

APPENDIX 3
Major Capital Projects
For the period ending December 31, 2019
(\$000s)

Division/Project name	2019 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
Economic Development & Culture											
Casa Loma Phase 9a and 9b	1,141	1,116	1,116	3,298	3,271	On Track	Oct-17	Dec-19		⊖	⊖
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed for Phase 9a and 9b. Construction accelerated through 2018, and the overall project remains on time and on budget, with phase 9a of work on the perimeter fence completed in April 2019, and phase 9b completed Dec-19.										
Explanation for Delay:											
The Guild Cultural Revitalization	3,931	2,063	2,063	5,848	2,587	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, but as of Dec 2019, the project is on track for the building to open in Q4 2020.										
Explanation for Delay:											
Casa Loma Phase 10	550	388	388	3,300	388	On Track	Jan-19	Dec-21		⊖	⊖
Comments:	Capital Assets has engaged architects to work on Phase10, West Castle Perimeter Wall. Construction documents are almost complete, with tender planned for Q1 2020.										
Explanation for Delay:											
Senior Services & Long Term Care											
Project Name: KIPLING ACRES SITE 2 (PHASE 3)	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:											
Parks, Forestry and Recreation											
Ferry Boat Replacement #1	837	805	837	12,500	1,737	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:	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 anticipated to be complete in 2020, with the Construction Call to shipyards and subsequent award targeting late 2020 or early 2021. First vessel delivery to be determined dependant on available budget.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	34,369	25,833	28,846	74,754	65,290	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Jun-20	Ⓜ	Ⓜ
Comments:	The project schedule continues to be delayed. School building (including the Child Care Centre) occupancy is on target for January 2020. Occupancy for the City community centre is expected Q2 2020. Negotiations with the tenant (Bentway) for the Community Space is ongoing. A Staff Report seeking approval of three (3) Purchase Order Amendments (POAs) will be submitted to the General Government and Licensing Committee in 2020. No additional funding is required for the amendments.										
Explanation for Delay:	Impact to the critical path due to the labour disruption by the Sheet Metal, HVAC and Plumbing unions. 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.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	22,739	12,637	17,751	92,850	23,611	Significant Delay	2013	2020	Dec-21	Ⓜ	Ⓜ
Comments:	Project is under construction with approximately 23% of contract work completed at the end of December 2019. Construction of the basement parking garage foundation walls, columns and suspended floor slabs continues at the P2 level of the three-story underground parking garage, along with waterproofing. The concrete structure (to grade) is now expected to be completed by the spring 2020, however at this stage the project is proceeding approximately as per the construction schedule.										
Explanation for Delay:	The General Contractor has advised that 52 days have been lost due to weather this year which has prolonged the shoring and excavation work and therefore has delayed the construction of the structure and other building components.										
Wellesley Community Centre Pool - Design & Construction	9,924	6,630	7,028	20,000	16,707	Significant Delay	2013	May-19	Aug-20	Ⓜ	Ⓜ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 83% of the contract spent as of the beginning of December 2019. Construction is in progress with concrete pouring of the leisure pool, spa pool slab and pool deck complete, exterior curtain wall and glazing is also complete. Construction continues to progress with interior finishes including pool tiling, millwork and painting starting. Electrical and mechanical work is ongoing.										
Explanation for Delay:	Schedule impacted due to the labour disruption by the Sheet Metal, HVAC and Plumbing unions.										

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Don Mills Civitan Arena Design & Construction				24,500		On Track	Jan-16	Dec-19	Dec-24	⊖	⊖
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 vis the 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&R to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 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&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>										
Explanation for Delay:	Awaiting site to be conveyed to the City.										
Davisville Community Pool Design and Construction				17,135		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Dec-23	⊖	⊖
Comments:	A Request for Proposal (RFP) for professional services for the Aquatic Centre will be submitted to PMMD in the first quarter of 2020. Construction of the City Aquatic Centre is expected to commence in the fourth quarter of 2021. Construction of the school project is approximately 25% complete at the end of 2019.										
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 4 months.										
North East Scarborough Community Centre and Child Care Centre Design and Construction	1,208	500	612	40,000	991	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q3 2021 to Q4 2024	Jun-23	Dec-24	⊖	⊖
Comments:	<p>On September 19, 2019, the Design Review Panel approved the proposed concept design. The design team finalized the schematic design which was presented to the community members on November 21, 2019. To date, four public consultations and one community and family fun day, have been held to solicit feedback from the community. Needs surveys and environmental scans were carried out between December 2016 and March 2017. The design team is proceeding with the design development phase as well as Net Zero feasibility study. Site Plan Approval (SPA) details are being put together so that it can be submitted by February 2020. The next public presentation of the detail design will be scheduled after completion of SPA process in 2020.</p>										
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 extended Design Review Panel process. For 2019, the delay in spending is due to the Design Review Panel and Internal Stakeholder meetings.										

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Western North York New Community Centre and Child Care Centre Design and Construction	389	389	377	40,000	426	On Track	Design: February 2016 Construction: June 2020	Fall 2021	Fall 2024	⊖	⊖
Comments:	The project is progressing in the Program Confirmation/Community Consultation phase. Staff Working Group meetings and Integrated Design Meetings with the architects are in progress. The Record of Site Condition (RSC) has been obtained and further investigative studies on the Geothermal Open Loop system and Renewable Energy Options are underway. A Class "C" Cost Estimate has been carried out on the preliminary concept plans. Additional Funding is required to achieve Tier 2 requirements and Tier 4, Net Zero Energy Building (NZE) targets for renewable energy. The Traffic and Parking Study was completed, however, additional study is now required to review the impact on the school access driveway and reduced community centre parking for possible shared access driveway and shared parking with the Toronto Catholic District School Board (TCDSB). PF&R Capital Projects is working with Environment and Energy Division (EED) on funding opportunities for NZEB portion of the project. Project Websites have been updated to keep the public apprised of the project's progress.										
Explanation for Delay:	Next Steps planned for January 2020: Meeting with Planning, Transportation and Urban Planning; Additional Traffic Study scheduled; a meeting with the Design Review Panel (DRP); and a meeting with the TCDSB.										
40 Wabash Parkdale New Community Centre Design and Construction	285	140	285	40,000	377	Minor Delay	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Mar-26	⊖	⊖
Comments:	The consultant agreement for architectural services was executed in early December and the purchase order (PO) issued December 13, 2019, however some further community consultation will be held prior to design work starting. Staff are currently finalizing a fulsome community engagement strategy with the architect's community consultation/engagement sub-consultant.										
Explanation for Delay:	The Building Condition Assessment (BCA) and Cultural Heritage Evaluation Report (CHER) reports were finalized at the end of November, and an initial meeting was held with Heritage Preservation Services in early December. Facilities Management (Environmental Services) has issued a PO to an environmental consultant to prepare a Stage 1 and Stage 2 Environmental RFQ/RFP delays in 2019.										

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IT-Registration, Permitting & Licensing (CLASS Replacement)	3,849	3,823	5,548	29,788	9,445	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.										
Explanation for Delay:	Delays are attributed to vendor issues and challenges in hiring temporary capital positions with the right skills.										
IT-Enterprise Work Management System	3,351	1,909	2,709	24,790	6,425	Minor Delay	Jan-12	Dec-20	Dec-21	⊖	⊕
Comments:	At the end of 2019 work had commenced on the planning for the implementation of the Urban Forestry branch of PF&R on the Maximo platform. A draft Statement of Work (SOW) has been completed and is being reviewed by the vendor (EMA) who will respond with suggested changes as well as high level estimates of effort from which the schedule for the implementation work will be derived. A delay in hiring additional staff into existing positions is due to a temporary hiring freeze at the program level. Analysis by the Program and PF&R, along with the vendor's review of the SOW will support an updated resource plan for the implementation of the Urban Forestry branch. Additional preparatory work continues for the future implementation of the Parks Branch, which will be the subject of an additional work package.										
Explanation for Delay:	Implementation of foundational work packages (A &B) delayed the vendor's availability for divisional statement of work preparation.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	365		365	10,800	319	On Track	Design Competition: Spring/Summer 2018 Detailed Design: Summer-Winter 2020 Construction: Anticipated 2023	Dec-22	Dec-23	⊖	⊖
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver 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 to be completed by Waterfront Toronto and anticipated in Q1 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 Stormwater 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.										

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York Off Ramp Park Design and Construction	1,018	1,018	1,000	13,000	1,018	On Track	Design: June 2020 Construction: November 2020	Aug-20	May-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. Design phase to be completed by June 2019 - in progress. Environmental investigations and approvals required for parkland construction in progress. Tender anticipated in Summer 2020. Construction Start anticipated in November 2020 provided tenders are acceptable and aligned with project budget.										
Explanation for Delay:											
Shelter, Support & Housing Administration											
George Street Revitalization	53,577	27,347	27,347	566,127	45,864	Significant Delay	Jan-16	Dec-23	Dec-25	⊖	⊖
Comments:	On December 15, 2016, City Council authorized three contracts, with the duration terms for all three being January 1, 2017 to June 30, 2018. This included (1) PRISM as Owner's Representative, (2) Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and (3) 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 City 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. Five sites have been identified thus far and two sites were 100% completed in 2019. One site is expected to meet its 2020 year-end projected spend. The fourth site is currently on hold as the site is being used as a COVID-19 response site. The fifth site 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. The GSR Main sub-project has been delayed due to on-going discussions between the City of Toronto and Infrastructure Ontario regarding the go-forward approach for procurement and delivery of the GSR project. A Memorandum of Understanding has since been signed between the City and Infrastructure Ontario with new timelines reflecting an updated milestone schedule received from Infrastructure Ontario in August 2019. However, the project may be delayed, as the completion of output specifications for release of RFQ/RFP is pending due to the COVID-19 pandemic.										

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Addition of 1000 New Shelter Beds	76,935	17,472	17,472	166,708	34,660	Significant Delay	Jan-18	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites. As of December 2019, three sites have been purchased and one site has been leased. Three sites are presently open and one site is under renovation. Further, one new site is 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 new one site has begun and is anticipated to be completed by March 2021. 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.										
Toronto Employment & Social Services											
HSI - Phase 2 CSS905-01	4,726	3,209	3,829	9,823	4,420	Minor Delay	Jan-18	Dec-21		Ⓜ	Ⓜ
Comments:	Launched the Integrated Applications and Support Centre (ASC); the new integrated channel for phone-based applications and support for Ontario Works, rent geared to income housing subsidy and child care fee subsidy.										
Explanation for Delay:	Expenditures in 2019 were \$3.2 million, \$1.5 million below budget due to delays in acquiring software for the Applications and Support Centre (ASC). The project is expected to be completed on time at end of 2021.										
Toronto Paramedic Services											
Multi-Function Station #2	487	411	N/A	25,800	1,012	Minor Delay	Jan-17	Dec-24		Ⓜ	Ⓜ
Comments:	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.										
Explanation for Delay:	The completion date of the second feasibility study resulted in delays in the issuance of the RPF for the final design of the Multi-Function Station #2 project. The RPF is on track to be awarded by the end of Q3 of 2020. All other project deliverables are on track for 2020.										

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AMBULANCE POST - 30 Queen's Plate Dr.	200	177	N/A	200	177	On Track	Jan-19	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:	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. 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.										
Fire Services											
Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD	905	28	28	11,685	4,137	Significant Delay		Dec-16	Dec-21	⊕	⊖
Comments:											
Explanation for Delay:	All building permits are in place to build the station. The tender was re-issued on August 30, 2019 and closed on October 8, 2019. Construction is anticipated to commence in Q1, 2020, and is expected to be completed as scheduled by Q4 2021.										
Project Name STATION A - Woodbine (STN 414)- HWY 27 AND REXDALE B	970	54	54	8,342	1,768	Significant Delay		Dec-17	Dec-22	⊕	⊖
Comments:											
Explanation for Delay:	Co-location with TPS site configuration has been developed to have TPS facility added to the TFS facility without integrating interior space with minimal affect on site access for TFS and TPS. The original design was 95% completed in December 2019 but tendering could not proceed.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, which has resulted in a funding shortfall. Pending the resultion of these issues, the tentative completion date is Q4 2022.										

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Transportation Services											
F. G. Gardiner*	120,091		118,576	2,460,206	285,266	On Track	Apr-13	TBD (subject to completion of tender award process)	N/A	⊖	⊖
Comments:	<p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding ahead of schedule.</p> <p>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.</p> <p>Contract 3 – interim repairs to the substructure from the Dufferin to West of Strachan, will be completed by Q4 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 and the contract was awarded at the end of Q2 2019.</p>										
Explanation for Delay:	N/A										
Waterfront Revitalization Initiative											
BENTWAY PEDESTRIAN BRIDGE	7,911	1,243	1,243	12,111	1,243	On Track	Nov-16	Mar-20	Mar-20	⊕	⊕
Comments:	Project received scope change approval by INFC (Federal Government) as the original scope was no longer possible due to the Gardiner rehabilitation work and third-party engineering review. As a result, the scope of the project has been reduced and is pre-development engineering only.										
Explanation for Delay:											
CHERRY STREET STORMWATER LAKEFILLING	32,140	18,817	18,817	65,000	51,677	On Track	Nov-16	Mar-20	Mar-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 in 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:											

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PORT LANDS FLOOD PROTECTION	90,735	90,694	90,694	400,417	140,602	On Track	Jan-17	Dec-24	Dec-24	⓪	⓪
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 for the project to stay on schedule and budget. The Parks, Public Realm design is at 60% and River designs are at 100%. The designs for 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 by August or September 2020. Shallow excavation and the clearing of obstructions has been completed over the majority of the site. Commissioners Street (Munitions to Don Roadway) was closed mid December 2019 and Munitions west to Cherry Street was closed in February 2020. The intersection of Munitions and Commissioners will be closed with demolition work by the end of June 2020.</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:											
311 Toronto											
CRM Upgrade and Replacement	3,329	2,637	2,637	7,344	3,926	Minor Delay	Jun, 2016	Dec, 2021	Dec, 2021	⓪	⓪
Comments:											
Explanation for Delay:	<p>CRM Upgrade and Replacement (CTO014-03):- The Phase I release of the Enterprise CRM Solution was successfully implemented, on December 12th 2018. Phase II of the ECRM project, 311 Toronto CRM Project, to transition all divisional services requests from Lagan to ECRM is in progress. Catalyst Consulting Group, has been selected as the successful implementation partner, following a competitive procurement process. The award was approved by Bid Award Panel on March 11th 2020. The Statement of Work was approved and executed on May 19th 2020. The vendor engagement was initiated on June 1st 2020, to realize and launch the new 311 Toronto CRM System by May 2021.</p>										

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Corporate Real Estate Management											
Union Station Revitalization	70,757	29,743	29,743	824,039	779,770	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was May-2016)	Q3 2020	Ⓢ	Ⓜ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) - Bay Concourse inspected for partial occupancy on Sept 30, 2019 for Metrolinx early access. <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"> - Bay Concourse - Deficiency corrections started in Q4 2019 and are on-going for completion in 2020 - VIA Concourse - Great Hall restoration - Moat covers (Front St, York St, Bay St.) - Completion of lower level and East Wing retail space 										
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 is now progressing towards a new completion timeline.</p>										

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For the period ending December 31, 2019
(\$000s)

Division/Project name	2019 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
St. Lawrence Market North Redevelopment	7,000	6,754	6,754	116,302	20,714	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 2019, drilling of geothermal boreholes complete and shoring and excavation completed to base of parking level 2 out of 4.										
Explanation for Delay:	Project schedule and budget has been re-baselined based on the latest approvals from Council in May 2019. Project is expected to be completed on schedule and within the current Council Approved budget.										
Technology Services											
Project Name: Consolidated Data Centre	10,290	9,809	9,809	21,482	21,001	On Track	May-14	Dec-19	Sep-20	⊕	Ⓜ
Comments:	The project is at 80% completion at the end of December because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30th and project schedule will be revised but completion is expected to be in September 2020										
Explanation for Delay:											
Project Name Enterprise Work Management System	3,269	1,408	1,408	9,396	6,530	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 split in three phases. 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. Also, an 8 week delay in Q1 of 2019 due to COT Procurement/PO Approval process										

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Project Name Enterprise Documents and Records Management	2,890	2,141	2,141	6,195	4,918	Significant Delay	Mar-14	Dec-17	Dec-20	Ⓢ	Ⓢ
Comments:	The Corporate Information Management Services (CIMS) Electronic Records Pilot completed successfully March 3st 2019. Plans are being developed to roll-out the T-Recs Electronic Records solution to other units within CIMS starting in Q4 2019. Business requirements and To-Be business processes for managing physical records with T-Recs Release 2 (Physical Records) have been completed. Data migration mapping between LLRS and T-Recs is being reviewed and updated. Planning for T-Recs Release 2 is underway with OpenText, development is scheduled to start the week of July 15th. All agreements negotiated with OpenText covering the migration of physical records data from Livelink Records Server (LLRS) to T-Recs have been executed and purchase orders issued.										
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.										
Project Name Disaster Recovery Program	1,276	390	390	38,606	17,731	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 I&T SLT engagement. New PD brought on in mid 2019. Developing a revised scope & strategy definition										
Financial Planning											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	2,154	555	555	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	Oct-20	Ⓢ	Ⓢ
Comments:	Phase 1 - PBF Post-Implementation Phase 2 - EPM 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.										
Pension, Payroll & Employee Benefits											
SAP-Supported Cross-Application Timesheet (CATS)	185	179	179	7,540	7,534	Completed	Jan-14	Dec-19	Dec-19	Ⓢ	Ⓢ
Comments:	<ul style="list-style-type: none"> 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. Project completed but will be closed in 2020 to allow for unanticipated final billing. 										
Explanation for Delay:											

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Exhibition Place											
Hotel X Bridge - Phase 1 CEX137-03	2,259	616	1,709	2,789	185	Significant Delay	Jan-19	Dec-19	Sep-20	Ⓞ	Ⓜ
Comments:	Major Delay										
Explanation for Delay:	RFQ/RFP was delayed. Tender closed in September 2019, on-site construction will start Summer of 2020										
Toronto and Region Conservation Authority											
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST (CRC103-03 and CRC103-04)	382	382	382	39,200	3,017	Minor Delay	Jan-19	Dec-21	Mar-22	Ⓞ	Ⓞ
Comments:	1. The integrated design team has completed the contract documents and 80% of tenders have been closed by the Construction Manager. 2. Construction started January 2020 with the substantial performance March 2022. 3. The site plan agreement and full building permit continue to be delayed due to negotiations with the site access neighbour, Tennis Canada. The project construction continues under conditional permits.										
Explanation for Delay:											
Toronto Police Service											
54/55 Divisions Amalgamation	6,031	12	12	39,225	184	Delayed	Jan-17	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:	The goal of this project is to reduce the long-term operating costs and support the Service's recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City and build one facility for both 54/55 divisions. However, the Service continues to review its operational requirements as part of its modernization initiatives, which may result in the 54 and/or 55 divisional sites being retained.										
Explanation for Delay:	The project is almost 2 full years behind schedule. Master Plan was just approved by City Council in June 2019. From an overall perspective, it is anticipated that project will still be delivered within budget.										
Peer to Peer Site	1,742	1,457	1,457	19,921	19,636	Completed	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	Project was completed by year end of 2019.										
Explanation for Delay:											
Transforming Corporate Support	2,802	1,585	1,585	8,435	6,217	Delayed	Jan-14	Dec-20	Dec-20	Ⓜ	Ⓜ
Comments:	Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's H.R.M.S. and its capabilities to better support the Service's needs. This project provides for an investment that will consolidate the current H.R.M.S. and T.R.M.S., with the objective of developing a new overall solution, with enhanced and value added processes that will be cost-effective and efficient.										
Explanation for Delay:	Resource 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. However, from an overall perspective, project will still be delivered within budget with minor delays										

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Enterprise Business Intelligence	1,812	536	536	10,842	9,565	Delayed	Jan-15	Dec-20	TBD	Ⓜ	Ⓜ
Comments:	The E.B.I. project is being managed within the Service's A.N.C.O.E. program. A.N.C.O.E. is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service, including the E.B.I.project. The A.N.C.O.E. program will deliver global search, enhanced data modelling, reporting, visualization and analytics products for the Service and members of the public. These products include dashboards, applications, maps, and reports from the Versadex, Computer Aided dispatch (C.A.D.), Enterprise Case and Occurrence Processing System.										
Explanation for Delay:	The Service ended its relationship with I.B.M. regarding this project. An updated plan has been developed to leverage Service members to continue implementation including data visualization and reporting for the Service with completion by the end of Q4 2020.										
Radio Replacement	5,919	5,787	5,787	38,051	25,044	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
Comments:	A radio study is underway to ensure that advancing the deployment of radios, in order to leverage newer technology, that can support communication requirements of the district model will avoid substantial costs to change the radio infrastructure needed for the district boundaries goals.										
Explanation for Delay:											
Connected Officer	800	512	512	10,690	2,692	Delayed	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:											
Body Worn Camera - Phase II	1,000	632	632	11,211	632	Delayed	Jan-17	Dec-23	Dec-23	Ⓜ	Ⓜ
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. Selection of vendor for cloud solution expected by beginning of Q2 2020.										
Explanation for Delay:											
Next Generation (N.G.) 9-1-1	500	222	222	5,000	222	Delayed	Jan-19	Dec-23	Dec-23	Ⓜ	Ⓜ
Comments:	As per the Canadian Radio-television and Telecommunications Commission (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure to N.G. 9-1-1 Voice Capable Networks by June 30, 2020 and Text Capable Networks by December 31, 2020. The existing, soon to be legacy, 9-1-1 network is slated to be decommissioned by June 30, 2023.										
Explanation for Delay:	RFP issued Dec 2019 with award of contract in Q2 2020.										

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District Policing Program - District Model	2,900	695	695	15,900	695	Delayed	Jan-18	Dec-22	Dec-22	Ⓜ	Ⓜ
Comments:	The Service's plan is to design the new District Boundaries to align with Toronto's neighbourhoods. The planning and transformation design from 17 Divisions to 10 Districts is now underway. It will address technology, people, processes and infrastructure requirements. This project also focuses on preparing the Service for changes in the external landscape, such as the Ministry of Attorney General's (M.A.G.) initiative to consolidate operations in two primary locations, the Toronto Regional Bail Centre and the New Toronto Courthouse.										
Explanation for Delay:	Delayed until internal resources and action plans are lined up for project execution. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.										
32 Division Renovation	4,926	286	286	11,940	350	Delayed	Jan-19	Dec-23	Dec-23	Ⓜ	Ⓜ
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, this would have resulted in significant parking shortage for Service members and general public. As a result a study was performed and based on various options presented, the Command has approved moving forward with the 32 Division interior renovations and retention of 33 Divisions in the Service's portfolio. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.										
Explanation for Delay:											
41 Division	4,831	427	427	38,928	552	Delayed	Jan-18	Dec-23	Dec-23	Ⓜ	Ⓜ
Comments:	Due to its aging infrastructure, 41 Division was identified as a priority in the Service's Long Term Facility Replacement Program several years ago. The phased construction and demolition approach for a new building on the existing site will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues. This is an optimal site that is easily accessible with ample area for future expansion. During construction, Service personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.										
Explanation for Delay:	A feasibility study was completed outlining options for a phased demolition and construction of the new building. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.										
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	6,106	2,704	Delayed	Jan-19	Dec-19	Dec-20	Ⓜ	Ⓜ
Comments:	The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. It also allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.) and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.										
Explanation for Delay:	The planned AFIS purchase will be made in 2020, not 2019. This will provide Police Service with the opportunity to consider newer, more efficient technologies which are being released in the 4th quarter of 2019. AFIS must be purchased in conjunction with Livescan. RFP is complete and vendor selection should occur by Q1 2020.										

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Toronto Public Library											
WYCHWOOD LIBRARY	6,509	4,260	4,260	15,796	6,257	Minor Delay	Jan-15	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Construction started in late August 2018 after lengthy process with securing City approvals. Late delivery of structural steel further delayed spending in 2019										
BAYVIEW-BESSARION LIBRARY	2,154	2,379	2,379	15,322	4,064	On Track	Jan-14	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction. Year to date over-expenditure is due to pre-spending of 2020 budgeted cash-flows in 2019.										
Explanation for Delay:											
ALBERT CAMPBELL LIBRARY	2,763	1,359	1,359	15,539	1,661	Minor Delay	Jan-19	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Construction tender was delayed due to the lengthy building permit approval process, and was awarded in September 2019.										
ST. CLAIR/SILVERTHORN LIBRARY	1,728	1,728	1,728	4,374	4,374	Completed	Jan-15	Dec-19	Sep-19	Ⓢ	Ⓢ
Comments:	Construction is completed.										
Explanation for Delay:											
NORTH YORK CENTRAL PHASE 2	3,705	3,711	3,711	12,118	5,671	On Track	Jan-18	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:	Project is under construction. Year to date over-expenditure is due to pre-spending of 2020 budgeted cash-flows in 2019.										
Explanation for Delay:											
YORK WOODS RENOVATION	2,372	1,858	1,858	10,158	2,005	On Track	Jan-15	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:	Project is on track.										
Explanation for Delay:											
Toronto Transit Commission											
Toronto Rocket Yard and Storage Track Accommodation	39,970	39,970	0	497,646	287,812	On Track	Jan-10	31/12/2019	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Increase in expected expenditures for "Kipling Station Track Expansion", Davisville Carhouse Expansion" and "Wilson Yard Fencing and Miscellaneous Site Services"										

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Easier Access - Phase III	67,131	69,048	0	934,534	310,929	On Track	Jan-07	31/12/2025	TBD	⊖	⊖
Comments:	- Elevator put on service at Royal York Station (W45-6) on December 10, 2019 - Concept Design was completed for Warden and Islington Stations on December 2019										
Explanation for Delay:	Asbestos abatement at Wellesley Station, Construction progressed at Wilson, Runnymede and Landsdowne										
Automatic Train Control (ATC) Resignalling project	73,492	61,302	62,943	961,581	499,945	Minor Delay	42,370	31/12/2019	TBD	⊖	⊕
Comments:	Construction is progressing well in Rosedale to Eglinton Phase and is currently at 60% complete. Phase 5 cable tray installation has started and equipment location surveys are in progress.										
Explanation for Delay:	Decrease in estimated expenditures for 2019 with no impact to Schedule or EFC for ATC YUS Line. Project on Hold for ATC Bloor/Danforth Line										
Fire Ventilation Upgrade	16,183	12,353	0	496,769	284,725	On Track	Jan-11	Post 2027	TBD	⊕	⊖
Comments:	FVU Eglinton; design and construction by Metrolinx, funded by TTC planned to be completed in 2022, Kennedy currently at stage gate 3 as part of SSE (Scarborough Subway Extension) 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.										
Explanation for Delay:	Unspent budget allocated for Eglinton FVU and Dundas West 2nd Exit Building both managed by and dependent upon Metrolinx										
McNicoll Bus Garage	66,679	66,679	0	181,000	122,669	On Track	Jan-12	31/12/2020	TBD	⊖	⊖
Comments:	Overall project is tracking on-time and on-budget. Agreement reached with contractor on strike schedule impact; Q2 2020 move-in date preserved. Most major building equipment installed or nearing completion. Continued progress on mechanic/ electric systems, bus hoists, fluid delivery systems, bus wash, fencing, interior painting. Completed sound wall, solar panels, generator, toilets/sinks, tile flooring. Commissioning of equipment and systems is ongoing.										
Explanation for Delay:	Project Spending has exceeded estimated budget projections for 2019 due to necessary contract changes and payments for delivered equipment awaiting installation. Overall project remains on time and on budget with prior project approval										
Fare System - PRESTO/TTC Farecard	18,187	5,514	0	75,334	56,859	Minor Delay	Jan-12	31/12/2020	TBD	⊖	⊕
Comments:	2020 Fare Change deployment to PDS Devices and Faregates completed. PRESTO Payment Solution for Wheel Trans Sedan Taxi commenced revenue service January 13										
Explanation for Delay:	Variance is due to timing/schedule										

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Solid Waste Management											
GREEN LANE LANDFILL	19,424	16,109		205,885	89,432	On Track	Prior to 2010	Dec-19	Dec-19	Ⓡ	Ⓢ
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:											
TRANSFER STATION ASSET MANAGEMENT	18,758	10,908		174,668	40,662	Significant Delay	Prior to 2010	Dec-21	Dec-26	Ⓡ	Ⓡ
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:	Delayed greater than 6 months primarily due to insufficient staff resources, RFQ/RFP delays and coordination with other projects.										
PERPETUAL CARE OF CLOSED LANDFILLS	11,031	6,554		81,147	30,119	Minor Delay	Prior to 2010	Dec-18	Dec-27	Ⓡ	Ⓢ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: Less than 6 Months Delay due to feedback and request for design change from the Ministry of the Environment Conservation and Parks on the Keele Valley Flare project. Change in scope as several projects were moved to the new account structure CSW930 resulting in lower year end forecast in CSW312.										
Toronto Water											
St. Clair Reservoir Rehabilitation (CPW060-07)	5,300	5,300		32,644	26,931	On Track	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 delivery proceeded on track for 2019.										
Explanation for Delay:											
Project Name ROSEHILL PS REHAB (CPW060-11)	1,141	1,093		6,921	3,489	On Track	Jan-15	Dec-21	Dec-21	Ⓢ	Ⓢ
Comments:	Project delivery proceeded on track for 2019.										
Explanation for Delay:											

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Project Name OUTFALL CONSTRUCTION (CWW039-06)	41,871	41,871		282,471	47,712	On Track	Jan-18	Dec-25	Dec-25	Ⓢ	Ⓢ
Comments:	Construction started in early 2019, and is progressing well. Project delivery proceeded on track for 2019.										
Explanation for Delay:											
Project Name Don & Waterfront Trunk/CSO Construction - PHASE 1 (CWW480-03)	81,255	81,255		409,965	140,455	On Track	Jan-18	Jan-24	Jan-24	Ⓢ	Ⓢ
Comments:	Don & Central Waterfront Phase 1 construction proceeded ahead of the 2018 forecast, and proceeded on track in 2019. Project delivery proceeded on track for 2019.										
Explanation for Delay:											
>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											