meetings were held over 2016 and 2017 which informed the decision to add a pool to the program. The RFP was re-issued in October 2017 and awarded to Perkins and Will Architects in May 2018. The Design Team met with representatives from City Planning and Transportation on December 19, 2018 to discuss Parks, Forestry and Recreation's Executive Steering Committee's preferred site context so as to review and resolve the main entrance issue and the possibility of extending the Colins Road to the Joyce Trimmer Park. The Schematic Design is currently underway and the design team is addressing issues/comments raised by Community Planning, Urban Design, Transportation Services and TRCA. Schematic design will be presented to the Executive Steering Committee on May 1, 2019, for signing off, before going to the Urban Design Review Panel meeting scheduled for May 30, 2019.										
Explanation for Delay:											
<b>Western North York New Community Centre and Child Care Centre Design and Construction</b>	377		377	40,000	37	Minor Delay	Design: February 2016 Construction: June 2020	Fall 2020	Apr-24	Ⓒ	Ⓓ
Comments:	Capital Projects and Recreation staff selected an architect for the project through an RFP process, and the contract and purchase order were issued to MJM Architects November 22, 2018. Design meetings with the staff project team and architect are scheduled on May 16 and May 30. The first public meeting has been scheduled for June 4 at Carmine Stefano Community Centre. Topography survey is in progress. Geothermal consultant DPO is being issued near the end of May 2019.										
Explanation for Delay:	Preliminary coordination and engagement of stakeholders resulted in a later than anticipated initiation of the project design development process. As a result, the end date has changed from 2023 to April 2024 as the Kick Off meeting with MJM Architects took place in February 2019.										

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<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	285		285	40,000	237	Minor Delay	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Dec-24	Ⓤ	Ⓜ
Comments:	Architectural Request for Proposal (RFP) call is scheduled to close May 14, 2019 and review of proposals to follow. The Fairness Monitor Request for Quotation call closed April 29, 2019 and a fairness consultant has been contracted. The evaluation team will review the proposals under the auspices of the Fairness Monitor. The Draft Building Condition Assessment (BCA) and Draft Cultural Heritage Evaluation (CHER) reports have been received and comments for both have been sent back to the consultant for incorporation. Environmental studies (updating ESAs etc.) will be done through Facilities Management (Environmental Services) who will be hiring professional services to do this work directly for the City.										
Explanation for Delay:											
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	7,707	802	6,800	25,415	6,424	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓤ	Ⓡ
Comments:	The RFP was issued on April 6, 2017 and submissions were received on May 30, 2017. The RFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Go-live of Phase 1 is estimated Q1 2020. The legal agreement has been signed by the City and Legend. Work started with Legend in October 2018. Work is progressing on the solution configuration, solution customization, and implementation planning.										
Explanation for Delay:	Delays in hiring temporary capital positions. Hiring was delayed to:										
<b>IT-Enterprise Work Management System</b>	5,602	316	3,351	13,850	4,833	Minor Delay		Jan-12	Dec-20	Ⓤ	Ⓜ
Comments:	Implementation vendor (EMA) has been selected. This project is comprised of several work packages. The first, Work Package A, was completed at the end of June 2018. Work Package B is underway and has a planned duration of 12 months. It's scope is the configuration of core Maximo and implementation of common integrations. Work Package C, the implementation of the tool for Urban Forestry, is slated to take place over 2019 and 2020. Other planned Work Packages will implement Toronto Water, Transportation and Solid Waste. Future Work Packages will be needed to implement Parks and Community Recreation Branch, now targeted for 2020-2021 but not budgeted yet.										
Explanation for Delay:	Procurement Issues										
<b>318 Queens Quay West Park (Rees Street Park) Phase 1 Design &amp; Construction</b>	365		365	10,800	319	On Track	Design Competition: Spring/Summer 2018 Detailed Design: Fall/Winter 2018 Construction: Anticipated 2020	Dec-22		Ⓤ	Ⓤ
Comments:	The winning team through the Design Competition process, announced in October 2018, is wHY Architecture and Brook McIlroy. The winning project is called "Rees Ridge". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for governance of project to be drafted by WT and City Legal and is anticipated in June/July 2019.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										

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<b>York Off Ramp Park Design and Construction</b>	1,000		1,000	11,000			Design: June 2018 Construction: August 2019	Aug-20		Ⓞ	Ⓞ
Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates. The winning project is called "Love Park". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for governance of project currently being drafted by WT and City Legal and is anticipated by June 2019. Design Development is in progress. Waterfront Design Review Panel (at 30% design) deferred until contract award is completed which is anticipated in June 2019.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										
<b>Shelter, Support &amp; Housing Administration</b>											
<b>George Street Revitalization</b>	53,578	15,555	34,600	566,127	34,072	On Track	Jan-16	Dec-23		Ⓞ	Ⓞ
Comments:	City Council on December 15, 2016, authorized three contracts, duration terms for all being January 1, 2017 to June 30, 2018: PRISM as Owner's Representative, Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and Infrastructure Ontario as Alternative Financing and Procurement (AFP) advisors, to ensure ongoing progress for GSR and in particular the development of Project Specific Output Specifications (PSOS). The project is also proceeding to secure suitable sites for transition of Seaton House residents, as directed by Council. Note: In July 2016 Council approved a Design Build Finance alternative procurement model.										
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. 6 sites have been identified thus far and 2 sites will be 100% completed in 2019. Spending has accelerated as construction at 3306 Kingston (opened April 2019) and 731 Runnymede (opening Q2 2019) progresses.										
<b>Addition of 1000 New Shelter Beds</b>	78,532	1,992	20,247	168,360	19,180	On Track	Jan-18	Dec-20		Ⓞ	Ⓞ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far two sites have been purchased (Davenport and Islington) and one site has been leased (545 Lakeshore). Further, 2 new sites are being pursued. Additional sites need to be identified by Facilities to reach the goal of 1000 beds.										
Explanation for Delay:	The process for citing shelters is underway with Real Estate locating potential sites. Facilities has awarded a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites. Construction / renovation work, after award of contracts, for the finalized sites may begin during Q3 2019.										
<b>Toronto Employment &amp; Social Services</b>											
<b>Project Name</b>	4,726	594	4,726	9,823	1,804	On Track	Jan-18	Dec-21		Ⓞ	Ⓞ
Comments:	Project deliverables for 2019 are expected to be on track. In Q4, an integrated contact centre will be launched, allowing residents and clients to get information on and apply for the three Divisional income support programs in one place, by speaking to one person										
Explanation for Delay:											

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<b>Toronto Paramedic Services</b>											
<b>Project Name: MULTI-FUNCTION STATION #2 - PREPARATION</b>	487	113	348	1,200	608	On Track	Jan-17	Dec-20		ⓐ	ⓐ
Comments:	Full feasibility study was completed and received from the consultants in January 2018. Soil remediation and archeological assessments have been completed in August 2018. An Architect has been hired on March 29, 2019 to conduct a second feasibility study based on the newly 2019 Council approved budget. This study is expected to be completed by June 2019. In 2020, an architect will be contracted for the facility design. In 2021, a builder will be contracted for construction. The design and construction proposal is expected to be submitted to and approved by Scarborough Planning by 2021. It is anticipated that construction will start in 2022 and the building at 330 Progress Ave will be handed-over to PS by the end of 2024.										
Explanation for Delay:											
<b>Project Name: AMBULANCE POST - 30 Queen's Plate Dr.</b>	200	0	150	200	200	On Track	Jan-19	Dec-20		ⓐ	ⓐ
Comments:	The CoT Project Management Office is in the process of redesigning the project, to include Paramedic Services as part of Toronto Fire Services project, with the hired Architect firm. It is expected that the Architect Firm will return with the project redesign this 2019 summer. We expect to spend \$150,000 this year via the Project Management Office.										
Explanation for Delay:											
<b>Fire Services</b>											
<b>Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD</b>	2012	7	87	10,885	4,115	Significant Delay	30-Apr-16	31-Dec-16	30-Jun-21	ⓑ	ⓑ
Comments:											
Explanation for Delay:	Site Plan Approval was finalized on July 31, 2018 and the building permit was issued on August 28, 2018. Based on the results of the project tender, an additional \$0.800 million in project cost is required to deliver the station. A report requesting the additional funding has been forwarded to Budget Committee for approval. The revised completion date is Q2, 2021, based on the estimated timing of the contract award.										
<b>Project Name STATION A - Woodbine (STN 414)- HWY 27 AND REXDALE BLVD</b>	2014	20	12	8,342	1,736	Significant Delay	30-Apr-15	31-Dec-17	31-Dec-22	ⓑ	ⓑ
Comments:											
Explanation for Delay:	Create TO's involvement in maximizing the use of the site included the recommendation for co-location with Paramedic Services; as well, the requirement for a hydrogeological report delayed site plan approval. The hydrogeological report and ground water testing have been completed. The re-design to accommodate the co-location of the station is in progress, with the revised completion date of Q4, 2022.										

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<b>Transportation Services</b>											
<b>F. G. Gardiner*</b>	197,485	24,694	148,114	2,460,206	191,601	On Track	Apr-13	TBD (subject to completion of design phase)	N/A		
Comments:	<p>Projects are proceeding as planned.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal development for the construction is underway and the RFP will be issued in 2020. The contract is planned to be executed in 2021.</p> <p>Refacing of Bents from Dan Lecky to Spadina, including piers at Lower Simcoe, commenced April 29, 2019, with planned completion by Q3 2020.</p> <p>Gardiner East - Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 with award anticipated in Q2 2019.</p>										
Explanation for Delay:	N/A										
<b>Waterfront Revitalization Initiative</b>											
<b>BENTWAY PEDESTRIAN BRIDGE</b>	7,911	0	2,000	12,111	0	On Track	Nov-16	Mar-20	Mar-20		
Comments:	<p>Work to develop The Bentway suspended bridge for pedestrians and cyclists is underway. Design work is at 100% completion and Waterfront Toronto is anticipated to tender the construction and implementation in Q2 2019. A peer reviewer has been hired to review bridge fabrication and implementation. The bridge will be assembled offsite and installed after March 2020 to facilitate Gardiner rehabilitation. The majority of cash flow will occur in 2019-2020.</p>										
Explanation for Delay:											
<b>CHERRY STREET STORMWATER LAKEFILLING</b>	32,140	18,817	29,000	65,000	51,677	On Track	Nov-16	Mar-20	Mar-20		
Comments:	<p>Dockwall construction and lakefilling are almost complete, anticipated completion dates of these tasks is Q2 2019. Revetment (slopes on the banks of a river to absorb the energy of incoming water) work has resumed after winter shut-down.</p>										
Explanation for Delay:											

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<b>PORT LANDS FLOOD PROTECTION</b>	90,735	33,494	65,000	400,417	83,402	On Track	Jan-17	Dec-24	Dec-24	ⓐ	ⓐ
Comments:	Funding is currently being utilized to allow Waterfront Toronto to work with Waterfront Secretariat, other City Divisions, TRCA, CreateTO, and Ports Toronto to advance the design of roads and services, bridges, parks, flood protection, earthworks and environmental management/remediation and construction management in order to stay on the project schedule and budget. The Parks, Public Realm and River designs are at 50%. The New Cherry Street portion of the Roads and Services are at 90% design and construction is planned to start summer 2019. North Cherry Bridge is at 90% design and the bridge superstructure construction is planned to start in spring 2019. The detailed design process continues in 2019. Site excavation and demolition is underway and river valley cut off walls are planned for installation beginning spring 2019. The Port Lands Flood Protection schedule has been re-baselined in Q1 2019 and key risks to the schedule and costs are being monitored by Waterfront Toronto and Executive Steering Committee on a monthly basis.										
Explanation for Delay:											
<b>311 Toronto</b>											
<b>CRM Upgrade and Replacement</b>	3,329	605	3,029	7,344	1,909	Minor Delay	Jun, 2016	Dec, 2021	May, 2022	Ⓨ	Ⓨ
Comments:											
Explanation for Delay:	The Phase 1 release of the Enterprise CRM Solution was successfully implemented, on December 12th 2018. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented online Booking & Scheduling for Toronto Water Service requests. The Enterprise CRM – MLS Noise Solution(Phase 1B) project is in-progress and will be realized over 2 planned releases, Q2(June) and Q3(Sept) of 2019.The RFP for creating an Enterprise Vendor of Record(VOR) is scheduled to be released end of Q2. The RFP for procuring professional services for Enterprise CRM Phase 2 – 311 Lagan Replacement is being drafted and the project is expected to start in Q4 of 2019.										



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<b>Facilities Management, Real Estate &amp; Environment</b>											
<b>Union Station Revitalization</b>	69,209	5,070	28,762	823,867	754,858	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was	Q3 2020	Ⓜ	Ⓜ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> <li>- Full design of all stages of work</li> <li>- New VIA Panorama Lounge (2012)</li> <li>- West Wing handover to Metrolinx (2013)</li> <li>- NW PATH Phase 1 (2014)</li> <li>- Implementation of new M&amp;E systems (2014)</li> <li>- York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015)</li> </ul> <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> <li>- Bay Concourse and VIA Concourse</li> <li>- Great Hall restoration</li> <li>- Moat covers (Front St, York St, Bay St.)</li> <li>- Completion of lower level and East Wing retail space</li> </ul>										
Explanation for Delay:	<p>Issues having an impact throughout the life of the project include maintaining heritage elements of Union Station., performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Risk continues on project schedule and budget with respect to contractor performance issues that emerged in mid-2018 affected project progress over the past year. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues and bring the project back on track. The project incurred a delay as a result of these issues and City staff continue to work diligently with the contractor's surety company and third-party consultants to manage the contractor and risks to project schedule.</p>										
<b>St. Lawrence Market North Redevelopment</b>	14,639	16	7,000	116,302	13,977	Significant Delay	Temp Market: Start Date - Dec-14 New North Market: Jan-17	Temp Market: Dec-14 New North Market: Dec-14	Temp Market: Actual End Date- June-15 New North Market: Q2 2022 (Subject to Confirmation by	Ⓜ	Ⓜ

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<p>Comments:</p> <p>Construction of interim market completed in June 2015 and open to public.</p> <p>The project underwent a four stage archeological process due to significant findings discovered. Design of new building continued to be finalized during this time.</p> <p>Demolition of existing building completed in Q4 2016. On April 26, 2017 Council approved funds for the salvage of archaeological remains for future public interpretation within the new North Market redevelopment in accordance with the approved Heritage Interpretation Plan. An additional \$10.885M was approved by Council at its meeting on February 12, 2018 for the incremenatal design and construction cost of the heritage archeological display as well as the Stage 4 archaeological mitigation process and changes in cost discovered through new information included in the construction bids and additional project contingency.</p> <p>In February 2018, Bondfield identified as the winning bid through the construction tender process. Subsequent to the bidding process, it was determined Bondfield did not meet the requirements of the tender call and the contract was not awarded. The City completed the General Contractor Pre-qualification process and issued the new tender call which closed in February 2019.</p> <p>A report was brought forward with a recommendation to award the construction contract to Buttcon Limited/The Atlas Corporation Joint Venture and request that City Council approve an increase in the total project cost in the amount of \$13.959 million, increasing the total project budget to \$116.302 million. The additional costs were a result of rescinding the previous construction tender, re-tendering the project, and market conditions.</p>	<p>Life to Date</p>										
<p>Explanation for Delay:</p>	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains, resulting in a four stage archeological process and change in project scope due to public interpretation has caused delays to project timelines.</p> <p>General Contractor unable to secure insurance bond on project, as a result the City was required to cancel the previous construction tender call. Due to the need to re-tender, the original target completion date will be extended by approximately 14 months.</p>										
<b>Information Technology</b>											
<p><b>Project Name:</b>  <b>Consolidated Data Centre</b></p>	8,691	2,077	8,690	19,882	14,009	On Track	May-14	Dec-19	Dec-19	Y	C
<p>Comments:</p>	<p>The project is at 65% completion at the end of April.</p> <p>The Toronto Water building that will house their new data centre and modernized office space is scheduled to be ready for occupancy by mid-June.</p> <p>Renovations to the corporate IT building will begin July 2nd with expected completion in November 2019.</p>										
<p>Explanation for Delay:</p>											

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Division/Project name	2018 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Project Name</b> <b>Enterprise Work Management System</b>	3,797	141	872	9,396	4,911	Minor Delay	Jan-13	Dec-25	Dec-25	Ⓢ	Ⓢ
Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program has been spilt in three phases. The first go live release for phase 1 is targeted for 2019 and phase 3 is targeted for 2025. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization.										
Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs.										
<b>Project Name</b> <b>Enterprise Documents and Records Management</b>	2,890	400	2,890	6,195	3,176	Significant Delay	Mar-14	Dec-17	Dec-19	Ⓢ	Ⓢ
Comments:	Version 1 of the Toronto Records (T-Recs) solution was deployed to production at the end of November 2018. The Corporate Information Management Services (CIMS) Electronic Records Pilot started on November 26th 2018, and ended March 31st 2019. The T-Recs team is discussing next steps for rolling out T-Recs to additional staff in CIMS. Work continues on developing the To-Be business processes. Agreement negotiated with OpenText that covers the migration of physical records data from the legacy Livelink Records Server (LLRS). Agreement is currently being signed by both parties. Migration will start when T-Recs release 2 is ready for deployment to production.										
Explanation for Delay:	Project alignment with Enterprise Collaboration Foundation (ECF) is no longer required as sponsors have delayed the integration of the two solutions, T-Recs and Office 365. A clear definition of the end state for T-Recs, both City and vendor project staff turnover, an agreement on a high level sustainment model, as well as the recruitment of resources needed to satisfy the end state delayed the project. Recruitment of some resources needed to satisfy the end state has started.										
<b>Project Name</b> <b>Disaster Recovery Program</b>	2,133	40	167	38,606	17,381	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓢ	Ⓢ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffield Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with I&T SLT engagement. Direction to hire new PD for 2019. Once in place, the revised scope & strategy will be defined										

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<b>Financial Planning</b>											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	5,175	1,796	3,495	60,820	56,438	On Track	Jan-10	Dec-14	Oct-15	ⓐ	ⓐ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-19	Dec-20	R	R
Comments:	Phase 1 - PBF Implementation: In Q1, 2019: • Working on Benefits and Value Realization. • Continue working with divisions on adoption of technology and process improvements.  Phase 2 - EPM: In Q1, 2019: • Lumira (Data Visualization) went live supporting multiple projects • Project on hold awaiting budget modernization review and recommendation.										
Explanation for Delay:	EPM component of FPARS is currently on hold awaiting the completion of the budget modernization review and its recommendations.										
<b>Pension, Payroll &amp; Employee Benefits</b>											
SAP-Supported Cross-Application Timesheet (CATS)	548	357	548	7,540	7,350	On Track	Jan-14	Dec-19	Dec-19	ⓐ	ⓐ
Comments:	• CATS went live, on-schedule, on Sept 14, 2016. • TASS/Kronos went live for PF&R on November 9, 2016 and for TPS on February 15, 2017. • PPEB is currently working the External Consultant to fix outstanding defects before the project can begin its closing procedures.										
Explanation for Delay:											
<b>Exhibition Place</b>											
Hotel X Bridge - Phase 1 CEX137-03	1,709	99	1,709	1,709	99	On Track	Jan-19	Dec-19	Dec-19	ⓐ	ⓐ
Comments:	Construction started in 2019 and is on track										
Explanation for Delay:											
Electrical Underground High Voltage Utilities - Phase 1	1,500	66	1,500	4,230	66	On Track	Jan-19	Dec-19	Dec-21	ⓐ	ⓐ
Comments:	Construction started in 2019 and is on track										
Explanation for Delay:											

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<b>Energcare Centre - Elevator Retrofit</b>	570	131	570	2,200	666	On Track	Jan-18	Dec-18	Dec-21	ⓐ	ⓐ
Comments:	Construction in progress.										
Explanation for Delay:	Partial construction delay was due to RFP delay at City and weather related.										
<b>Toronto and Region Conservation Authority</b>											
<b>LONG TERM ACCOMMODATION - 5 SHOREHAM.</b>	382	96	382	39,200	858	On Track	Jan-18	Dec-19	Dec-19	ⓐ	ⓐ
Comments:	The integrated design team is near completion of the contract documents phase of the project including the trade pre-qualification process . The first trade tenders were issued in May ,2019 with a closing of June 6. 2019. The Notice of Approval of Conditions (NOAC) for the site is expected by the June, 2019 and construction is expect to begin July, 2019. As directed by City Council, TRCA continues to look for other funding sources and grants to subsidize the total cost of the project. To date, no additional funding sources have been approved.										
Explanation for Delay:											
<b>Toronto Police Service</b>											
<b>54/55 Divisions Amalgamation</b>	6,031	0	360	39,225	623	Delayed	Jan-17	Dec-24	Dec-25	ⓐ	Ⓡ
Comments:	Subsequent to Council approval, the master planning exercise was initiated, which involves extensive community consultations, technical studies, confirmation of the T.T.C.'s requirements, and the exploration of potential partners in the site development and conceptual site plans. The results of this planning exercise were expected to be presented to City Council by April 2019 and it is now delayed to June 2019.										
Explanation for Delay:	The status of the project will remain Off Track until the detailed design and project timelines are determined following the completion and approval of the master planning study. Construction is expected to commence in 2020.										
<b>Peer to Peer Site</b>	1,742	719	1,742	19,921	18,899	On Time	Jan-14	Dec-19	Dec-19	ⓐ	ⓐ
Comments:	Construction has concluded with minor deficiencies to be addressed and completed in 2019.										
Explanation for Delay:											

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<b>Transforming Corporate Support</b>	2,805	355	2,805	8,742	5,296	Delayed	Jan-14	Dec-20	Dec-20	ⓐ	Ⓨ
Comments:	Work continues throughout 2019 to drive organizational effectiveness and efficiencies in support of HR, Payroll, Benefits related processes, administration and analytics.										
Explanation for Delay:	The status of this project remains At Risk, as resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule.										
<b>Enterprise Business Intelligence</b>	1,687	220	1,402	10,717	9,249	On Time	Jan-15	Dec-18	Apr-19	ⓐ	ⓐ
Comments:	The project has experienced delays due to the negotiation of critical project change requests with the vendor related to scope items. The Service is working with I.B.M. on mitigation options and a plan is being developed to successfully deliver this project.										
Explanation for Delay:	Key deliverables from I.B.M. are behind schedule.										
<b>Radio Replacement</b>	5,779	3,821	5,779	37,863	23,078	On Time	Jan-16	on-going	on-going	ⓐ	ⓐ
Comments:	This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.										
Explanation for Delay:											
<b>Connected Officer</b>	800	67	800	10,690	2,248	On Time	Jan-17	Dec-20	Dec-20	Ⓨ	ⓐ
Comments:	Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.										
Explanation for Delay:	The overall health status of this project is at risk as the Service has not yet included the full cost into the Service's capital program.										
<b>Body Worn Camera - Phase II</b>	1,000	66	1,000	11,211	73	Delayed	Jan-19	Dec-20	Dec-20	ⓐ	ⓐ
Comments:	This project involves exploring the benefits, challenges, and issues surrounding the use of body worn cameras, in keeping with the Service's commitment to maintain public trust and provide professional and unbiased policing. Services of a professional procurement firm have been contracted to assist the project team with the creation of the R.F.P document including the evaluation and final contract negotiations.										
Explanation for Delay:											
<b>State-of-Good-Repair</b>	6,133	916	5,003	on-going	on-going	On Time	on-going	on-going	on-going	ⓐ	ⓐ
Comments:	S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.										
Explanation for Delay:											
<b>Next Generation (N.G.) 9-1-1</b>	500	39	461	5,000	39	On Time	Jan-19	Dec-21	Dec-21	ⓐ	ⓐ
Comments:	As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by June 30th, 2020 and Text Capable Networks by December 31st, 2020. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by December 31st, 2023.										
Explanation for Delay:											
<b>District Policing Program - District Model</b>	2,900	137	2,900	15,900	137	On Time	Jan-19	Dec-23	Dec-23	ⓐ	Ⓨ
Comments:	The Toronto Police Service designed the new District Boundaries to align with Toronto neighborhoods and it was approved by TPS Command in 2018. The planning and transformation design from 17 Divisions to 10 Districts is now underway. It includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. It will address technology, people and infrastructure requirements.										
Explanation for Delay:	Delayed until internal resources and action plans are lined up for project execution.										

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<b>12 Division Renovation</b>	300	0	0	9,000	0	Delayed	Jan-19	TBD	TBD	Ⓜ	Ⓜ
Comments:	The 12 Division Renovation project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements.										
Explanation for Delay:	Project on hold until the Command determines the priorities in terms of facilities renovations/amalgamation of divisions, etc.										
<b>32/33 Division</b>	4,926	94	775	11,940	157	Delayed	Apr-18	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	This facility has been identified originally as requiring renovations. Subsequently, as a result of recommendations in The Way Forward report, the Service explored the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District Headquarters Facility, to be located on the existing 32 site. However, the amalgamation of the 2 Divisions would result in parking shortage and the cost of additional parking required is not known. Additional parking may increase construction estimates. A feasibility study is underway. Based on the results, the feasibility of consolidating the divisions into one site will be revisited.										
Explanation for Delay:	Project on hold until a feasibility study for the existing site, parking area and building access has been completed and a decision regarding consolidating the divisions into one site has been made.										
<b>41 Division</b>	4,831	0	593	38,928	125	On Time	Jan-18	Dec-22	Dec-23	Ⓜ	Ⓜ
Comments:	The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. The project is almost a full year behind schedule due to a delayed start. The Service's Facilities Management unit recently closed the Request for Quotation (R.F.Q.) for Architectural Consulting services and is proceeding to award the services of an architectural consulting firm to prepare the building design documentation.										
Explanation for Delay:	Delayed start due to lack of resources and competing priorities.										
<b>Toronto Public Health</b>											
<b>Relocation and Expansion Scarborough Dental Clinic</b>	1,052,869	635,263	635,263	1,067,000	649,394	Significant Delay	Sep-16	31-Dec-18	31-Jan-19	Ⓜ	Ⓜ
Comments:	Funding of \$0.165 million from the TPH Health Efficiency Reserve Fund previously approved in 2017 was will be rebudgeted in 2019. In addition \$0.253 million will have to be carried forward to 2019 to complete planned deliverables.										
Explanation for Delay:	Major mechanical and electrical design issues relating to dental equipment design have impacted deliverables and project costs.										
<b>Toronto Public Library</b>											
<b>WYCHWOOD LIBRARY</b>	6,509	972	5,206	15,796	2,969	Minor Delay	Jan-15	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:	Construction started in late August 2018 after lengthy process with securing City approvals.										
Explanation for Delay:	Delay in approvals in 2018 resulted in delays to overall construction schedule that is continuing to impact timelines.										

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<b>BAYVIEW-BESSARION LIBRARY</b>	3,067		2,154	15,322	1,684	On Track	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	The is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction. 2019 cash flow needs to be underspent by \$0.913M to offset the over expenditure at the end of 2018.										
Explanation for Delay:											
<b>ALBERT CAMPBELL LIBRARY</b>	2,763	217	2,250	15,539	519	Minor Delay	Jan-19	Dec-21	Dec-21	Ⓞ	Ⓢ
Comments:											
Explanation for Delay:	Construction tender expected in Summer 2019. Construction to start in Fall 2019.										
<b>ST. CLAIR/SILVERTHORN LIBRARY</b>	1,169	489	1,169	3,815	3,135	On Track	Jan-15	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	Construction progressing well. Project expected to be completed in Summer 2019.										
Explanation for Delay:											
<b>NORTH YORK CENTRAL PHASE 2</b>	3,705	197	3,705	12,118	2,156	Minor Delay	Jan-18	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
<b>YORK WOODS RENOVATION</b>	3,450	343	2,150	10,158	490	Minor Delay	Jan-15	Dec-21	Dec-21	Ⓢ	Ⓢ
Comments:	Design process near completion.										
Explanation for Delay:	Construction contract anticipated in Summer 2019. Construction expected to start in Fall 2019.										
<b>Toronto Transit Commission</b>											
<b>Toronto Rocket Yard and Storage Track Accommodation</b>	34,785	4,214	34,785	495,385	252,056	On Track	Jan-10	31/12/2019	TBD	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:	Increase in expected expenditures for "Kipling Station Track Expansion", "Greenwood T&S Building Renovation and Carhouse DC Pendent Power Supply Retrofit" and "Wilson Yard Fencing and Miscellaneous Site Services"										



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<b>Easier Access - Phase III</b>	54,347	10,747	54,347	669,917	252,628	On Track	Jan-06	31/12/2025	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Dupont Construction delay. King advanced utility work deferred										
<b>Automatic Train Control (ATC) Resignalling project</b>	73,492	18,257	58,697	864,154	456,900	On Track		31/12/2019	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Decrease in estimated expenditures for 2019 with no impact to Schedule or EFC										
<b>Fire Ventilation Upgrade</b>	22,483	2,948	14,061	376,844	275,320	Minor Delay	Jan-11	Post 2027	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	1. Longer than expected design duration at Summerhill, Greenwood, Dundas West 2nd Exit. 2. Realignment Emergency Ventilation Study with Line 1 Capacity Enhancement Study										
<b>McNicoll Bus Garage</b>	37,729	18,861	46,000	181,000	74,851	On Track	Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Increase in expenditures for 2019, but no increase to EFC.										
<b>Fare System - PRESTO/TTC Farecard</b>	17,280	1,241	17,280	52,612	52,586	Minor Delay	Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates. Faregates construction work underway at remaining stations.										
Explanation for Delay:											
<b>Line 2 East Extension</b>	164,194	31,603	106,726	533,411	214,132	Minor Delay	Dec-13	31/12/2023	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Scarborough Subway Extension: - Updated Design consultant work plans & schedules (+\$18.0M)										

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<b>Relief Line South (Planning, Design and Engineering)</b>	219,639	7,559	109,820	99,990	22,910	On Track	Apr-18	TBD	TBD	Y	Y
Comments:											
Explanation for Delay:	Contract awards delayed, due to MOU development taking longer than initially expected										
<b>Solid Waste Management</b>											
<b>GREEN LANE LANDFILL</b>	19,424	309	14,418	150,526	67,745	On Track	Prior to 2010	Dec-19	Dec-19	R	Y
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.										
Explanation for Delay:	Status: On track										
<b>TRANSFER STATION ASSET MANAGEMENT</b>	20,100	1,105	16,171	65,255	36,815	Significant Delay	Prior to 2010	Dec-26	Dec-26	Y	R
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
Explanation for Delay:	Status: Delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing the bid documents (RFQ/RFP).										
<b>PERPETUAL CARE OF CLOSED LANDFILLS</b>	9,401	1,349	9,271	63,706	36,492	Minor Delay	Prior to 2010	Dec-27	Dec-27	Y	Y
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: Less than 6 Months Delayed primarily due to delayed feedback from Ministry.										
<b>Toronto Water</b>											
<b>St. Clair Reservoir Rehabilitation (CPW060-07)</b>	5,300	641	5,300	32,644	22,272	On Track	Jan-14	Dec-21	Dec-21	Y	Y
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.										
Explanation for Delay:											

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<b>Project Name</b> <b>ROSEHILL PS REHAB</b> <b>(CPW060-11)</b>	1,464	331	1,242	7,244	2,727	On Track	Jan-15	Dec-21	Dec-21	Ⓔ	Ⓔ
Comments:	Project delivery is proceeding on track for 2019.										
Explanation for Delay:											
<b>Project Name</b> <b>OUTFALL CONSTRUCTION</b> <b>(CWW039-06)</b>	35,000	6,882	35,000	280,600	12,724	On Track	Jan-18	Dec-25	Dec-25	Ⓔ	Ⓔ
Comments:	Construction starting in 2019. Project is forecast to proceed on track										
Explanation for Delay:											
<b>Project Name</b> <b>Don &amp; Waterfront Trunk/CSO Construction -</b> <b>PHASE 1</b> <b>(CWW480-03)</b>	83,895	20,302	83,895	412,605	79,502	On Track	Jan-18	Jan-24	Jan-24	Ⓔ	Ⓔ
Comments:	Don & Central Waterfront Phase 1 construction proceeded ahead of the 2018 forecast, and is projected to be on track for 2019 delivery.										
Explanation for Delay:											
<b>&gt;70% of Approved Project Cost</b> Ⓔ <b>On/Ahead of Schedule</b> <b>Between 50% and 70%</b> Ⓜ <b>Minor Delay &lt; 6 months</b> <b>&lt; 50% or &gt; 100% of Approved Project Cost</b> Ⓡ <b>Significant Delay &gt; 6 months</b>											