

APPENDIX 3
Major Capital Projects
For the period ending December 31, 2021
(\$000s)

Division/Project name	2021 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Economic Development & Culture										
The Guild Cultural Revitalization	686	684	6,318	6,317	On Track	Sep-18	Jun-21	Sep-21	Ⓞ	Ⓞ
Comments:	COMPLETED Arts Services is occupying the building. Soft Launch commenced Oct 16th, 2021, Landscaping deficiencies were completed in September 2021. Construction is now 100% complete, final approvals and sign-offs in progress.									
Explanation for Delay:										
Casa Loma Phase 10	3,048	2,580	3,800	3,392	On Track	Jan-19	Dec-21	May-22	Ⓞ	Ⓢ
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 had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continues in Q3 2021 and the contractor continues to make good progress. The perimeter wall and front courtyard were fully completed at the end of November 2021. Due operational requirements and material temperature constraints asphalt replacement was deferred to 2022. The final work is scheduled to start April 2022 and be complete by end of July 2022.									
Explanation for Delay:										
Senior Services & Long Term Care										
KIPLING ACRES SITE 2	0	0	47,500	45,310	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 have been resolved in 2021.									
Explanation for Delay:										
CAREFREE LODGE REDEVELOPMENT	10,875	146	175,970	146	Significant Delay	Mar-20	Dec-26		Ⓡ	Ⓡ
Comments:	Carefree Lodge Redevelopment project, planned to start in Q4 of 2020, has been delayed as a result of the divisions focus on the COVID-19 response. The division has recruited a Project Director to oversee this redevelopment who has started the tendering process for the project design. The project is still planned to be redeveloped and completed in 2026									
Explanation for Delay:										

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Parks, Forestry and Recreation										
Ferry Boat Replacement #1	322	221	12,500	2,141	Significant Delay	Mar-15	Dec-18	Dec-24	Ⓞ	Ⓜ
Comments:	An 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 incorporated recommendations from the KPMG report including for a hybrid-electric vessel design. Upon completion of design drawings and specifications, Concept Naval, determined that the cost to build the ferries as designed exceeded the available budget. After a supplemental review in 2020 based on the Green Strategies adopted by Council, it was determined to proceed with fully electric vessels along with the necessary supporting shore side infrastructure. The additional funds required for design and construction were assessed with Concept Naval and were included in the 2022 budget.									
Explanation for Delay:	Concept Naval's scope has been amended to suit the design and associated construction administration of the amended scope of work. An Agreement has now been fully executed with Concept Naval to proceed with the design of vessels with fully electric propulsion along with the necessary shore side infrastructure. Designs for two fully electric ferries, passenger and a passenger/vehicle, are proceeding in 2022 along with a design for the necessary supporting infrastructure on shore at the Jack Layton Ferry Terminal. Upon completion of these designs, a construction tendering process for both designs will commence. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives and to identify possible additional funding sources that might be worth pursuing. Tender preparations are currently on hold as the staff team revisits the replacement plan. Next steps include obtaining additional cost estimates from international industry experts, reviewing the fleet replacement plan within the context of the Marine Use Strategy, and ensuring that the appropriate budget (2022) is in-place prior to going to tender. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives and to identify possible additional funding sources that might be worth pursuing.									
Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	2,555	463	75,451	71,602	Minor Delay	Jan-2014 (Design)July -2017 (Co	Jul-19	Dec-22	Ⓜ	Ⓜ
Comments:	Canoe Landing hub building has been operating; schools/childcare since January 2019 & community centre since Summer 2020. Ministry of the Environment has requested additional soil testing; work scheduled for Spring 2022. Once complete, project will be 100% complete.									
Explanation for Delay:	Additional work (Ministry of Environment request for additional testing) resulting in delay in final project completion.									

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Ethenonhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonhawahstihnen Library Branch, and Underground Parking Garage	28,643	22,558	81,349	62,184	Significant Delay	2013	2020	Mar-23	Ⓡ	Ⓡ
Comments:	The contractor has completed 95% of the above grade structure and advancing the exterior building glazing. The contractor is continuing to advance the exterior building envelope with roofing and cladding 90% completed. Mechanical and electrical rough in work is 90% complete. Interior finishes have advanced including: flooring, ceilings and painting. The landscape work is being coordinated with the developer. The work done to date represents approximately 79% of their contract work completed.									
Explanation for Delay:	Delays to the project schedule have been due to the COVID-19 pandemic, including safety protocols on site, as well as days lost due to weather.									
Wellesley Community Centre Pool - Design & Construction	192	72	20,000	19,880	Significant Delay	2013	May-19	Dec-22	Ⓢ	Ⓡ
Comments:	Awaiting final invoicing and completion of warranty work.									
Explanation for Delay:	Minor deficiency work outstanding to be completed in 2022.									
Don Mills Community Recreation & Arena Facility Design & Construction	500	0	85,200	0	On Track	Jan-16	Dec-25	Dec-26	Ⓢ	Ⓢ
Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff 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 on this site. 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'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in early 2022. The RFP process is complete and the design work has been awarded to an architectural consultant team, with design and public engagement start-up scheduled for April / May 2022.									
Explanation for Delay:										

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Davisville Community Pool Design and Construction	1,000	865	23,000	865	On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-25	Ⓢ	Ⓢ
Comments:	Contract documentation well underway. Successful public consultation sessions complete. SPA application not signed by TDSB.									
Explanation for Delay:	The delay of required TDSB approvals for City pool design expected to delay the construction start of the City Aquatic Centre, by approximately 5 months.									
North East Scarborough Community Centre and Child Care Centre Design and Construction	5,862	-278	60,200	2,960	Minor Delay	Design Phase - 2017 to 2020 Construction Phase - Q4 2021 to Q4 2024	Jun-23	Dec-24	Ⓢ	Ⓣ
Comments:	Award of the project to Aquicon Construction Company was approved by the Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. A formal ground breaking ceremony was held on April 14, 2022. The contractor is mobilized on site and the construction phase has begun. We anticipate that the construction phase will be complete by Q4 2024.									
Explanation for Delay:	The new Community Centre completion was delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site expansion, the inclusion of park redevelopment, and the extended Design Review Panel process. Recent delays are related to incorporating the implementation of net zero.									
Western North York New Community Centre and Child Care Centre Design and Construction	1,332	368	61,146	997	Minor Delay	Feb-16	Fall 2021	30-Apr-26	Ⓣ	Ⓡ
Comments:	Construction Documents Phase have commenced. Site Plan Control Application review is on going with the various departments. The City and consultant is preparing a response to the comments provided by the various departments as well as designing the upgraded water main required to meet capacity. The TCDSB and the City have arrived at an agreed appraisal value for the shared driveway and boulevard. Negotiations of the remaining details for the easement agreement and preparation of documents for the TCDSB review is in progress. The Letter of Understanding(LOU) for the shared parking and shared park amenity that was finalized last year is being revisited and reviewed by the TCDSB. The building design is being finalized and preparation towards the final public engagement to be reviewed with Staff and Councillor, anticipated late Spring. Re-tender for the Open Loop Geothermal wells to be released. Stage 1 of the EOI to engage a public artist closed last December and evaluation to shortlist the proponents for Stage 2 is in progress. Terms of Reference for Stage 2 is being prepared. Tender is anticipated in Q1 2023 with construction Q3 2023.									
Explanation for Delay:	Opportunity to develop an enhanced site with additional recreation amenities by coordinating shared site access and entering into easement agreements with the TCDSB. Advancing the geo-thermal project opportunity and determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in some delays for the project. In addition, re-tendering of phased portion of the project contributes to the delay.									

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40 Wabash Parkdale New Community Centre Design and Construction	1,247	274	63,500	804	Significant Delay	2017	Dec-23	Apr-27	Ⓞ	Ⓢ
Comments:	Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid September 2020 with a variety of virtual public meetings. Site design work has been done to generate a number of site design approaches for review with the public in Phase 4 of community engagement, now underway. A consultant has been hired to provide guidance and a Railway Risk Mitigation study. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Schematic Design Stage is complete and accompanying Report / Class C cost estimate has been provided for COT-PFR review and approval to proceed. Site Plan Approval pre-application meeting with City Planning is complete in anticipation of Spring-2022 SPA application as scheduled. Phase 4 (final stage) Community Engagement is scheduled to be complete May 2022. Design Review Panel scheduled for April 14, 2022. Indigenous Engagement is ongoing. Public Art process has been initiated.									
Explanation for Delay:	The public engagement process, which informs the design process, has been delayed due to COVID-19. The extensiveness of the consultation and the requirement for design guidance from a consultant regarding the Railway Risk Mitigation strategies has slowed the schematic design process.									
IT-Registration, Permitting & Licensing (CLASS Replacement)	4,969	3,529	29,788	16,172	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓢ
Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6, 2017. The nRFP 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 City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions 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 and was released in April 2021. nRFP closed June 8th 2021 and evaluation is underway.									
Explanation for Delay:	Delays are attributed to termination of contract with the Vendor (Legend Recreation Software).									
IT-Enterprise Work Management System	2,771	1,439	19,540	10,956	On Track	Jan-12	Dec-20	Dec-23	Ⓞ	Ⓢ
Comments:	The implementation of the Enterprise Work Management System for the Parks branch of PFR will be scheduled in the second phase of the EWMS Program. Significant preparatory activities are required prior to this engagement. These include requirements gathering, scoping of organizational change, asset data validation and collection, and the introduction of interim tools to manage key operational challenges in the interim while preparing operational staff for EWMS. Requirements gathering and project planning for this phase will begin in Q2/3 of 2022.									
Explanation for Delay:	The implementation of the EWMS system (Maximo) for the Parks and other branches of PFR (other than Urban Forestry) is pushed out due to the longer duration of current implementations by the EWMS Program. Additional analysis by PFR and the Program have adjusted the duration and timing of this implementation.									

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318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	865	1,184	10,800	1,504	Minor Delay	Design Competition: Summer 2018 Design Validation: Summer 2020 - Summer 2021 (WIP) Schematic Design: Fall 2021 Detailed Design: 2022 Construction Tender: 2023 (Anticipated) Construction Complete: 2025 (Anticipated)	Dec-22	Dec-25	Ⓞ	Ⓢ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design determined through an international design competition. The winning team, wHY Architecture and Brook McLroy, was announced in October 2018. Award of contract for design validation completed by Waterfront Toronto in Q1 2020. Additional design work is required to align the design with the project budget and coordinate with the future Toronto Water storm water management storage shaft planned for this site. Design validation process nearing completion - coordination with Toronto Water on-going. Delivery Agreement in progress and to be executed by October 2021. Detailed Design 2022. Construction Start 2023 (Anticipated). 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 form 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.									
York Off Ramp/Love Park Design and Construction	3,556	4,729	13,000	10,190	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: December 2022	Aug-20	Dec-22	Ⓞ	Ⓞ
Comments:	The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto and City approval in progress. Construction Kick-off July 8th, Mobilization July 16th. Community Liason Committee (CLC) meetings will provide construction updates to the community as the work progresses.									
Explanation for Delay:										

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Lower Yonge Street Community Centre Space	6,124	4,974	18,000	5,001	Minor Delay		Mar-22	Dec-22	Ⓞ	Ⓞ
Comments:	Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover anticipated delay from Q2-2022 to Q3-2022, pending Developer project delivery updates.									
Explanation for Delay:	Fit-out begun Q1 2021 instead of Q4 2020. Developer project delivery is setback approximately 4-5 months and currently indicating September 2022 occupancy instead of May 31, 2022 due to material supply/delivery issues. To account for invoicing, the end date has been updated to December 2022.									
FMP-John Innes CRC Redevelopment Design	650	180	64,500	240	On Track		Dec-26	Jun-27	Ⓞ	Ⓞ
Comments:	Project paused as City continues discussions with Metrolinx and stakeholders. Final location of new CRC being debated with stakeholders.									
Explanation for Delay:										
Moss Park - Park Redevelopment Design	195	48	8,000	53	Significant Delay		Nov-27	Nov-28	Ⓞ	Ⓢ
Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was awarded in February 2021. The park schedule will be coordinated with the John Innes CRC and Metrolinx's Ontario Line, and is currently projected to be delayed by 3 years to accommodate Metrolinx's construction of the Ontario Line, as well as accommodating staging area in the park for CRC construction. Start of design and consultation is on hold pending discussions around facility placement on the site and coordination with Metrolinx.									
Explanation for Delay:	Coordination with other projects									

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Shelter, Support & Housing Administration										
George Street Revitalization	18,347	6,945	587,112	76,366	Significant Delay	Jan-16	Dec-23	Sep-27	Ⓢ	Ⓡ
Comments:	<p>The Progress Avenue project is expected to meet its year-end projected spend and is substantially complete. The George project has been converted to Church St. and design is underway. Construction is expected to commence in Summer 2022 and will be completed by the end of 2022. The Dundas project can now move forward as the TLAB appellant withdrew their appeal in December 2021. Due to the new net zero mandates as directed by Council, some redesign is underway in order to achieve net zero. Construction is anticipated to commence end of 2022.</p> <p>Due to continued project delays, The GSR-Main project did not meet its year-end projected spend. The RFP release has been delayed until end of June 2022.</p>									
Explanation for Delay:	<p>The following are generally explanations for the delays:</p> <ol style="list-style-type: none"> 1) The George St. Site was being used as temporary response sites for COVID-19 related issues and securing the alternate replacement site (Church St.) added to the time delay; 2) The Dundas St. project was delayed due to appeals on the Committee of Adjustment decision with TLAB, which was unusually backlogged. 3) The GSR Main Project is delayed, as the completion of output specifications for release of the RFQ/RFP was delayed due to supply chain impact; and 4) Due to new net zero mandates, redesign is underway to achieve net zero 									
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	44,710	19,720	112,140	75,802	Significant Delay	Jan-18	Dec-20	Dec-24	Ⓢ	Ⓡ
Comments:	<p>The project is expected to extend until December 2024 as a result of complexities experienced in the 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 for Carlton St. project that went to TLAB, we are still awaiting a decision. Construction cannot commence at Carlton St. site until that decision is made which delays the construction of Adelaide St as the drop-in centre will be moving to Carlton St.</p>									
Explanation for Delay:	<p>The following are generally explanations for the delays:</p> <ol style="list-style-type: none"> 1) The project will extend to December 2024 due to complexities in both the acquisition and construction phases of the project life cycle; 2) Dual dependencies of sites; 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 been unusually backlogged 									

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Toronto Employment & Social Services										
HSI Phase 2	3,453	1,897	9,823	8,267	Significant Delay	Jan-18	Dec-21	Jul-22	Ⓞ	Ⓜ
Comments:	<p>The project has continued to sustain and improve the access and intake function to the city's key income support programs at the HSI Application and Support Centre (ASC) through Salesforce CRM enhancements including a resolution to data integration issues, production of reports on phone queues and staff performance, CRM UI and workflow upgrades, Knowledge Base article and webpage development and support, business process development, new hires training and support, call equivalency/Cisco reporting and OW Screening Tool enhancements to support operations.</p> <p>Fair Pass - online form enhanced with document upload functionality. Program expansion to residents in receipt of housing support was delayed to March 2022.</p> <p>Continue to work with PFR on Welcome Policy modernization continue to transition from online, and gain access to CLASS data – the project will kick off in Jan 2022</p> <p>Successfully launched 4 new TGRIP programs with EDC, PFR and SSHA – 3 more programs are expected to be launched in 2022.</p> <p>Completed HSI Online Discovery and Strategy Roadmap – design prototype to be completed in 2022. Further enhancement to Fair Pass to include AIV, Welcome Policy modernization phase 2, SSHA Choice-Based implementation, development and CRM Caseworker/Supervisor dashboards, will be key deliverables in 2022.</p>									
Explanation for Delay:	<p>Scope of project has increased to include Toronto Grant Rebate and Incentive Programs project implementation. As a result, 4 new programs will be released in 2022.</p> <p>Fair Pass Program Expansion - The project completed Phase 2 of this program and plans are underway for Phase 3 which will see the program expanded to low-income Torontonians whose income falls below LIM+ 15%.</p> <p>Procurement/Resource challenge – staffing challenges as a result of the COVID-19 response.</p>									
Toronto Paramedic Services										
MULTI-FUNCTION STATION #2 - 300 Progress Ave.	1,039	749	40,245	1,292		Jan-17	Dec-24	Dec-25	Ⓞ	Ⓜ
Comments:	<p>This Multi-Function Ambulance Station #2 at 300 Progress Avenue 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. A second feasibility study was done by CREM's architect and was completed in July 2019.</p>									
Explanation for Delay:	<p>The Architectural contract for the Design was awarded in June 2020. The Conceptual Design Phase, Schematic Design Phase and Net Zero Energy Feasibility Study is complete. The Detailed Design Phase is complete, the development submission was issued to City Planning in December 2021 (1-3 month delay). The Contract Documentation will be developed for construction services tender, expectedly by fall of 2022.</p>									

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AMBULANCE POST - 30 Queens Plate Dr.	175	15	1,800	240		Jan-19	Dec-21	Dec-23	Ⓒ	Ⓔ
Comments:	Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project.									
Explanation for Delay:	<p>In 2019, TFS initiated a POA for a change in scope of the project with an increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019. In early 2020, City Planning requested TFS to meet Toronto Green Standard (TGS) Tier 2.</p> <p>On Oct 20, 2020, TFS announced the deferral of the 30 Queen's Plate Dr. station and corresponding fire apparatus projects to outside of their 10-year plan, given that community development has not occurred as planned.</p> <p>At the Operational Program Management Committee (OPMC) in June 2021, PS met with TFS and CreateTO and made a proposal regarding the property utilization. As a result of this meeting, PS has been granted use of the property. An RFQ to assign a consultant is in progress.</p>									
Fire Services										
Project Name : STATION B - Downsview (STN 144) KEELE / SHEPPARD	2,294	2,281	11,685	11,506	On Track	Dec-16	Dec-21	Feb-22	Ⓒ	Ⓒ
Comments:	The station has been substantially completed and is scheduled to open on February 1, 2022.									
Explanation for Delay:										
Transportation Services										
F. G. Gardiner*	80,376	63,664	2,307,210	370,870	On Track	Apr-17	TBD (subject to completion of the 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 on the revised schedule, substantial completion in 2021.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Owners Engineer assignment has been awarded and is underway.</p> <p>Gardiner East:</p> <ul style="list-style-type: none"> - 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. - DVP East - Construction works proceeding on schedule. Works underway in 2021 and anticipated to continue through 2022- 2024. 									
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										

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Waterfront Revitalization Initiative										
Port Lands Flood Protection	80,000	60,000	420,382	260,602	On Track	Nov-16	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	The designs for the parks, public realm and river have all reached the 100% Issued for Construction milestone with construction now getting underway. The three bridges (Cherry Street North, Cherry Street South and Commissioners Street bridge) are also at 100% design and under construction. The Cherry Street North LRT Bridge was delivered and installed, with the vehicular portion anticipated in the spring of 2022. Construction of abutments for the Cherry Street South Bridge is complete. Construction of the required foundation work, and the delivery and installation of both vehicular spans of the Commissioners Street Bridge occurred in September. Excavation and installation of the river liner is complete in the Central River Valley. Completed excavation of the Ice Management Area. Commenced work in the "elbow" which will complete the excavation of the river valley. Shallow excavation and the clearing of obstructions has been completed over the majority of the site. The relocation of the Fire Hall at 30 Commissioners Street, to be used as a future community space, was completed in July. This past September the access ramps to and from the Gardiner Expressway from Lake Shore Boulevard East near Logan Avenue were removed. A payment of \$60M was made in October 2021 with the remaining \$20M 2021 budget carried forward into 2022 and 2023 at \$10 million each.									
Explanation for Delay:										
Precinct Implementation Projects	23,124	9,675	250,883	236,027	Minor Delay	Jan-05	Dec-22	Jun-23	Ⓞ	Ⓢ
Comments:	Ongoing development of the East Bayfront precinct, including installation of granite curbs, silva cells and asphalt; road and line painting on Bonnycastle Street. The City, TTC and Waterfront Toronto are working on 30% preliminary design and engineering drawings for the Waterfront East LRT. Construction of the East Bayfront Community Centre commenced in October 2020; however, delays were incurred as a result of Covid-19, delaying the project by about 3 to 6 months, the project is a multi-year project and is expected to be completed in 2023 instead of 2022. The contract for the construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay is on-going and is expected to be completed in Q2 of 2022.									
Explanation for Delay:	Delays were incurred during 2020 due to the impact of Covid-19 on timing of obtaining approvals and coordinating with various stakeholders involved in the project. The project is a multi-year project and is expected to be completed in 2023.									

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Corporate Real Estate Management										
St. Lawrence Market North Redevelopment	46,994	22,691	118,821	60,098	Significant Delay	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 2023	Ⓞ	Ⓡ
Comments:	Phase 1: Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015. Phase 2: Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017. Phase 3: Design, tender and construction of New North Market Building. The construction contract was awarded in May, 2019 to the Buttcon Limited / The Atlas Corporation Joint Venture. Construction started in July 2019. At the end of 2021, the underground parking garage and the 5 storey high structural steel framing for superstructure are nearing completion. Ongoing work includes installation of the glass curtain wall, with integrated aluminum sunshade fins, framing of the central atrium space including pedestrian bridge connections between east and west wings of the building, and to the 2nd Floor of St. Lawrence Hall.									
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, impacts to the labour force availability and delays in the supply chain for construction materials. The overall project delay is currently tracking at approximately 14 months including COVID-19 impacts. The contractor has submitted a work phasing and sequencing plan identifying concurrent construction work to make up lost time. The project is now expected to be complete by Q2 2023 within the current Council approved budget.									
Technology Services										
Enterprise Document and Records Management	742	620	8,359	6,344	Significant Delay	Mar-21	Dec-20	Mar-22	Ⓡ	Ⓡ
Comments:	Phase 3 of the project delayed by the City's response to COVID-19. Capabilities in scope for phase 3 were implemented in 2021.									
Explanation for Delay:	Project was put on hold in March 2020 due to City's response to COVID-19. Outstanding project work deferred until 2021. All outstanding capabilities deployed to production. Transition to operations and development of project closure deliverables to be completed in Q1 2022.									
Enterprise Work Management System	9,187	6,007	19,478	6,549	Minor Delay	Jan-13	Dec-25	Dec-25	Ⓢ	Ⓢ
Comments:	EWMS Phase 1 rollout for SWMS is now live. EWMS Phase 1 rollout for PFR, TS, and TW to follow. Program funding consolidation for SWMS and TW pending confirmation.									
Explanation for Delay:	N/A - Overall project to be completed by planned dates.									
Disaster Recovery Program	784	241	4,532	2,623	Minor Delay	Jan-13	Dec-24	Dec-24	Ⓞ	Ⓢ

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Comments:	The project is addressing overdue audit recommendations from the AG for a City-wide IT Disaster Recovery Plan (AU7.3). The City needs a Disaster Recovery Program with links to Business Continuity Planning, project management gating, Major Incident Management, and information security so that DR becomes just one facet of normal operations. In 2021, Disaster Recover project completed the DR Strategy & Executive Summary, BCP & Business Impact Assessment alignment and validation, and DR plans, playbooks and verification plans guidelines, which were published on TechWeb for creating standardized DR documents. In addition, the DR project completed the City's DR guidelines. Underspend in 2021 is due to lower than planned resource charges, as majority of resources supporting DR project were in-kind resources (no charge to the project). Overall project activities are on-track to be delivered within planned completion date.									
Explanation for Delay:	N/A - Overall project to be completed by planned dates.									
O365	5,033	2,287	8,784	2,610	Minor Delay	Jan-21	Jun-23	Jun-23	Ⓞ	Ⓜ
Comments:	Limited Production Release (LPR) successfully completed for approximately 90 users. LPR activities for the remaining 120 users in progress. Training delivered to the Service Desk team, preparation for user training in progress. Adoption and Change Management consultations have been completed and all deliverables have been receive.									
Explanation for Delay:	Minor delay due to Microsoft workshops and design sessions still in progress and project had experienced delays in procurement. Overall project timelines are still same.									
Controllership										
Financial Systems Transformation Project	62,802	1,179	137,686	1,179	Minor Delay	Jan-21	Sep-23	Dec-23	Ⓜ	Ⓜ
Comments:	2021 spending includes System Integration (SI) Advisory Support, Change Management Support, Legal Negotiations Support, and awarding the RFP contract to the System Integrator (Deloitte). The underspending in 2021 is only a timing difference; the project is anticipated to spend the complete budget in future years.									
Explanation for Delay:	The project started approximately four months later than the expected start-date (September 2021 vs. May 2021). The project is expected to end in December 2023. In the meantime, the Project Team continues to work with the Systems Integrator on implementation and will advise of updates.									

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Exhibition Place										
Replace & Retrofit Chillers	2,320	2,252	2,350	2,282	Significant Delay	Jan-20	Dec-20	Apr-22	Ⓜ	Ⓜ
Comments:	The chiller is integral to the HVAC system for the Enercare Centre and there are 3 existing 1,250-ton chillers in the Enercare Centre which are 20 years old and need to be overhauled or replaced. Chiller no. 2 is a priority to be replaced since it is deteriorating quickly. In 2017, one new 1,250-ton chiller was added and commissioned.									
Explanation for Delay:	The project was put on hold in 2020 due to COVID-19 and the reduction in CFC funded projects. The project execution is complete with some invoicing/accounting process to be finalized soon.									
Hall A, West Corridor & Loading Dock Ramp Retrofit	950	950	950	950	Completed	Jan-21	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	The floors in the Enercare Centre were at significant risk of failure. It was determined that the floor could not support the weight that was being used by events. This project became a priority to complete for safety and to take advantage of the reduction of business in the Enercare Centre due to COVID-19. The project is now complete.									
Explanation for Delay:	N/A									
North Corridor, East & West Ramps Retrofit	800	800	800	800	Completed	Jan-21	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	The floors in north corridor showed sign of delamination, concrete deterioration and leaking cracks. The snow melting system in loading dock ramps and the pedestrian ramp were no longer functioning. Waterproofing membrane upturn was observed on the concrete island and walkways of the east and west garage access ramps. This project became a priority to complete for safety and to take advantage of the reduction of business in the Enercare Centre due to COVID-19. The project includes indoor concrete work and multiple outdoor ramps. Major construction components were implemented around Exhibition Place event schedule and completed by year end. The project is now complete and closed.									
Explanation for Delay:	N/A									

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Toronto and Region Conservation Authority										
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST (CRC103-03 and CRC103-04)	1,283	1,283	31,860	6,552	Significant Delay	Jan-20	Dec-21	Jan-23	Ⓞ	Ⓞ
Comments:	<p>1. Construction began January 2020 with the substantial performance expected January 2023.</p> <p>2. Mass timber installation completed in Q1 of 2022. Envelope proceeding from Q1 2022 with building watertight by Q3 2022.</p> <p>3. Completed approvals for building permit and SPA. Shared use agreement with Tennis Canada is executed with the City of Toronto lease agreement for use of western portion of Murray Ross Pkwy ROW pending. Site Plan Agreement is executed and full Building Permit has been issued.</p> <p>4. Substantial completion planned by Q1 2023.</p>									
Explanation for Delay:	<p>The delay is the result of three factors:</p> <p>1. Delay to SPA and building permit due to Tennis Canada and City of Toronto negotiating position on shared access at ROW.</p> <p>2. COVID 19.</p> <p>3. Mass timber trade and construction manager under performing.</p>									
Toronto Police Service										
Long Term Facility Plan - 54/55 Amalgamation; New Build	908	140	50,500	416	Delayed	Jan-17	Dec-24	Dec-26	Ⓜ	Ⓜ
Comments:	<p>City Council specifically requested community consultation in the design of this facility as part of approval of this site within CreateTO's larger Danforth Garage Redevelopment Master Plan. Service's Facilities Management has liaised with two local City councillors and has established a community engagement strategy for the schematic design stage. A high-level cost estimate will be prepared once the concept design has been developed; however, given the current construction market, it will be difficult to develop a more definitive budget for this project until the design drawings are more developed in greater detail, a construction manager is hired, and the construction manager commissions and receives tenders from the various sub-contractors that will be required to complete the construction phase of the project.</p>									
Explanation for Delay:	<p>Due to significant delays associated with the lengthy public consultation, planning and approval processes, and the impact of the COVID-19 pandemic, the Construction Management R.F.P. will not be awarded this year. The extensive shoring and excavation for the underground parking garage is planned to commence in late 2022 or early 2023; however, this is contingent on sufficient funding in place to allow the project to proceed and on timely permits approval.</p>									

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Transforming Corporate Support (HRMS, TRMS)	1,376	154	8,435	6,713	Delayed	Jan-14	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration and time and labour recording. The Human Resource Management System (H.R.M.S.) portion of this project is complete. The technical upgrade of Time Resource Management System (T.R.M.S.) is complete. Additional reports and system enhancements integrating H.R.M.S. and T.R.M.S. are scheduled to take place in 2022.									
Explanation for Delay:	The impact of the COVID-19 pandemic and resource constraints.									
Radio Replacement	6,130	5,756	67,067	35,322	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
Comments:	This project is progressing well and is on schedule and within budget. Apart from life cycling of radio hardware, the project has also implemented changes to the radio asset management application by developing and deploying the application on Cherwell. In addition, a "Purchasing module" to generate and track purchase requisitions for radio assets is being implemented. The Prototype trials have been completed. The system is scheduled to be deployed in Service's development environment by the second quarter of 2022. Execution of portable radios deployment in field has been completed. Purchase of remaining service spare radios planned for the third quarter of 2022.									
Explanation for Delay:										
Body Worn Camera - Phase II	2,800	1,879	6,255	4,934	Delayed	Jan-17	Dec-20	Dec-21	Ⓜ	Ⓞ
Comments:	The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., 2,250 officers across the Service have been trained and issued body-worn cameras. Body-worn cameras continue to be rolled out to front-line officers with a blend of officers from various divisions. Electronic disclosure of body-worn camera videos to court has commenced at the Ministry of Attorney General (M.A.G.) and Toronto West Court and will be expanding across all other locations starting in May 2022.									
Explanation for Delay:										
State-of-Good-Repair - Police	6,059	2,550	on-going	on-going	Delayed	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:	Due to restrictions and delays from COVID-19.									

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Next Generation (N.G.) 9-1-1	6,695	614	8,985	1,269	Delayed	Jan-19	Dec-23	Dec-24	Ⓜ	Ⓜ
Comments:	As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911). A vendor for the NG911 solution was approved by the Board at its September 2020 meeting (Min. No. P133/2020 refers). New, re-baselined project plan has been created, reflecting the already occurred COVID-related delays, as well as the ongoing Supply Chain delays all across the board: from construction industry, through to computer chip shortages, etc. It is anticipated that the new N.G. solution will be fully implemented in two phases: o Phase I: deployment between the current Secondary Site and the new Tertiary Site – by mid-2023 o Phase II: deployment at the Primary Site (post major renovations), with the Tertiary Site switching back to a Training Room functionality – by the fourth quarter of 2023 Collaboration meetings with the secondary P.S.A.P. (Toronto Paramedic Services and Toronto Fire) on the N.G. platform are ongoing.									
Explanation for Delay:	Vendors for equipment and workstations indicated that there is a shortage of materials (computer chips) as a result of Covid and as such delivery has been delayed									
Long Term Facility Plan - Consulting	750	0	750	0	Delayed	Jan-21	Dec-22	Dec-22	Ⓜ	Ⓜ
Comments:	This project provides for the acquisition of external expertise to develop a long term strategic building program based on the assessment of current space utilization, the future short and long term requirements of the Service, and the condition of the current buildings. A Request for Quotation (R.F.Q.) for consulting services as issued and information gathering will commence Q1 2022 by the successful bidder. The review will assess the condition of existing buildings, locations, cost to renovate versus building new, and/or cost to relocate in order to meet current and future operational requirements of the Service. As well, it will explore best practices with respect to its current building portfolio, office space, staffing needs, and the ability to provide services in a growing city. The assessment will be carefully examined with the objective to enhance operational flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint.									
Explanation for Delay:	Delays in spending as a result of resource and workload constraints									
Long Term Facility Plan - Facility and Process Improvement	700	352	5,242	2,374	Delayed	Jan-18	Dec-23	Dec-22	Ⓜ	Ⓜ
Comments:	The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The installation of video bail equipment at 32 Division and 55 Division is on track for completion in 2022. This initiative is receiving overall positive feedback from key stakeholders. The review of operational processes continues to focus on opportunities to improve service delivery. Work on the service-wide investigative review continues, with a focus to identify potential efficiencies and enhanced service delivery in the area of criminal investigative processes. In 2022, the project will also focus on building robust analytic tools to ensure that all enhancements are evidence-based and guided by data.									
Explanation for Delay:	There was some delay in the implementation of video bail in some divisions while senior leaders are considering other impacts on the divisions.									

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Long Term Facility Plan - 41 Division; New Build	6,016	1,358	50,500	2,414	Delayed	Jan-18	Dec-22	Dec-24	Ⓜ	Ⓜ
Comments:	<p>This new divisional build is being constructed on the existing 41 Division site, and operations will continue while the construction is occurring. The Site Plan Approval (S.P.A.) process is well underway. At the request of the City, the project team has spent the past several months modifying and value engineering the building's design in order to achieve net zero emissions. The design assist process (direct trade involvement) has been instrumental in expediting the required design changes needed to achieve the new requirements. The new 41 Division will be the first net zero emissions building for the Service.</p> <p>The pandemic continues to affect the project budget and schedule. The market is still experiencing unprecedented escalation, supply chain issues, and labour shortages / productivity restrictions. The Project Team continues to hold Value Engineering sessions (cost saving efforts) in an effort to mitigate cost and schedule impacts by staying in touch with the latest information available in the construction industry. Permits and construction tenders will commence in the first quarter of 2022. The demolition permit has been received and will commence by the second of 2022. The balance of trades will also be tendered late in the second quarter of 2022. The Board will be kept apprised of the budget for the project following receipt of the tender submissions from the various sub-contractors.</p>									
Explanation for Delay:	Delayed start due to lack of resources, competing priorities and effects of COVID-19.									
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	474	4,634	3,178	Delayed	Jan-19	Dec-20	Nov-22	Ⓜ	Ⓜ
Comments:	<p>The contract award to IDEMIA was approved by the Board Delegates on April 28, 2020 and contract negotiations were completed December 11, 2020 (special meeting with no minute number). The Planning phase and project plan was completed and delivered in August 2021. The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 impacts including materials, shipping and human resources continue to be evaluated. There is some risk involved with maintaining our current A.F.I.S. system while implementing the new solution, utilizing the same human resources in both. Steps will be taken to manage this risk.</p> <p>TPS is continuing to work with the vendor to mitigate delays in the implementation of the new A.F.I.S. system. At year end 2021, further delays were incurred in the design phase due to resource issues, COVID, and downtime over the holidays. We are working towards finalizing the design documents in order to commence configuration of the system in Q1 of 2022. As a result of the further delays with the design phase, there has been a slight shift forward with completion of milestones. The design phase completion and milestone payment is expected in Q1 of 2022, followed by other milestones being met within projected timelines below. The vendor is continuing to align resources to ensure timelines are met and the Service also added another member to assist with the project. We expect to have the new system fully operational and utilize the allocated funds by end of 2022.</p>									
Explanation for Delay:	Delays due to limited resources by Vendor, Covid-19 and due to the unexpected changes in requirements for the Disaster Recovery Site at HQ.									

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ANCOE (Global Search)	872	761	1,811	1,231	On Time	Jan-19	Dec-23	Dec-23	Ⓞ	Ⓞ
Comments:	With the production implementation of the Global Search platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information. Production and implementation of the Global Search platform is completed for Service-wide use. The Service's Geographic Information System (G.I.S.) platform will help to share data, maps, apps and other items with internal members and with the public. The Service now has a number of mapping solutions that is part of the public Open Data Portal and the Service's website assisting with visualization of multiple layers of data through web maps and apps that can be accessed from anywhere at any time. The use of spatial analysis to enable better decision making for operations and planning activities with ease of data access via a web browser, smart phones, tablet and information is easily embedded into Service's websites.									
Explanation for Delay:										
Mobile Command Centre	1,735	0	2,325	0	Delayed	Feb-21	Apr-22	Apr-22	Ⓜ	Ⓜ
Comments:	The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role and fulfill the need to readily support any and all operations and occurrences within the City. The design of this vehicle will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations. The design will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations. The vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of public safety responses. The Request for Quotation (R.F.Q.) for the mobile command vehicle was completed mid 2021. In preparation of vehicle delivery, drawings are being finalized and prepared for the build in May 2022. It is anticipated that the vehicle will arrive in May 2022. The project objectives have been re-prioritized and timelines have been adjusted with completion date of the fourth quarter of 2022 or first quarter of 2023.									
Explanation for Delay:	However, the project has experienced delays due to ongoing world wide vehicle chip shortage.									
Toronto Public Library										
Albert Campbell Library	8,557	10,267	20,216	18,553	On Track	Jan-19	Dec-22	Jul-22	Ⓜ	Ⓞ
Comments:	Construction is progressing very well resulting in 2021 expenditures to be ahead of schedule.									
Explanation for Delay:										
Ethenonnhawahstihnen Library - Bayview Library Relocation	5,171	4,322	15,322	11,574	On Track	Jan-14	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is on track.									
Explanation for Delay:										
Maryvale Relocation	1,571	1,282	2,749	1,359	On Track	Jan-20	Dec-21	Jul-22	Ⓞ	Ⓞ

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Comments:	Project is under construction.									
Explanation for Delay:										
North York Central Phase 2	1,313	207	12,718	11,612	Significant Delay	Jan-18	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:										
Explanation for Delay:	Construction tender issued in September and now under construction									
Wychwood Library	3,280	3,680	15,796	13,727	On Track	Jan-15	Dec-22	Sep-22	Ⓜ	Ⓞ
Comments:	Construction is progressing very well resulting in 2021 expenditures ahead of schedule.									
Explanation for Delay:										
York Woods Renovation	5,954	4,525	13,824	12,395	Minor Delay	Jan-18	Dec-21	Oct-22	Ⓞ	Ⓜ
Comments:										
Explanation for Delay:	Delays to construction completion due to delay in delivery of glass curtain wall.									
Toronto Transit Commission										
Automatic Train Control (ATC) Resignalling project (Line 1)	57,760	45,716	737,000	609,944	On Track		31/12/2023	TBD	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> • ATC is in operation from Vaughan Metropolitan Center to Eglinton station. Phase 4 of ATC (Rosedale to Eglinton) was commissioned in Oct 2021. • The project is forecasting Phase 5 (Eglinton to Finch) will be commissioned by Sept 2022 resulting in the full implementation of ATC on Line 1. Recent progress on Phase 5 includes: Phase 5 Part 1 Low Speed testing completed in November 2021. 18 workcars have been equipped with Automatic Train Protection (ATP). • The project team is currently developing the scope for a new Phase 6 as a result of the inclusion of ATC flanking and fouling enhancements in Phase 4 and 5. Some non-safety critical functional changes has been moved into the new Phase 6. 									
Explanation for Delay:	<ul style="list-style-type: none"> • Required closures have been identified for 2022 however any closure cancellations due to a) City events, and/or, b) COVID-19 compliance requirements could potentially impact project completion. Mitigation: a) Regular meetings are held with Senior Management to continue prioritization of ATC closures, b) Regular coordination meetings between TTC and Alstom are ongoing. • Eglinton Crosstown LRT interface with ATC Project (Platform Change): The LRT project may impact the ATC implementation timeline. Mitigation: The ATC team is working with Alstom to assess implementation scenarios and impacts post Phase 5 and post Phase 6. Eglinton Crosstown LRT is yet to provide an updated schedule. 									

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Easier Access - Phase III	82,718	72,590	1,089,687	460,287	On Track	Jan-06	31/12/2025	TBD	Ⓞ	Ⓢ
Comments:	<ul style="list-style-type: none"> Completed Detail Design Review for Warden Station – Passenger Pick Up & Drop Off (PPUDO) & Platform Elevator Commenced Detail Design Review for Old Mill Station Posted Tender package for Museum and Lawrence Stations. 									
Explanation for Delay:	<ul style="list-style-type: none"> Warden Station accessibility: Magnitude and complexity of the bus terminal re-developments and interfacing with existing station may delay full station accessibility. Site Plan Approval (SPA) by the City is required by mid-2022 including completion of design related work and acceptance in parallel. Delay in completion of the geotechnical study until January 2022 due to the cyber incident. Mitigation: PPUDO and platform elevators, and electrical upgrades have proceeded to tender in Q1 2022, with Q2 targeted for award. Islington Station accessibility: Magnitude and complexity of the bus terminal re-development and interface with existing station may delay full station accessibility. Site Plan Approval (SPA) by the City is required by mid-2022. Approvals by Hydro One, Toronto Water, and CreateTO and completion of design related work including internal acceptance is required by 2022. Comments on SPA are outstanding by City Transportation. Mitigation: TTC-City Executive steering committee has been arranged to facilitate high-level approvals with the City for the program. Agreement required with the City to mitigate municipal requirements (Council approval) in order to achieve SPA approval on time. Continuing to investigate opportunities for advancing new accessibility entrance and platform elevator through construction staging. Property Expropriation/Easement. Property acquisitions may take longer than anticipated. Potential impact on EIS date for Old Mill and High Park. Mitigation: Agreement for High Park in final stage and anticipated in Q2, 2022. The work at Old Mill requires multiple property easements and takings. Ongoing discussions with City Real Estate Services and property owners while processing expropriations in parallel. 3rd Party - Permits and Approvals, Utility relocations: Schedule impacts at Greenwood, King, Christie, Museum and Spadina. Christie station impacted by municipal approval delay. Mitigation: Continue coordination with the City and by providing additional resources at the City to prioritize EA work. Obtain municipal agreement to proceed with construction in parallel with ongoing discussion on provincial environmental protection mandate. Continue close coordination with utility companies. Design Complexities: Impacts due to retrofit of complex stations including stairs/escalators, adjacent properties, utility conflicts result in longer design durations to resolve issues. Impacted stations: King, Lawrence, Old Mill, High Park and Spadina. Mitigation: Continue resolving issues to completion including, continued support from Operations during construction, service relocations, support for track level access, and closures to facilitate the work. Utility conflicts at Spadina have been resolved, with Enbridge relocation currently in-progress. Achieved agreement in principle on Enwave utility issue at King Station. 									
Fire Ventilation Upgrades & Second Exits	35,585	35,585	516,100	338,575	On Track	Jan-11	31/12/2030	TBD	Ⓞ	Ⓞ
Comments:	<p>Progress is ongoing for the following:</p> <ul style="list-style-type: none"> Construction: <ul style="list-style-type: none"> Eglinton Subway Ventilation Upgrade (Design Built by Metrolinx) Sheppard West & Clanton Park ESB, and Dundas West Subway Ventilation Equipment Replacement Chester, Donlands and College Station Second Exits Combined with /Easier Access Design Stage: <ul style="list-style-type: none"> Completed detailed design for Museum Easier Access Station and Second Exit. Summerhill and Dundas West Second Exit/Entrance Bid package was posted for Museum Station Second Exits combined with Easier Access. 									

APPENDIX 3
Major Capital Projects
For the period ending December 31, 2021
(\$000s)

Division/Project name	2021 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Explanation for Delay:	<ul style="list-style-type: none"> • Permits and approvals for Museum Second Exit may take longer than anticipated impacting the contract award timelines. Mitigation: TTC has delegated approval for Right of Way (ROW) permits until 2025. A dedicated team within the City has been assigned to process TTC approvals. Easement agreement is being finalized with University of Toronto. • Unexpected site conditions and community impacts at College and Donlands during construction may impact Substantial Performance. Mitigation: TTC site teams are working collaboratively with the contractors to develop and execute recovery plans. • Complexity of Second Exit projects and concerns with impact to community for projects such as Greenwood may cause the approval process to take longer than expected. Mitigation: The community and local Councillor have been engaged in design consultations. • Complexity of Greenwood and Summerhill Second Exit projects may cause activities to take longer than expected and result in additional costs. Mitigation: Advance design and utility relocation work where possible. Consultations with local councillors for potential partial or full station closures is in progress. Request for additional funding may be identified as projects proceed through the stage gate process. • Property unavailable and/or acquisition and may take longer than expected (Second Exit): Mitigation: Commence early consultations and negotiations with property owners for property acquisitions as required. Continue to work closely with the City and identify development opportunities early. 									
Purchase of Buses	87,163	5,413	1,472,582	782,895	Minor Delay	Jan-11	31/12/2035	TBD	Ⓜ	Ⓜ
Comments:	<ul style="list-style-type: none"> • Hybrid-Electric Buses: <ul style="list-style-type: none"> - Completed technical evaluation of bid submissions and vendor presentations - Commenced the CCM (Commercially Confidential Meeting) phase of the procurement - Year-End underspend was a result of the hybrid contract not being awarded in 2021. • e-Buses: <ul style="list-style-type: none"> - Developing technical and commercial terms - Work continues with other transit agencies through the Ontario Public Transit Association (OPTA) to facilitate a collaborative procurement of e-Buses with TTC as the lead. 									
Explanation for Delay:	<ul style="list-style-type: none"> Hybrid-Electric Buses: <ul style="list-style-type: none"> • Issue Delay in contract award for Hybrid bus procurement will result in end of life vehicles remaining in service longer than expected and Notice to Proceed payment deferred from 2021 to 2022. Action Plan: a) work to expedite Contract Award and b) negotiate with vendors once the contract is awarded to identify opportunities to accelerate the delivery schedule. e-Buses: <ul style="list-style-type: none"> • Issue: Shortfall in Bus Program Funding. The current program of ongoing bus procurements is funded up to Q1 of 2025. Action Plan: The City and TTC are continuing to work with the other levels of government to close the funding gap, ensure state-of-good-repair, and continue greening of our bus fleet. • Issue: Vehicle availability of the BYD fleet of buses is not meeting targets. Action Plan: Meet with vendors weekly to review repairs and report on availability. • Risk: e-Bus delivery and operation is contingent on the charging systems infrastructure schedule. Action Plan: The project team is working closely with OPG/PowerON and all internal stakeholders to ensure alignment of schedules and interdependencies. 									

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	Appr.	YTD Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Solid Waste Management Services										
GREEN LANE LANDFILL	16,870	13,083	198,084	118,352	On Track	Prior to 2010	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.									
Explanation for Delay:	Status: On Track									
TRANSFER STATION ASSET MANAGEMENT	16,007	9,339	204,496	54,362	Minor Delay	Prior to 2010	Dec-24	Dec-24	Ⓢ	Ⓢ
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.									
Explanation for Delay:	Status: Some projects delayed due to staffing challenges, COVID-19 pandemic, and procurement delays.									
PERPETUAL CARE OF CLOSED LANDFILLS	8,705	9,656	101,243	44,439	On Track	Prior to 2010	Dec-30	Dec-30	Ⓞ	Ⓞ
Comments:	Legislated project for the perpetual care of closed landfills.									
Explanation for Delay:	Status: On Track									
Toronto Water										
St Claire - Reservoir Rehabilitation (CPW060-07)	2,123	1,931	34,518	28,924	Completed	Jan-14	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration. Construction works have been completed.									
Explanation for Delay:										
ROSEHILL PS REHAB (CPW060-11)	333	33	8,124	4,784	Completed	Jan-15	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Construction works have been completed.									
Explanation for Delay:										
OUTFALL CONSTRUCTION (CWW039-06)	96,716	96,716	278,899	182,584	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ

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	Appr.	YTD Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Comments:	Construction started in early 2019, and proceeded on track in 2021									
Explanation for Delay:										
Don & Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)	75,736	75,736	411,419	296,241	On Track	Jan-18	Jan-24	Jan-24	ⓐ	ⓐ
Comments:	Construction started in 2018, and proceeded on track in 2021.									
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										