

**APPENDIX 2**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Economic Development &amp; Culture</b>											
<b>The Guild Cultural Revitalization</b>	3,838	1,307	3,838	6,318	4,180	On Track	Sep-18	Dec-20		Ⓞ	Ⓞ
Comments:	The construction contract was awarded to Atlas Construction on December 9, 2018. Construction began in early 2019. There were some early site condition issues resulting in additional scope, followed by COVID-19 delays but as the project is on track for the building to be substantial complete in Q4 2020.										
Explanation for Delay:											
<b>Casa Loma Phase 10</b>	2,212	107	950	5,300	494	On Track	Jan-19	Dec-21		Ⓞ	Ⓞ
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start has been delayed from October to November 2020, at the tenant's request.										
Explanation for Delay:											
<b>Senior Services &amp; Long Term Care</b>											
<b>Project Name: KIPLING ACRES SITE 2 (PHASE 3)</b>	0	0	0	47,500	45,308	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 and anticipate these will be resolved by Q4.										
Explanation for Delay:											
<b>Project Name: Carefree Lodge Redevelopment</b>	7,175	0	500	175,970	0	Minor Delay	Mar-20	Dec-25		Ⓞ	Ⓞ
Comments:	Carefree Lodge Redevelopment project, planned to start in Q4 of 2020, will be delayed as a result of the divisions focus on the COVID-19 response. The division is initiating the recruitment for a Project Director to oversee this redevelopment and begin design and site remediation.										
Explanation for Delay:											
<b>Parks, Forestry and Recreation</b>											
<b>Ferry Boat Replacement #1</b>	3,532	0	183	12,500	1,737	Significant Delay	Mar-15	Dec-18	Dec-22	Ⓞ	Ⓜ
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:	Concept Naval has completed the main design work on the passenger and passenger/vehicle vessels and have submitted these designs for review per Transport Canada requirements. Tender preparations are currently on hold until budget reviews have been completed in Q4. These preparations will continue, with the Construction Call to shipyards and subsequent award targeting mid to late 2021, pending the results of this review. First vessel delivery to be determined dependant on available budget.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Canoe Landing Community Recreation Centre (former name Railway Lands)</b> - New Community Centre (CC) - TDSB & TCDSB Construction	8,306	5,367	8,306	74,154	71,327	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Nov-20	Ⓜ	Ⓜ
Comments:	Construction is approximately 99% complete. Deficiency work as well as wish list items are underway. Some emergency generator parts sourced from the USA are on back order. Three G.C. claims were settled amicably. Financial reconciliation and third party Audit work is underway. Project expected to be 100% complete by end of November 2020.										
Explanation for Delay:	Delays to the project as a result of the trade labour disruption in 2019 and the COVID-19 pandemic. The plan was for a phased turnover for partial occupancy for the schools only in January 2020 and full turnover by March 2020.										
<b>Bessarion Community Centre, Community Centre,</b>	23,588	11,549	20,352	81,709	35,160	Significant Delay	2013	2020	Dec-21	Ⓜ	Ⓜ
Comments:	Project is under construction with 38% of contract work completed (by dollar value). Construction of the three-story underground parking garage structure is completed under those permits. At the south end, the Level 1 (ground floor) floor slab and the columns supporting the Level 2 floor slab have been completed, and forming of the Level 2 floor slab is in progress. At the north end, the Level 1 (ground floor) floor slab is largely completed with the forming of the two pool tanks underway.										
Explanation for Delay:	Recent delays to the project schedule have been due to the COVID-19 pandemic shut down of the site, and associated worker shortages in some of the trades when work resumed.										
<b>Wellesley Community Centre Pool - Design &amp; Construction</b>	3,293	2,445	3,293	20,000	19,152	Significant Delay	2013	May-19	Oct-20	Ⓞ	Ⓜ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 93% of the contract spent as of the beginning of June 2020. The contractor achieved substantial completion on October 1, 2020 and the building can be occupied as of October 1, 2020. Minor deficiencies are still being rectified and anticipated to be 100% completed by the end of October.										
Explanation for Delay:	Delays to the schedule due to the labour disruption by the Sheet Metal, HVAC and Plumbing unions in 2019 and COVID-19.										
<b>Don Mills Civitan Arena Design &amp; Construction</b>	500	0	0	85,200	0	On Track	Jan-16	Dec-19	Dec-25	Ⓞ	Ⓞ

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
Comments:	<p>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). The park block that the new replacement arena will be located on has been determined via a development application on the former Celestica lands at 844 Don Mills Rd. On January 28, 2019, the Local Planning Appeal Tribunal (LPAT) issued a final order approving the Official Plan Amendment, Zoning By-law Amendment, and the Conditions of the Draft Plan of Subdivision. The conveyance date of the subject park blocks (Blocks 3A and 3B) is yet to be determined.</p> <p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction for the Chief Planner and GM, PF&amp;R to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A &amp; 3B to discuss opportunities to advance the design and construction of the recreation facility. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&amp;R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'.</p> <p>The facility program and Project Charter with stakeholders is currently in the process of being finalized and an RFP will be issued before year-end.</p>										
Explanation for Delay:	Awaiting site to be conveyed to the City.										
<b>Davisville Community Pool Design and Construction</b>	664	0	50	17,135	0	On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-24	Ⓞ	Ⓞ
Comments:	Evaluation of the Request for Proposal (RFP) for professional services for the Aquatic Centre is underway. Construction of the City Aquatic Centre is expected to commence 2022 Q1. Construction of the school project is approximately 60% complete as of 2020 Q3. TDSB advised the City that the school will be occupied by Fall 2021. TDSB advised the City that change orders costs associated with school construction should be shared with the City.										
Explanation for Delay:	The expected delay in construction completion of the TDSB Davisville Public School will likely delay the construction start of the City Aquatic Centre, by approximately 5 months.										
<b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b>	1,200	634	1,200	40,000	1,625	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q3 2021 to Q4 2024	Jun-23	Dec-24	Ⓞ	Ⓞ
Comments:	The design team is proceeding with the contract document phase including Net Zero. Report to request additional fees so as to incorporate Net Zero in the design, was approved by General Government and Licensing on July 7, 2020. Site Plan Approval (SPA) details are being put together for the second submission by Fall 2020. Contractor pre-qualification process is scheduled for Q4 2020 in anticipation for tendering by Q1/Q2 2021. The COVID 19 Pandemic has created challenges with public consultation and engagement. We are installing two large 4'-0" X 8'-0" signs on site which will provide the community with a summary update and direct them to visit the updated project website.										
Explanation for Delay:	The new Community Centre completion is delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site constraints, and the extended Design Review Panel process. For 2020, delays are related to Net Zero Implementation.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Western North York New Community Centre and Child Care Centre Design and Construction</b>	1,088	137	835	40,146	564	Minor Delay	Feb-16	Fall 2021	Dec-24	Ⓞ	Ⓞ
Comments:	Based on recent decision that PFR will proceed with registering the easement on title towards shared access driveway and offered use of outdoor basketball court in exchange for shared parking with the TCDSB, the design team is to continue forward with the Design Development Phase. Business Services to continue negotiations to advance the shared driveway and parking agreement with the TCDSB towards a Memorandum of Understanding in October. Further development and finalization of the digital public presentation to move forward towards the next public digital meeting targeted in the Fall. Further investigative studies on the Geothermal Open Loop system and Renewable Energy Options are underway. A Biomass Energy Feasibility Study has been conducted and a draft report received. Grant money has been received by PFR Capital from the Federation of Canadian Municipality (FCM) for the Net Zero Feasibility Study.										
Explanation for Delay:	Additional site studies, working through project opportunities with the TCDSB, determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in a delay on the project.										
<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	1,667	81	100	40,000	457	Significant Delay	2017	Dec-23	Mar-26	Ⓞ	Ⓞ
Comments:	The consultant agreement for architectural services was executed in early December and the purchase order issued December 13, 2019, however community consultation is required prior to design work starting. A planned April 22, 2020 public meeting had to be cancelled due to the COVID-19 pandemic response prohibition of large gatherings. After a 2 1/2 month hiatus that started in early April, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid September.										
	The Building Condition Assessment (BCA) and Cultural Heritage Evaluation Report (CHER) reports were finalized at the end of November 2019, and an initial meeting was held with Heritage Preservation Services in early December 2019. The environmental consultant (under contract to Facilities Management (Environmental Services)) has submitted a Stage 1 Environmental Site Assessment (ESA). A Stage 2 ESA will follow.										
Explanation for Delay:	The public engagement process, which informs the design process, has been delayed due to COVID-19.										
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	8,759	2,376	3,400	29,788	11,821	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓡ
Comments:	The Request for Proposal (RFP) was issued on April 6, 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. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the Steering Committee asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. Vendor failed to rectify performance issues and the contract was terminated accordingly. Since then, the Project engaged in exploratory discussion with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor. Expected date to release the RFP is Dec 2020.										
Explanation for Delay:	Delays are attributed to termination of contract with Vendor (Legend Recreation Software)										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>IT-Enterprise Work Management System</b>	6,145	1,444	2,600	24,790	7,869	Minor Delay	Jan-12	Dec-20	Dec-22	Ⓞ	Ⓢ
Comments:	PFR staff continue to prepare for the implementation of Urban Forestry requirements on the Maximo platform. This work is scheduled to start at the beginning of 2021 with the completion at the end of 2021. PFR staff will be engaged by the Maximo implementer in Q4 of 2020 to prepare the Statement of Work for Urban Forestry.										
Explanation for Delay:	Implementation of foundational work packages (A&B) delayed the vendor's availability for divisional work preparation. Projected spending is based on a delayed plan due to COVID-19.										
<b>318 Queens Quay West Park (Rees Street Park) Phase 1 Design &amp; Construction</b>	565	0	100	10,800	319	On Track	Design Competition: Summer 2018 Design Validation: Summer 2020 (WIP) Schematic Design: January 2021 Detailed Design: Summer 2021 Construction Start: Late 2022 (Anticipated)	Dec-22	Dec-23	Ⓞ	Ⓞ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the this project; including the design and construction of a new waterfront park on the existing parking lot at Rees Street and Queens Quay Boulevard. The winning team through the Design Competition process, announced in October 2018, was wHY Architecture and Brook McIlroy. The winning project is called "Rees Ridge". Award of contract for design validation completed by Waterfront Toronto in Q1 2020. DRP Issues Identification Meeting - Sept 2020. Delivery Agreement for governance of entire project drafted by WT and to be finalized with the City. Future consultation will include: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also part of the design review process.										
Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Toronto Water for infrastructure upgrades to Water Service; 2) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 3) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 4) Coordination of environmental investigations and remediation required for parkland construction.										
<b>York Off Ramp Park Design and Construction</b>	4,000	4,444	4,444	13,000	5,462	On Track	Design: June 2020 Construction: November 2020	Aug-20	Dec-22	Ⓞ	Ⓞ
Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates (CC+A). The winning project is called "Love Park". Contract Award to CC+A for design and construction completed by Waterfront Toronto. Delivery Agreement for governance of entire project executed in 2019. Environmental investigations and approvals required for parkland construction in progress. Tender anticipated in Fall/Winter 2020. Construction Start anticipated in January 2021 provided tenders are acceptable and aligned with project budget. No delays to park completion anticipated.										
Explanation for Delay:											

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Lower Yonge Street Community Centre Space</b>	2,000	26	2,000	18,000	26	On Track		Mar-22		Ⓞ	Ⓞ
Comments:	Shell building construction is in progress. Community Centre Interior Fit-Out is on track to begin construction in September, 2020 as scheduled. Building Permit for the Interior Fit-Out is ready for issuance in advance of the construction start up. Completion and handover are on track for Q2-2022.										
Explanation for Delay:											
<b>FMP-John Innes CRC Redevelopment Design</b>	260	0	25	5,500	0	Minor Delay		Dec-26		Ⓞ	Ⓞ
Comments:	The draft RFP for the Community Recreation Centre Replacement & Moss Park Arena Exterior Upgrade was submitted to PMMD May 15th. Recreation and the Energy Office have also now provided their comments for inclusion. Capital Projects estimates that the RFP may be issued by PMMD mid-October with a closing date of late-November 2020 and anticipate the Architect consultant agreement to be in place by January 2021.										
Explanation for Delay:	Co-ordination with other projects										
<b>Moss Park - Park Redevelopment Design</b>	50	0	50	500	0	On Track		Nov-26		Ⓞ	Ⓞ
Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was issued to the market on August 28 and closes October 8. Schedule is aligned with the CRC schedule. Anticipate park construction over 2024-2026. The park will be built first and then the landscape and park edges around the building will be completed following building construction, with intent for an aligned "grand opening" together.										
Explanation for Delay:											
<b>Shelter, Support &amp; Housing Administration</b>											
<b>George Street Revitalization</b>	36,154	11,292	19,377	598,127	56,544	Significant Delay	Jan-16	Dec-23	Sep-25	Ⓢ	Ⓡ
Comments:	The 705 Progress Avenue project is expected to meet its year-end projected spend. The 354 George project is currently on hold as the site is being used as a COVID-19 response site. The 2299 Dundas project is delayed due to an appeal on the Committee of Adjustment decision, requiring the project to undergo a TLAB hearing which has been indefinitely delayed due to the COVID-19 pandemic and construction will not be moving forward in 2020. The GSR-Main project is delayed, as the completion of the output specifications for release of RFQ/RFP was on hold due to the COVID-19 pandemic. This work has re-started and is expected to meet its year-end projected spend.										
Explanation for Delay:	The following are generally explanations for the delays:  1) The 354 George Site is being used as temporary response sites for Covid-related issues; 2) The 2299 Dundas Street project has pending appeals on the Committee of Adjustment decision with TLAB, which has indefinitely been delayed due to the Covid pandemic; and 3) The GSR Main Project is delayed, as the completion of output specifications for release of the RFQ/RFP is pending due to the Covid pandemic.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Addition of 1000 New Shelter Beds</b>	41,851	12,843	31,851	166,208	47,083	Significant Delay	Jan-18	Dec-20	Dec-22	Ⓢ	Ⓜ
Comments:	All estimates are conservative and based on assumptions that construction for the finalized sites will be completed in 2022. The project is expected to extend until December 2022 as a result of complexities experienced in both the acquisition and construction phases of the project life cycle. Issues such as the development of sites that are dependent upon the completion of another, and the development of a site that is in partnership with another City division, are examples that have contributed to this extended timeline. Also, due to an appeal on the Committee of Adjustment decision, the project is required to undergo TLAB hearing which has been indefinitely delayed due to COVID-19 Pandemic.										
Explanation for Delay:	The following are generally explanations for the delays: 1) The project will extend to December 2022 due to complexities in both the acquisition and construction phases of the project life cycle; 2) Dual dependencies of sites; for instance, one site is dependent upon completion of the other and/or is in partnership with another City Division; and 3) Pending appeals on the Committee of Adjustment decision with TLAB, which has indefinitely been delayed due to the Covid pandemic										
<b>Toronto Employment &amp; Social Services</b>											
<b>HSI Phase 2 CSS905-01</b>	3,934	1,582	2,226	9,823	6,002	Minor Delay	Jan-18	Dec-21		Ⓢ	Ⓢ
Comments:	Deliverables Achieved: (a) HSIO Operational Budget and Master Service Level Agreement created (b) MOA with Local 79 (c) HSI Caseworker role harmonization in progress (d) HSI Online Channel strategy (e) Fair Pass Online Form created - transition to HSI in progress, (f) Centralized Income Verification business process design (g) Data migration from TAWL to CRM										
Explanation for Delay:	The project is underspent due to delay in acquiring call management software for the Applications and Support Centre, and the project's trajectory and deliverables have been revised due to the COVID-19 pandemic with some deliverables deferred to 2021										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Toronto Paramedic Services</b>											
<b>Project Name: MULTI-FUNCTION STATION #2 - CONSTRUCTION</b>	1,076	236	500	25,600	255	On Track	Jan-17	Dec-24		Ⓒ	Ⓒ
Comments:	<p>The second feasibility study done by CREM's architect was completed in July 2019. The study has recommended an additional \$15.000M to complete the project by Dec 2024. The additional funding of \$15.000M is to accommodate increased costs associated with site-specific construction challenges (i.e., primary and secondary road access, utilities and topography). This Multi-Function Ambulance Station #2 will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.</p> <p>On Feb 19, 2020, City Council approved PS capital project. The total budgeted project cost for the Multi-Function Ambulance Station #2 is \$ 40.8 million. The Architectural contract for the Design has been awarded (June 2020) and a preliminary design is expected by the end of 2020. Project is on track for 2024 substantial completion.</p>										
Explanation for Delay:											
<b>Project Name: AMBULANCE POST - 30 Queen's Plate Dr.</b>	423	0	50	2,000	199	Significant Delay	Jan-19	Dec-21	Dec-22	Ⓒ	Ⓓ
Comments:	Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services at 30 Queen's Plate Drive.										
Explanation for Delay:	<p>The CoT Project Management Office contracted an architect firm for project re-design. Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project. In 2019, a TFS initiated POA was made to change in scope and increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019, but was advised at the beginning of 2020 of new City planning plan to meet Toronto Green Standard (TGS) Tier 2.</p> <p>Architect has been working on re-submitting new City planning plan to meet Toronto Green Standard (TGS) Tier 2. In July 2020, the architect has estimated that additional funding and a POA will be required to meet TGS Tier 2; therefore, the delay to this project.</p>										
<b>Fire Services</b>											
<b>Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD</b>	3497	3,788	3,788	11,685	8,090	Significant Delay		Dec-16	Dec-21	Ⓒ	Ⓓ
Comments:											
Explanation for Delay:	Construction commenced in March 2020 and is progressing ahead of schedule, thereby requiring an advancement of cash flow from 2021 to 2020. The station is expected to be completed by Q4 2021.										



**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Project Name STATION A - Woodbine (STN 414)- HWY 27 AND REXDALE B</b>	3915	0	50	8,342	1,768	Significant Delay		Dec-17	Dec-22	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	The project is currently on hold pending further direction from the Fire Chief and Paramedic Chief on how to proceed with regards to the Net Zero requirements and funding shortfall. The tentative completion date is expected to be in Q4 2022.										

**Transportation Services**

<b>F. G. Gardiner*</b>	152,260	112,623	152,260	2,290,978	248,868	On Track	Apr-17	TBD (subject to the completion of the award process)	N/A	Ⓞ	Ⓞ
Comments:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding ahead of schedule. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal an Owners Engineer is underway and the RFP will be issued in late 2020. The contract is planned to be executed in 2022.. 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 and the contract was awarded at the end of Q2 2019. Work is proceeding on schedule.										
Explanation for Delay:	N/A										

*\*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan*

**Waterfront Revitalization Initiative**

<b>Cherry Street Lakefilling and Stormwater Project</b>	13,323	13,323	13,323	65,000	65,000	On Track	Nov-17	Dec-20	Dec-20	Ⓞ	Ⓞ
Comments:	Dockwall construction and lakefilling is complete. The construction of new shoreline and aquatic habitat was completed as of November 2019. The near-total completion of the Cherry Street Stormwater and Lakefilling project, including deficiency repairs, was completed by March 2020. The project is in its two year warranty period. There are minor deficiency-related repairs that have been delayed as a result of COVID-19.										
Explanation for Delay:											

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Port Lands Flood Protection</b>	159,541	20,000	60,000	394,817	160,602	On Track	Nov-16	Dec-24	Dec-24	Ⓜ	Ⓢ
Comments:	<p>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 design is continuing to 90% and River designs are at 100%. The design of all three bridges (Cherry Street North, Cherry Street South and Commissioners Street bridge) are 100% complete and the bridges are under construction. The contracts for the three bridge foundations and steel superstructures have been awarded. The design for the Lakeshore/Don Roadway Bridge and Lakeshore Blvd. East public realm is expected to reach the 90% milestone this Fall. Shallow excavation and the clearing of obstructions has been completed over the majority of the site. Negotiations are on-going between the three levels of government and Waterfront Toronto renegotiate the timing of funding by each government partner. Discussions are on-going to defer the timing of City funding in order to provide relief to the City due to the impacts of COVID-19.</p> <p>The Port Lands Flood Protection schedule was re-baselined in Q1 2019 and key risks to the schedule and costs are being monitored by Waterfront Toronto and an interagency Executive Steering Committee on a monthly basis.</p>										
Explanation for Delay:											
<b>Precinct Implementation Projects</b>	18,524	284	6,524	247,398	226,652	On Track	Jan-05	Dec-22	Dec-22	Ⓜ	Ⓢ
Comments:	<p>Ongoing development of the East Bayfront precinct, including installation of granite curbs, silva cells and asphalt; road and line painting on Bonnycastle Street. The TTC and Waterfront Toronto are working on 30% drawings for the East Bayfront LRT. Early design and approvals work is progressing on the East Bayfront Community Centre, but delays were incurred as a result of Covid-19, delaying the project by about 3 to 6 months. Public consultations have commenced in 2020 to confirm that the 2006 Vision for Marine Community remains relevant; an overview of major trends and current challenges for marine community have been presented to gain public feedback in order to help develop recommendations for immediate actions (to address urgent needs and issues) and an action plan for studies and process improvements. Completion of the Marine study is expected in fall 2020. The construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been delayed as a result of additional feedback from Metrolinx and the need to retender the project due to high bid prices. Construction of the Jarvis water works project is not expected to begin until summer of 2021.</p>										
Explanation for Delay:											

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Corporate Real Estate Management</b>											
<b>Union Station Revitalization</b>	41,014	14,648	21,882	824,039	794,418	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was May-2016)	Q4 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> <li>- B2 Food Court handed over to Osmington in 2015 (Opened to the public in Dec 2018)</li> <li>- Bay Concourse inspected for partial occupancy on Sept 30, 2019 for Metrolinx early access.</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 - Deficiency corrections are on-going, vertical access underway, substantial completion expected Q4 2020</li> <li>- VIA Concourse - Partial occupancy granted in Q2 2020, completion expected Q4 2020</li> <li>- Great Hall restoration, completion expected Q4 2020</li> <li>- Moat covers (Front St, York St, ), completion expected Q4 2020, Bay Street Moat and Centre Moat completion expected Q1 2021</li> <li>- East Wing retail space - Partial occupancy granted Q3 2020</li> </ul>										
Explanation for Delay:	<p>Issues 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 the project team have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Contractor performance issues that emerged in mid-2018 affected project progress. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues to bring the project back on track and was progressing towards a new completion timeline of Q3 2020. In Q2 2020, COVID-19 caused reduced productivity on site due to increased safety procedures and trades staffing shortages. This has resulted in substantial completion expected at the end of Q4 2020 with construction logistics requiring work on certain portions of the station including the Bay Street moat, Centre moat, and deficiency work to continue into Q1 2021.</p>										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>St. Lawrence Market North Redevelopment</b>	24,246	9,050	15,000	116,302	29,764	On Track	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re-baselined end date based on latest approval from Council	Q2 2022	Ⓞ	Ⓞ
Comments:	Construction of interim market completed in June 2015 and open to public. Demolition of existing building - Completed in Q4 2016, the project underwent a four stage archeological assessment process due to the discovery of significant archeological remains. In Q1 2018 the City went to market for a construction tender call but the lowest bidder was not able to meet the requirements of the construction contract. Re-tender of construction contract successfully executed in June 2019, awarded to Buttcon Limited/The Atlas Corporation Joint Venture. Construction started in July 2019. At the end of Q3 2020, P4 column and foundation wall footings complete. Elevator cores, geothermal heat exchange system, and installation of overhead sidewalk protection hoarding in preparation for above grade construction underway.										
Explanation for Delay:	Project schedule and budget has been re-baselined based on the latest approvals from Council in May 2019. COVID-19 caused reduced productivity levels due to additional safety procedures and the lack of labour force availability. The total impact of COVID-19 has not been established, however there is currently an 8 week delay on shoring, excavation, and the sub-structure construction. The contractor is currently reviewing work phasing and sequencing options to make up lost time. The project is currently still expected to be completed on schedule and within the current Council approved budget.										
<b>Technology Services</b>											
<b>Consolidated Data Centre</b>	781	752	781	39,040	22,291	On Track	May-14	Dec-19	Sep-20	Ⓞ	Ⓢ
Comments:	The project was at 80% completion at the end of December 2019 because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30, 2020 and project schedule was revised with completion in September 2020. Awaiting final billing.										
Explanation for Delay:											

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Enterprise Work Management System</b>	628	510	628	9,396	6,530	Minor Delay	Jan-13	Dec-25	Dec-22	Ⓒ	Ⓜ
Comments:	The vendor is currently engaged with solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program was initially split in three phases. Technology foundation completed in July 2020, and the first go live release is in 2021. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization. Scope has been consolidated and limited to phase 1, with new completion date 2022. Starting with 2021 Budget, this program will be consolidated across the 4 Divisions (SW, PFR, Transportation & TW) to be one program under TSD.										
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>Enterprise Documents and Records Management</b>	2,950	1,575	1,971	8,398	4,683	Significant Delay	Mar-14	Dec-17	Dec-21	Ⓒ	Ⓡ
Comments:	Release 2a of the Toronto Records (T-Recs) solution was successfully deployed to production at the end of March 2020. In addition, a small block of physical records data was migrated from the legacy Livelink Records Server (LLRS) to T-Recs for four business units within CIMS. Development of T-Recs Releases 2b and 3 have been put on hold due to the COVID-19 Pandemic. T-Recs Capital Budget reduced due to COVID-19. Open Text tasks were deferred to 2021. The team is re-planning the migration of physical records data from LLRS to T-Recs.										
Explanation for Delay:	Additional time was invested in determining how T-Recs could satisfy business needs with out-of-the-box functionality instead of customizations. T-Recs Releases 2b and 3 put on hold due to COVID-19 Pandemic response. Restart date for release 2b is unknown at this time. Due to budget reductions, T-Recs release 3 and the migration of physical records data from LLRS to T-Recs deferred until 2021.										
<b>Disaster Recovery Program</b>	886	340	543	4,532	2,002	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓒ	Ⓜ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffeld 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 TSD SMT engagement. New PD is developing a revised scope & strategy definition										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Financial Planning</b>											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)				60,820	58,218	On Track	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-19	Nov-20	Ⓡ	Ⓡ
Comments:	Phase 1 - PBF Post-Implementation Phase 2 - EPM on hold awaiting budget modernization review and recommendation										
Explanation for Delay:	The EPM component of FPARS is currently on hold awaiting completion of budget modernization review and its recommendations. A final close-out report will be submitted in Q4 highlighting deliverables, benefits and lessons learned.										
<b>Pension, Payroll &amp; Employee Benefits</b>											
SAP-Supported Cross-Application Timesheet (CATS)	6	0	0	7,540	7,534	Completed	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> <li>CATS went live, on-schedule, on Sept 14, 2016.</li> <li>TASS/Kronos went live for PF&amp;R on November 9, 2016 and for TPS on February 15, 2017.</li> <li>Project completed but will be closed in 2020 to allow for unanticipated final billing.</li> </ul>										
Explanation for Delay:											
<b>Exhibition Place</b>											
Hotel X Bridge - Phase 2	3,180	1,588	3,180	3,180	3,180	On Track	Jan-20	Dec-20		Ⓞ	Ⓞ
Comments:	Construct an elevated pedestrian walkway that connects Hotel X to the Beanfield Centre. The bridge structure frame has been installed and the remaining construction work is well underway and expected to be complete by 2020 year-end. This is a major project because the bridge will improve service at the Beanfield Centre, address AODA concerns, and enable Exhibition Place to book more events and be more competitive in the high end Gala and Conference market.										
Explanation for Delay:											
Electrical Underground High Voltage Utilities - Replace Priority Feeders (2020 Cash Flow S2)	2,000	30	30	2,000	30	Significant Delay	Jan-20	Dec-20	Dec-21	Ⓡ	Ⓡ
Comments:	Replacing the current underground electrical underground high voltage infrastructure with new cabling that can withstand the current demand for energy. This is a major project because the current infrastructure is over 75 years old and has many failures due to brittle cabling.										
Explanation for Delay:	Project delayed due to COVID-19 reduction in CFC funded projects. Will be included in the Capital budget for 2021										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
Life to Date											
<b>Toronto and Region Conservation Authority</b>											
<b>LONG TERM ACCOMODATION - 5 SHOREHAM &amp; INTEREST (CRC103-03 and CRC103-04)</b>	3,862	2,896	3,862	39,200	3,862	Minor Delay	Jan-19	Dec-21	Jul-22	Ⓢ	Ⓢ
Comments:	<p>1. The integrated design team has completed the contract documents and 95% of tenders have been closed by the Construction Manager.</p> <p>2. Construction began January 2020 with the substantial performance expected July 2022.</p> <p>3. Completed approvals for building permit and SPA.</p> <p>4. Installed basement, foundations and structural wood; site servicing and furniture, fixture and equipment procurement is underway. Structural wood on site in 2021 but production starts in 2020.</p>										
Explanation for Delay:											
<b>Toronto Police Service</b>											
<b>54/55 Divisions Amalgamation</b>	1,000	0	0	39,225	184	Delayed	Jan-17	Dec-21	Dec-21	Ⓢ	Ⓢ
Comments:	<p>The process of rezoning, environmental assessment of site and soil conditions are complete. The Request for Proposal (R.F.P.) to secure construction management services is indefinitely on hold. Building design documentation is also on hold. Projections will be updated as more information becomes available, and as previously indicated, the Service is conducting a review of the projects in its current capital program to determine if any should be revised, deferred or cancelled.</p>										
Explanation for Delay:	<p>Due to COVID-19, there have been delays in planned construction schedules, including labour and critical supply chain disruptions, as well as delays to obtain required permits.</p>										
<b>Transforming Corporate Support</b>	1,718	341	341	8,742	6,558	Delayed	Jan-14	Dec-20	Dec-21	Ⓢ	Ⓢ
Comments:	<p>Due to ongoing resource challenges and project delays, the Service reviewed the Phase III Time and Labour implementation scope, plan and solution options in order to determine the best, least risky and most cost efficient way to move forward. Options included upgrading the Service's current time and labour system or moving to the Oracle time and labour module and upgrading the existing time and labour system is the option selected.</p>										
Explanation for Delay:	<p>Project charter has been revised and will require to be carryforward into 2021.</p>										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>ANCOE (Enterprise Business Intelligence)</b>	1,862	825	1,803	12,882	10,390	On Time	Jan-15	Dec-18	Dec-23	Ⓞ	Ⓞ
Comments:	Streamlined Service processes that will make data and analytics products available to front-line members, management, and the public are in the process of being developed, as well as an enhanced reporting database and data marts for existing Service requirements from various operational data sources by the end of 2020. During the fourth quarter of 2020, the project will focus on the development of Situational Awareness solution, approval and building of the proposed redesigned Geographic Information System (G.I.S.) platform, Automated Vehicle Location (A.V.L.) program development and completion of the E.B.I requirements with new dashboards, reports and G.I.S. mapping solutions.										
Explanation for Delay:											
<b>Radio Replacement</b>	4,640	4,081	4,640	38,051	29,125	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
Comments:	A radio study is underway to ensure advancing the deployment of radios in order to leverage newer technology that can support communication requirements of the district model. This will avoid substantial costs to change the radio infrastructure needed for the district boundaries goals.										
Explanation for Delay:											
<b>Connected Officer</b>	288	125	288	2,981	2,817	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:											
<b>Body Worn Camera - Phase II</b>	2,250	612	1,627	4,782	1,244	On Time	Jan-17	Dec-23	Dec-23	Ⓞ	Ⓞ
Comments:	Starting the week of October 26, 2020, frontline police officers in 11 Division, 22 Division, and those assigned to the Community Response Unit at 52 Division will start to use body-worn camera technology during interactions with the public.										
Explanation for Delay:											
<b>State-of-Good-Repair</b>	5,715	1,714	3,263	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:	Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management. Also, some projects are delayed as some decisions about various projects are still pending.										



**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Next Generation (N.G.) 9-1-1</b>	5,028	418	900	10,950	640	On Time	Jan-19	Dec-23	Dec-23	Ⓜ	Ⓞ
Comments:	The new N.G.9-1-1 solution, as proposed by Comtech Solacom (Solacom), was approved by the Board at its September, 2020 meeting. The R.F.P., as originally issued on December 13, 2019, will constitute the basis for the legal contract with Solacom. A third party law firm has been retained to review the Software Licenses Agreement (S.L.A.) that Solacom has submitted to the Service as a part of their R.F.P. bid. Once the S.L.A. is reviewed and agreed upon, a Purchase Order will be issued and the project will formally commence.										
Explanation for Delay:	Pending any COVID-related delays or unplanned interruptions, it is anticipated that the solution will be implemented by early 2022 and will go live shortly thereafter.										
<b>District Policing Program - District Model</b>	2,327	813	1,645	8,970	1,509	Delayed	Jan-18	Dec-22	Dec-22	Ⓞ	Ⓜ
Comments:	The review of operational processes continues to focus on opportunities to improve service delivery. The new shift schedules implemented January 2020 include longer working shifts. To ensure the wellbeing of front-line police officers, wellness rooms have been renovated and updated with new equipment to meet the needs of the members. The renovation and updating of the wellness rooms has been completed at most locations and a few are still under way. Also, preparations for the new version release of the Service's records management system in 2021 continues, as well as the incorporation of service delivery process improvements and the testing of the new Court Services module that is essential to prepare for the introduction of the new Toronto Courthouse and Regional Bail Centre.										
Explanation for Delay:	Delayed until internal resources and action plans are lined up for project execution.										
<b>32 Division Renovation</b>	2,500	8	800	10,940	358	Cancelled	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:	The Service is in the process of re-evaluating this project and exploring other alternative options. The remaining funds of \$2.5M are being returned to the City.										
Explanation for Delay:											
<b>41 Division</b>	2,404	383	718	38,928	935	Delayed	Jan-18	Dec-23	Dec-23	Ⓜ	Ⓜ
Comments:	The construction management services contract for the new 41 Division was approved by the Board at its May 2020. Based on budget estimates received from the architectural consultant and construction manager, the total construction cost is now estimated to be significantly higher than the approved capital funding of \$38.9M. This is due to the complexity of the construction phasing that involves the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a full functional division; and significantly higher construction costs from when the original estimate was prepared. The additional capital cost will be reflected in the 2021-2030 capital program.										
Explanation for Delay:	Delayed start due to lack of resources and competing priorities.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Automated Fingerprint Identification System (A.F.I.S.) Replacement</b>	3,053	0	1,107	6,106	2,704	Delayed	Jan-19	Dec-19	Dec-20	Ⓜ	Ⓜ
Comments:	The current A.F.I.S. is a 2011 model first deployed in January 2013, and will reach end of life as of December 31, 2020. The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020. It is expected that the implementation of the new A.F.I.S. will take over 8 months.										
Explanation for Delay:	Newer and more efficient technology was released in the 4th quarter of 2019, therefore, purchased of product was delayed to 2020.										
<b>Toronto Public Library</b>											
<b>Albert Campbell Library</b>	4,277	3,961	5,474	17,939	5,622	On Track	Jan-19	Dec-22	Dec-22	Ⓜ	Ⓞ
Comments:	Construction is progressing ahead of schedule due to strong contractor performance. As a result, a higher than budgeted spending is projected at year-end. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.										
Explanation for Delay:											
<b>Bayview-Bessarion Library</b>	3,857	2,168	3,857	15,322	6,232	On Track	Jan-14	Dec-22	Jun-22	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction.										
Explanation for Delay:											
<b>Maryvale Relocation</b>	1,648	14	30	2,714	14	Significant Delay	Jan-20	Dec-21	Dec-22	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	Project was delayed due to late Council approval of the lease agreement as a result of COVID-19										
<b>North York Central Phase 2</b>	3,447	4,432	5,842	12,718	10,103	On Track	Jan-18	Dec-22	Dec-21	Ⓜ	Ⓞ
Comments:	The work is proceeding ahead of schedule due the branch closure allowing for more options for the contractor to schedule work even with the COVID restrictions. As a result, a higher than budgeted spending is projected at year-end. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.										
Explanation for Delay:											
<b>Wychwood Library</b>	4,162	2,366	3,366	15,796	8,624	Minor Delay	Jan-15	Dec-22	Dec-22	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	Construction is delayed due to the Ontario government mandated construction shut down which lasted approximately 4 weeks.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>York Woods Renovation</b>	3,873	4,323	6,059	11,758	6,329	On Track	Jan-18	Dec-22	Dec-21	Ⓜ	Ⓢ
Comments:	Construction is progressing ahead of schedule due to strong contractor performance. As a result, a higher than budgeted spending is projected at year-end. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.										
Explanation for Delay:											
<b>Toronto Transit Commission</b>											
* Please note TTC Major Capital Projects are based on Q2 submission as Q3 is not yet available.											
<b>Toronto Rocket Yard and Storage Track Accommodation</b>	38,759	16,189	39,769	495,385	304,001	On Track	Jan-10	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Greenwood Track & Structures Building Renovation, and Carhouse Pendant Retrofit; Correction of deficiencies is on-going.										
Explanation for Delay:	Although some components of the program are tracking behind schedule, the overall program is tracking on time and on budget.										
<b>Easier Access - Phase III</b>	65,198	35,555	73,442	829,917	346,483	Minor Delay	Jan-06	31/12/2025	TBD	Ⓢ	Ⓜ
Comments:	Scope design submissions were completed for Warden and Museum Stations. Detail design submissions were completed for Greenwood Station.										
Explanation for Delay:	There are 46 accessible stations, including the 6 TYSSE stations in 2017. There are 10 EAIII stations in construction: Dupont, Wellesley, Yorkdale, Chester, Wilson, Runnymede, Lansdowne, Keele, Sherbourne, and Bay. All remaining stations are in the design stage. Original budget was based on a scope and a level of complexity which covered the majority of the stations, however the latter stations complexity and scope are in excess of that anticipated in the original budget. We are currently progressing the design of the remaining stations to stage gate 3 where the design will be at approx. 30%, which will allow us to develop a class 3 estimate. We will be progressively updating our estimates as we complete the designs but early indications have shown that we require an increase in the overall budget to accommodate the more complex stations. Additional funding is being requested as part of 2021-2030 Capital Budget submission.										
<b>Automatic Train Control (ATC) Resignalling project (Line 1)</b>	63,000	34,932	63,000	863,009	533,920	On Track		31/12/2023	TBD	Ⓢ	Ⓜ
Comments:	Material delivery delays related to Phase 4 are resolved and construction completion is forecasted for Jul 31 2020. Phase 5 construction is progressing well. Finch Signal Equipment Room (SER) rack delivered this period.										
Explanation for Delay:	Phase 3C testing and software development are on schedule for commissioning in Q4 '20. Material deliveries affected by COVID-19 have now been resolved. The project remains on schedule to achieve the phase commissioning milestone.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Fire Ventilation Upgrade</b>	11,462	3,340	11,462	504,148	288,065	On Track	Jan-11	Post 2027	TBD	Ⓢ	Ⓢ
Comments:	Board approval to proceed with design of Summerhill second exit with Developer obtained in February 2020 meeting. Donlands and College stations – Second Exit/Entrance combined with Easier Access. Contracts were Issued for Bid. Sheppard West Station and Clanton Park Emergency Service Building (ESB) – Subway Ventilation Equipment Replacement was Issued for Bid and closed.										
Explanation for Delay:	Second Exit Projects Status: Several stations are in the preliminary design phase and based on the information to date, it is expected that additional funding requirements will be identified to complete the program as projects proceed through the stage gate process. FVU Projects Status: Eglinton; design and construction by Metrolinx, funded by TTC planned to be completed in 2022. Also, as part State of Good Repair, the existing subway ventilation equipment which nears the end of its useful life or due to failures are planned to be replaced.										
<b>McNicol Bus Garage</b>	38,634	14,405	41,181	181,000	137,074	On Track	Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Substantial Performance issued. Paving complete on main garage site. Division Manager has moved into the facility.										
Explanation for Delay:	Overall project tracking on-time and on-budget. Commissioning, landscaping and paving nearing completion. Signage installation and deficiency work to continue through early summer.										
<b>Fare System - PRESTO/TTC Farecard</b>	15,177	1,166	3,566	89,517	58,025	Minor Delay	Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	1) Service Plan for PRESTO maintenance adjusted to address COVID-19 pandemic. Continue to monitor. 2) Confirmed technical solution to expand current process to provide credits (refunds) to customers for March and April sales period. Communications and rollout planning underway 3) An additional service location was establish at Hillcrest for PRESTO maintenance work, on an temporary basis to accommodate service management changes. 4) Negotiations with Metrolinx regarding the settlement of outstanding claims has commenced and is ongoing.										
Explanation for Delay:	1.PRESTO Payment Solution was charging incorrect fares at 9 cross boundary transit stops, corrected with February 15 software update. 2. PRESTO Payment Solution for Wheel-Trans Sedan taxis commenced revenue service January 13. 3. 2020 Fare Increase and Double Discount Fare Cancellation: Software update for pass sales devices (i.e. subway vending machine, Shopper Drug Mart, etc.) completed; updates to payment devices (i.e. card reader) completed. 4.Troubleshooting underway for PRESTO card reader reliability (freezing). Update to PRESTO card reader firmware and SAM cards show some improvements. Investigations are ongoing for additional improvements. 5.Operations: Continued adjustment/optimization of cash collection process for street car vending machines.										
<b>Line 2 East Extension</b>	20,780	7,343	20,782	424,330	255,927	Minor Delay	Dec-13	31/12/2023	TBD	Ⓢ	Ⓢ
Comments:	Projected consultant/contract costs from Sep-Dec2019 have been removed as part of the project handover to Metrolinx										
Explanation for Delay:	Schedule delays due to COVID-19. Expected completion of major refurbishment contract remains end of 2020. SRT Workcar project on hold due to recent changes in the responsibility for the rapid transit projects.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending September 30, 2020**  
(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date										
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time									
<b>Toronto Water</b>																				
<b>St Claire - Reservoir Rehabilitation (CPW060-07)</b>	428	53	150	32,466	26,984	Completed	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ									
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration. Project is nearing completion with reduced expenditures in 2020.																			
Explanation for Delay:																				
<b>ROSEHILL PS REHAB (CPW060-11)</b>	813	631	1,553	7,299	4,119	On Track	Jan-15	Dec-21	Dec-21	Ⓞ	Ⓞ									
Comments:	Project delivery is proceeding ahead of the forecast in 2020.																			
Explanation for Delay:																				
<b>OUTFALL CONSTRUCTION (CWW039-06)</b>	50,720	26,368	44,161	281,278	74,080	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ									
Comments:	Construction started in early 2019, and is proceeding on track in 2020.																			
Explanation for Delay:																				
<b>Don &amp; Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)</b>	70,000	59,226	75,030	411,255	199,681	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ									
Comments:	Don & Central Waterfront Phase 1 construction is proceeding ahead of the forecast in 2020.																			
Explanation for Delay:																				
<table border="0"> <tr> <td>&gt;70% of Approved Project Cost</td> <td>Ⓞ</td> <td>On/Ahead of Schedule</td> </tr> <tr> <td>Between 50% and 70%</td> <td>Ⓜ</td> <td>Minor Delay &lt; 6 months</td> </tr> <tr> <td>&lt; 50% or &gt; 100% of Approved Project Cost</td> <td>Ⓡ</td> <td>Significant Delay &gt; 6 months</td> </tr> </table>												>70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule	Between 50% and 70%	Ⓜ	Minor Delay < 6 months	< 50% or > 100% of Approved Project Cost	Ⓡ	Significant Delay > 6 months
>70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule																		
Between 50% and 70%	Ⓜ	Minor Delay < 6 months																		
< 50% or > 100% of Approved Project Cost	Ⓡ	Significant Delay > 6 months																		