

APPENDIX 3
Major Capital Projects
(\$000s)

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development and Culture											
Casa Loma Phase 9a	1,141	15	1,141	3,298	2,172	On Track	Oct-17	Dec-20		Ⓞ	Ⓞ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed. The changed scope required approvals different from the original project, which required more time. Construction accelerated in 2018, and the overall project remains on time and on budget. This phase of work on the perimeter fence is completed in April 2019 and phase 2 at the north campus will be completed by December 2019.										
Explanation for Delay:											
The Guild Cultural Revitalization	3,931	255	3,381	5,848	672	On Track	Sep-18	Dec-20		Ⓞ	Ⓞ
Comments:	EDC Capital Assets worked on site development, design and tendering of the arts centre in Building 191 through 2018. The Bid Award Panel awarded the Contract to Atlas Construction at its meeting on December 9, 2018. According to the schedule, construction began in early 2019, and the building will open in Q4 2020.										
Explanation for Delay:											
Casa Loma Phase 9b	350	4	350	3,100	4	On Track	Jan-19	Dec-20		Ⓞ	Ⓞ
Comments:	Capital Assets has engaged architects to begin planning Phase 9b, West Castle Perimeter Wall.										
Explanation for Delay:											
Senior Services & Long Term Care											
Project Name: KIPLING ACRES SITE 2 (PHASE 3)	0	0	0	47,500	44,500	Completed	Sep-14	Mar-16	May-17	Ⓞ	Ⓞ
Comments:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims and anticipate these will be resolved by Q3.										
Explanation for Delay:											
Parks, Forestry and Recreation											
Ferry Boat Replacement #1	4,707	63	836	12,500	996	Significant Delay	Mar-15	Dec-18	Dec-21	Ⓜ	Ⓜ
Comments:	A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval are continuing to advance the design work.										
Explanation for Delay:	The additional analysis provides comprehensive review of existing ferry operations. It will inform immediate ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a comprehensive business analysis which clearly outlines anticipated costs and benefits.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	34,846	12,582	29,846	79,316	52,540	On Track	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Jan-20	Ⓡ	Ⓡ
Comments:	At the end of June 2019, construction is approximately 77% complete. The Sheet Metal and HVAC trades are in their 8th week of strike action (as of June 28th, 2019), which is having an impact on the project schedule.										
Explanation for Delay:	Strike action is impacting the project critical path; delaying the project. Trades on strike (Sheet Metal and HVAC) are also having an impact on other work such as drywall installation which requires work by the striking trades in order to proceed.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	13,739	5,030	13,739	92,850	16,003	Significant Delay	2013	2020	Dec-21	Ⓡ	Ⓡ
Comments:	Purchasing and Materials Management Division (PMMD) issued the purchase order to Eastern Construction Company Limited on June 5, 2018 and the project is under construction with close to 15% of contract work completed. Toronto Buildings has issued the permits for Inside and Outside Drains (Parking Garage), Drains (Parking Garage), Mechanical Systems (Parking Garage), Mechanical Systems (above grade) and the Structural partial permit (above grade). Only 2 permits remain with Toronto Buildings. Shoring and most of the bulk excavation for the 3 story underground parking garage is completed, with construction of foundations and P3 level columns underway at the south end of the underground garage. The two tower cranes have been installed. The concrete structure for underground parking garage Levels P3, P2 and P1 (to grade) is expected to be completed by the end of 2019.										
Explanation for Delay:											
Wellesley Community Centre Pool - Design & Construction	9,924	3,085	9,424	20,000	13,161	Significant Delay	2013	May-19	Feb-20	Ⓢ	Ⓡ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 68% of the contract spent as of the beginning of July 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 of interior concrete block walls and drywall framing is continuing, as is mechanical and electrical work.										
Explanation for Delay:	Potential impact to the critical path due to strikes by the Sheet Metal, HVAC and Plumbing unions.										
Don Mills Civitan Arena Design & Construction				24,500		Significant Delay	Jan-16	Dec-19	Dec-24	Ⓢ	Ⓡ
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site). The park block that the new replacement arena will be located on has been determined vis 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. In its report to Executive Committee (EX7.5) scheduled July 4, 2019, City staff recommend Council direct the Chief Planner and GM, PFR 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 recommends 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. The report also recommends that City Council direct the GM, PFR 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'. This report is scheduled to be before City Council on July 16-17, 2019. In terms of timelines for the new two-pad arena: the arena is expected to take approximately 3 years to construct from the date the land is conveyed.										
Explanation for Delay:	Awaiting site to be conveyed to the City.										

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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 completed executed Ground Lease has been signed by the TDSB (the "Landlord") and the City of Toronto (the "Tenant"). The Lease includes Terms for Use of Shared Facilities. An RFP for professional services for the Aquatic Centre will be initiated by the City at the end of 2019.										
Explanation for Delay:											
North East Scarborough Community Centre and Child Care Centre Design and Construction	1,208	98	1,208	40,000	589	On Track	Design Phase - 2017 to 2019 and Construction Phase - Summer 2020 to December 2022	Dec-20	December 2022 based on potential inclusion of a new pool	ⓐ	ⓐ
Comments:	The Project Design Team is addressing issues raised by the Design Review Panel (DRP) on May 30, 2019. Project meeting #10 was held on June 13, 2019, to review responses prepared by the Design Team. Next DRP meeting is scheduled for September 19, 2019. To date, three 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 next public presentation of the schematic design is scheduled for November / December 2019. Construction Phase is anticipated to start summer 2020.										
Explanation for Delay:											
Western North York New Community Centre and Child Care Centre Design and Construction	377	6	377	40,000	43	Minor Delay	Design: February 2016 Construction: June 2020	Fall 2020	Apr-24	ⓐ	ⓑ
Comments:	The project is in the Program Confirmation/Community Consultation phase. The first Community Open House was held on June 4 and a Pop-Up Event was scheduled at St. Basil-The-Great College on June 10, 2019. Both events were well attended with active participation. Another Pop-Up event is scheduled towards the end of July 2019. An online survey is currently underway that ends July 31, 2019. Staff Work Group meetings and Integrated Design Meetings with the architects are in progress. Conceptual Site options are being considered towards further detailed development. A Phase 1 and 2 Archeological Study is in progress as well as the Phase 1 and Phase 2 Environmental Assessment Reports and Record of Site Condition (RSC). The Traffic and Parking Study is completed and the report is imminent. The Topographic Survey is almost completed. Next steps are to carry out feasibility studies with a business case for Net Zero Energy Building Design and Generator Design and Renewable Energy Options.										
Explanation for Delay:	Preliminary coordination and engagement of stakeholders resulted in a later than anticipated initiation of the project design development process. As a result, the end date has changed from 2023 to April 2024 as the Kick Off meeting with MJM Architects took place in February 2019.										

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40 Wabash Parkdale New Community Centre Design and Construction	285		285	40,000	237	Minor Delay	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Dec-24	Ⓢ	Ⓣ
Comments:	The Architectural Request for Proposal (RFP) call closed May 14, 2019. The evaluation team has reviewed the proposals under the auspices of the Fairness Monitor, and has recommended PMMD invite the top 4 ranked proponents to an interview/presentation scheduled for July 16, 2019. The Draft Building Condition Assessment (BCA) and Draft Cultural Heritage Evaluation (CHER) reports have been received and comments for both have been sent back to the consultant for incorporation. Environmental studies (updating ESAs etc.) will be done through Facilities Management (Environmental Services) who will be hiring professional services to do this work directly for the City.										
Explanation for Delay:											
IT-Registration, Permitting & Licensing (CLASS Replacement)	7,707	1,362	5,600	25,415	6,984	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓢ	Ⓡ
Comments:	The RFP was issued on April 6, 2017 and submissions were received on May 30, 2017. The RFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Go-live of Phase 1 is estimated Q1 2020. The legal agreement has been signed by the City and Legend. Work started with Legend in October 2018. Work is progressing on the solution configuration, solution customization, and implementation planning.										
Explanation for Delay:	Delays in hiring temporary capital positions. Hiring was delayed to: -Adjust to KPMG project assurance recommendations; -Adjust to implementation planning based on discovery session planning with the new vendor; and -Adjust to hiring challenges in getting successful candidates with the right skills.										
IT-Enterprise Work Management System	5,602	731	3,351	13,850	5,247	Minor Delay		Jan-12	Dec-20	Ⓢ	Ⓣ
Comments:	Implementation vendor (EMA) has been selected. This project is comprised of several work packages. The first, Work Package A, was completed at the end of June 2018. Work Package B is underway and has a planned duration of 12 months. It's scope is the configuration of core Maximo and implementation of common integrations. Work Package C, the implementation of the tool for Urban Forestry, is slated to take place over 2019 and 2020. Other planned Work Packages will implement Toronto Water, Transportation and Solid Waste. Future Work Packages will be needed to implement Parks and Community Recreation Branch, now targeted for 2020-2021 but not budgeted yet.										
Explanation for Delay:	Procurement Issues										

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318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	365		365	10,800	319	On Track	Spring/Summer 2018 Detailed Design: Fall/Winter 2018 Construction: Anticipated 2020	Dec-22		Ⓞ	Ⓞ	
Comments:	The winning team through the Design Competition process, announced in October 2018, is wHY Architecture and Brook McIlroy. The winning project is called "Rees Ridge". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for governance of project to be drafted by WT and City Legal and is anticipated in August/ September 2019.											
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto											
York Off Ramp Park Design and Construction	1,000		1,000	11,000			Design: June 2018 Construction: August 2019	Aug-20		Ⓞ	Ⓞ	
Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates. The winning project is called "Love Park". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for governance of project currently being finalized by WT and City Legal and is anticipated in July/early August 2019. Design Development is in progress. Waterfront Design Review Panel (at 30% design) is scheduled for July 24, 2019 with final preparations in progress.											
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto											
Shelter, Support & Housing Administration												
George Street Revitalization	53,578	18,001	28,584	566,127	36,518	Significant Delay		Jan-16	Dec-23	Dec-24	Ⓜ	Ⓜ
Comments:	City Council on December 15, 2016, authorized three contracts, duration terms for all being January 1, 2017 to June 30, 2018: PRISM as Owner's Representative, Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and Infrastructure Ontario as Alternative Financing and Procurement (AFP) advisors, to ensure ongoing progress for GSR and in particular the development of Project Specific Output Specifications (PSOS). The project is also proceeding to secure suitable sites for transition of Seaton House residents, as directed by Council. Note: In July 2016 Council approved a Design Build Finance alternative procurement model.											
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. 5 sites have been identified thus far and 2 sites will be 100% completed in 2019. Spending has accelerated as construction at 3306 Kingston (opened April 2019) and 731 Runnymede (opening Q4 2019) progresses.											
Addition of 1000 New Shelter Beds	78,532	6,015	23,600	168,360	23,203	Significant Delay		Jan-18	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far two sites have been purchased (Davenport and Islington) and one site has been leased (545 Lakeshore). Further, 3 new sites are being pursued. Additional sites need to be identified by Facilities to reach the goal of 1000 beds.											
Explanation for Delay:	The process for citing shelters is underway with Real Estate locating potential sites. Facilities has awarded a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites. Construction / renovation work, after award of contracts, for the finalized sites may begin during Q3 2019 and are anticipated to be completed in 2020.											

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Toronto Employment & Social Services											
HSI' Phase 2 CSS905-01	4,726	1,237	3,800	9,823	2,448	On Track	Jan-18	Dec-21		ⓐ	ⓐ
Comments:	The Knowledge Base Tool has been successfully developed and is currently being used by 80 staff at SSHA-Access to Housing, TCS-Application Office and TESS Application Centre. In Q4, an integrated contact centre, the Application and Support Centre, will be launched.										
Explanation for Delay:											
Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - PREPARATION	487	184	348	1,200	792	On Track	Jan-17	Dec-20		ⓐ	ⓐ
Comments:	Full feasibility study was completed and received from the consultants in January 2018. Soil remediation and archeological assessments were completed in August 2018. An Architect was hired on March 29, 2019 to conduct a second feasibility study based on the new 2019 Council approved budget. This study was completed in June 2019. PS is currently transitioning to a new Project Manager (PM) as our current PM has left the city. Once sign-off is received from PS Senior Management for the Scope changes to the project, PS will engage the Project Management Office (PMO) to tender for a consultant to begin the design/planning phase of the project. In 2020, an architect will be contracted for the facility design. In 2021, a builder will be contracted for construction. The design and construction proposal is expected to be submitted to and approved by Scarborough Planning by 2021. It is anticipated that construction will start in 2022 and the building at 330 Progress Ave will be handed-over to PS by the end of 2024.										
Explanation for Delay:											
AMBULANCE POST - 30 Queen's Plate Dr.	200	0	150	200	200	On Track	Jan-19	Dec-22		ⓐ	ⓐ
Comments:	The CoT Project Management Office is in the process of redesigning the project, to include Paramedic Services as part of Toronto Fire Services project, with the hired Architect firm. POA is currently in progress due to change in scope and increase in \$ amount for the total project cost. It is expected that the Architect firm will return with the project redesign this summer or fall 2019. The project is expected to be completed by Dec 2022.										
Explanation for Delay:											
Fire Services											
Project Name : STATION B - Downsview (STN 144) KEELE / SHEPPARD	2012	10	451	10,885	4,119	Significant Delay		Dec-16	Mar-22	ⓐ	Ⓡ
Comments:											
Explanation for Delay:	Site Plan Approval was finalized on July 31, 2018 and the building permit was issued on August 28, 2018. All permits are in place to build the station. The pre-tender cost estimate exceeded the project budget by \$1 million and prevented TFS from proceeding to tender. The \$1 million project cost increase, funded by development charges, was approved in October 2018. The tender was issued on November 30, 2018 and closed on January 15, 2019. The lowest compliant bid came in over budget due to market conditions. An additional \$0.8 million project cost increase, funded by development charges, was approved on June 18, 2019. On July 15, 2019, under advice from Purchasing and Materials Management Division, the call was cancelled and re-issued due to a breach in the process. The award of the contract is expected in November 2019. The completion date was revised from Q2 2021 to Q1 2022.										

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Project Name STATION A - Woodbine (STN 414)- HWY 27 AND REXDALE B	2014	21	262	8,342	1,737	Significant Delay		Dec-17	Dec-22	Ⓜ	Ⓜ
Comments:	Explanation for Delay: Create TO involvement in maximizing the use of the site, and City Planning requirements for a hydrogeological report delayed site plan approval. The hydrogeological report and testing have been finalized. Co-location with Paramedic Services has been approved. The re-design of the station is in progress. The revised project schedule from the consultant is expected at the July 31, 2019 meeting. Project completion is Q4, 2022.										
Project Name										Ⓜ	Ⓜ
Comments:	Explanation for Delay:										
Transportation Services											
F. G. Gardiner*	197,485	27,636	128,818	2,460,206	194,326	On Track	Apr-13	TBD (subject to completion of tender award process)	N/A	Ⓜ	Ⓜ
Comments:	Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal development for the construction is underway and the RFP will be issued in 2020. The contract is planned to be executed in 2021. Refacing of Bents from Dan Lecky to Spadina, including piers at Lower Simcoe, commenced April 29, 2019, with planned completion by Q3 2020. 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.										
Explanation for Delay:	N/A										
Waterfront Revitalization Initiative											
BENTWAY PEDESTRIAN BRIDGE	7,911	0	2,000	12,111	0	On Track	Nov-16	Mar-20	Mar-20	Ⓜ	Ⓜ
Comments:	As a result of an independent third-party peer review the City undertook to assess bridge fabrication and implementation, the Bentway pedestrian and cycling bridge will require additional design work. In addition staff are reviewing the projects implementation schedule relative to the implementation schedule of the Gardiner Expressway rehabilitation.										
Explanation for Delay:											
CHERRY STREET STORMWATER LAKEFILLING	32,140	18,817	29,000	65,000	51,677	On Track	Nov-16	Mar-20	Mar-20	Ⓜ	Ⓜ
Comments:	Dockwall construction and lakefilling are almost complete, anticipated completion dates of these tasks is Q3 2019. Revetment (slopes on the banks of a river to absorb the energy of incoming water) work has resumed after winter shut-down.										
Explanation for Delay:											

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PORT LANDS FLOOD PROTECTION	90,735	33,494	65,000	400,417	83,402	On Track	Jan-17	Dec-24	Dec-24	ⓐ	ⓐ
Comments:	Funding is currently being utilized to allow Waterfront Toronto to work with Waterfront Secretariat, other City Divisions, TRCA, CreateTO, and Ports Toronto to advance the design of roads and services, bridges, parks, flood protection, earthworks and environmental management/remediation and construction management in order to stay on the project schedule and budget. The Parks, Public Realm and River designs are at 50%. The New Cherry Street portion of the Roads and Services are at 90% design and construction has started and focused ground improvement activities. North Cherry Bridge is at 90% design and the bridge superstructure construction is planned to start in spring 2019. The detailed design process continues in 2019. Site excavation and demolition is underway and river valley cut off walls are underway. The Port Lands Flood Protection schedule has been re-baselined in Q1 2019 and key risks to the schedule and costs are being monitored by Waterfront Toronto and Executive Steering Committee on a monthly basis.										
Explanation for Delay:											
311 Toronto											
Project Name: CRM Upgrade and Replacement	3,329	1,116	3,029	7,344	2,416	Minor Delay	Jun, 2016	Dec, 2021	May, 2022	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	The Phase 1 release of the Enterprise CRM Solution was successfully implemented, on December 12th 2018. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented online Booking & Scheduling for Toronto Water Service requests. The Enterprise CRM – MLS Noise Solution (Phase 1B) project is in-progress and will be realized over 2 planned releases, July 31st and Sept 30th 2019. The evaluation of the Vendor RFP responses for creating the SI Roster for SFDC Professional services is being completed. The RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress. The draft for the Phase II RFP is planned to be readied for end of July 2019.										
Facilities Management, Real Estate & Environment											
Union Station Revitalization	70,603	8,422	24,758	823,867	758,375	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) <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 and VIA Concourse - Great Hall restoration - Moat covers (Front St, York St, Bay St.) - Completion of lower level and East Wing retail space 										

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Explanation for Delay:	<p>Issues having an impact throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>In mid-2018 contractor performance impacted project progress over the past year. The project incurred a delay as a result of these issues and City staff have worked diligently with the contractor's surety company and third-party consultants to bring the project back on track and is now progressing towards a new completion timeline.</p>										
St. Lawrence Market North Redevelopment	14,639	326	7,000	116,302	14,242	Significant Delay	Temp Market: Start Date - Dec-14 New North Market: Jan-17	Temp Market: Dec-14 New North Market: Dec-14	Temp Market: Actual End Date- June-15 New North Market: Q2 2022	Ⓢ	Ⓢ
Comments:	<p>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 process due to significant findings discovered. In Q1 2018 the City went to market for a construction tender call but was not able to award the contract as all conditions to award were not met. Re-tender of construction contract successfully executed in June 2019, awarded to Buttcon Limited/The Atlas Corporation Joint Venture. Contractor has mobilized on site with excavation equipment , with planned completion Q2 2022.</p>										
Explanation for Delay:	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders. Discovery of significant archeological remains, resulting in a four stage archeological process and change in project scope due to public interpretation has caused delays to project timelines. Inability of contractor to secure insurance bond on project resulted in the City cancelling the previous construction tender call. The re-tender process extended the planned completion approximately 14 months.</p>										
Information Technology											
Project Name: Consolidated Data Centre	8,691	3,577	8,691	19,882	15,362	On Track	May-14	Dec-19	Dec-19	Ⓢ	Ⓢ
Comments:	<p>The project is at 70% completion at the end of June 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 December 2019.</p>										
Explanation for Delay:											

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Project Name Enterprise Work Management System	3,797	498	872	9,396	5,267	Minor Delay	Jan-13	Dec-25	Dec-25	Y	Y
Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program has been spilt in three phases. The first go live release for phase 1 is targeted for 2019 and phase 3 is targeted for 2025. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization.										
Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs. Also, a 8 week delay in Q1 of 2019 due to COT Procurement/PO Approval process										
Project Name Enterprise Documents and Records Management	2,890	657	2,890	6,195	3,176	Significant Delay	Mar-14	Dec-17	Dec-19	Y	R
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 Livelihood 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	2,133	66	961	38,606	17,381	Significant Delay	Jan-13	Dec-24	Dec-24	R	R
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	489	489	60,820	58,152	On Track	Jan-10	Dec-14	Oct-15	C	C
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-19	Dec-20	R	R

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Comments:	Phase 1 - PBF Implementation: In Q2, 2019: <ul style="list-style-type: none"> Working on Benefits and Value Realization. Continue working with divisions on adoption of technology and process improvements. Management focusing on driving efficiencies through improved and consistent use of the PBF system and PEP tool. Phase 2 - EPM: In Q2, 2019: <ul style="list-style-type: none"> Project on hold awaiting budget modernization review and recommendation. 										
Explanation for Delay:	EPM component of FPARS is currently on hold awaiting the completion of the budget modernization review and its recommendations.										
Pension, Payroll & Employee Benefits											
SAP-Supported Cross-Application Timesheet (CATS)	185	118	185	7,540	7,473	On Track	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. PPEB is currently working the External Consultant to fix outstanding defects before the project can begin its closing procedures. 										
Explanation for Delay:											
Exhibition Place											
Beanfield Centre Bridge	2,259	183	2,259	2,789	183	On Track	Jan-19	Dec-20	Dec-20	ⓐ	ⓐ
Comments:	Construction is in progress and on track										
Explanation for Delay:											
Electrical Underground High Voltage Utilities - Phase 1	1,500	331	1,500	4,230	331	On Track	Jan-19	Dec-21	Dec-21	ⓐ	ⓐ
Comments:	Construction is in progress and on track										
Explanation for Delay:											

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Energcare Centre - Elevator Retrofit	570	170	570	570	170	On Track	Jan-19	Dec-19	Dec-19	Ⓔ	Ⓔ
Comments:	Construction is in progress and on track										
Explanation for Delay:											
Toronto and Region Conservation Authority											
LONG TERM ACCOMMODATION - 5 SHOREHAM AND INTEREST	382	185	382	39,200	920	Delayed	Jan-18	Dec-19	Dec-19	Ⓔ	Ⓔ
Comments:	The integrated design team has completed the contract documents and all tenders were issued and have closed. The overall tender amount received was over the project construction budget. The design team, together with the construction manager, are going through a value engineering exercise to align the construction cost with the project budget. This process is expected to be completed by the end of July, 2019. Due to late requirement issued by Transportation Services, the Notice of Approval of Conditions (NOAC) for the site is delayed to August, 2019 (originally June, 2019). As directed by City Council, TRCA continues to look for other funding sources and grants to subsidize the total cost of the project. TRCA was informed July 16, 2019 that the project qualifies for the NRCan - GCWood_ Low-rise Non-Residential Wood Grant program providing \$2.0 million in funding.										
Explanation for Delay:											
Toronto Police Service											
54/55 Divisions Amalgamation	6,031	7	300	39,225	629	Delayed	Jan-17	Dec-24	Dec-25	Ⓔ	Ⓡ
Comments:	Subsequent to Council approval, the master planning exercise was initiated, which involved extensive community consultations, technical studies, confirmation of the T.T.C.'s requirements, and the exploration of potential partners in the site development and conceptual site plans. The results of this planning exercise were expected to be presented to City Council by April 2019 but was delayed to June 2019. The final approval by City Council was received June 19. The Service is preparing Request For Quotation to pre-qualified consultants.										
Explanation for Delay:	Due to significant delays in site selection, master planning exercise and Council approval of it, construction will start in 2021.										
Peer to Peer Site	1,742	959	1,742	19,921	19,139	On Time	Jan-14	Dec-19	Dec-19	Ⓔ	Ⓔ
Comments:	Construction has concluded with minor deficiencies to be addressed and completed in 2019.										
Explanation for Delay:											
Transforming Corporate Support	2,805	651	1,942	8,742	5,591	Delayed	Jan-14	Dec-20	Dec-20	Ⓔ	Ⓢ
Comments:	Work continues throughout 2019 to drive organizational effectiveness and efficiencies in support of HR, Payroll, Benefits related processes, administration and analytics.										
Explanation for Delay:	The status of this project remains At Risk, as resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule.										

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Enterprise Business Intelligence	1,687	220	1,402	10,717	9,249	Delayed	Jan-15	Dec-18	Dec-19	ⓐ	ⓑ
Comments:	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.										
Explanation for Delay:	Due to various challenges with this project around scope, schedule and budget with I.B.M. project was put on hold. It is anticipated that this project will be back on track by the 3rd qtr of 2019.										
Radio Replacement	5,919	3,901	5,779	37,863	23,158	On Time	Jan-16	on-going	on-going	ⓐ	ⓐ
Comments:	This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.										
Explanation for Delay:											
Connected Officer	800	78	800	10,690	2,258	On Time	Jan-17	Dec-20	Dec-20	Ⓨ	ⓐ
Comments:	Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.										
Explanation for Delay:	The overall health status of this project is at risk as the full cost of the project is included in CSP grant but funding is not approved yet.										
Body Worn Camera - Phase II	1,000	170	1,000	11,211	202	On Time	Jan-17	Dec-20	Dec-20	Ⓨ	ⓐ
Comments:	This project involves exploring the benefits, challenges, and issues surrounding the use of body worn cameras, in keeping with the Service's commitment to maintain public trust and provide professional and unbiased policing. Services of a professional procurement firm have been contracted to assist the project team with the creation of the R.F.P document including the evaluation and final contract negotiations.										
Explanation for Delay:	The overall health status of this project is at risk as the full cost of the project is unknown and is not included in the Service's budget yet.										
State-of-Good-Repair	6,133	1,133	4,116	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:	Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management. Also, some projects are delayed as some decisions about various projects are still pending.										
Next Generation (N.G.) 9-1-1	500	63	400	5,000	63	On Time	Jan-19	Dec-21	Dec-21	ⓐ	ⓐ
Comments:	As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by June 30th, 2020 and Text Capable Networks by December 31st, 2020. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by December 31st, 2023.										
Explanation for Delay:											

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District Policing Program - District Model	2,900	216	1,662	15,900	216	Delayed	Jan-18	Dec-23	Dec-23	ⓐ	Ⓨ
Comments:	The Toronto Police Service designed the new District Boundaries to align with Toronto neighborhoods and it was approved by TPS Command in 2018. The planning and transformation design from 17 Divisions to 10 Districts is now underway. It includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. It will address technology, people and infrastructure requirements.										
Explanation for Delay:	Delayed until internal resources and action plans are lined up for project execution.										
12 Division Renovation	300	0	0	9,000	0	Delayed	Jan-19	Dec-21	TBD	Ⓡ	Ⓡ
Comments:	The 12 Division Renovation project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements.										
Explanation for Delay:	Project on hold until the Command determines the priorities in terms of facilities renovations/amalgamation of divisions, etc.										
32/33 Division	4,926	94	225	11,940	157	Delayed	Jan-19	Dec-21	Dec-22	Ⓡ	Ⓡ
Comments:	Originally 32 Division was identified 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.										
Explanation for Delay:	The project was on hold as the amalgamation of the 2 Divisions would have resulted in parking shortage and the cost of additional parking was estimated to be between \$8M to \$19M. A parking study was completed and the a various options have been presented for the Service's consideration.										
41 Division	4,831	0	600	38,928	125	Delayed	Jan-18	Dec-22	Dec-23	ⓐ	Ⓡ
Comments:	The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. The project is almost a full year behind schedule due to a delayed start. The Service's Facilities Management unit recently closed the Request for Quotation (R.F.Q.) for Architectural Consulting services and is proceeding to award the services of an architectural consulting firm to prepare the building design documentation.										
Explanation for Delay:	Delayed start due to lack of resources and competing priorities.										
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	6,106	0	Delayed	Jan-19	Dec-20	Dec-20	ⓐ	Ⓡ
Comments:	The planned AFIS purchase will be made in 2020, not 2019. This will provide us 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.										
Explanation for Delay:	Newer and more efficient technology will be released in the 4th qtr of 2019. Product will be purchased early 2020										
Toronto Public Library											
WYCHWOOD LIBRARY	6,509	1,679	4,506	15,796	3,676	Minor Delay	Jan-15	Dec-21	Dec-21	Ⓡ	Ⓨ
Comments:	Construction started in late August 2018 after lengthy process with securing City approvals.										
Explanation for Delay:	Delay in approvals in 2018 resulted in delays to overall construction schedule that is continuing to impact timelines.										

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BAYVIEW-BESSARION LIBRARY	2,154	1,124	2,154	15,322	2,809	On Track	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	The is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction.										
Explanation for Delay:											
ALBERT CAMPBELL LIBRARY	2,763	268	2,000	15,539	570	Minor Delay	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:	Building permit still outstanding										
Explanation for Delay:	Construction tender is delayed due to the lengthy building permit approval process.										
ST. CLAIR/SILVERTHORN LIBRARY	1,169	1,113	1,169	3,815	3,759	On Track	Jan-15	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	Construction progressing well. Project expected to be completed in Summer 2019 with branch re-opening in Fall 2019.										
Explanation for Delay:											
NORTH YORK CENTRAL PHASE 2	3,705	404	2,150	12,118	2,363	Minor Delay	Jan-18	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Construction tender is expected to be awarded in Fall 2019.										
YORK WOODS RENOVATION	2,372	447	2,150	10,158	595	Minor Delay	Jan-15	Dec-21	Dec-21	Ⓜ	Ⓜ
Comments:	Building permit still outstanding										
Explanation for Delay:	Construction tender is delayed due to the lengthy building permit approval process.										
Toronto Transit Commission											
Toronto Rocket Yard and Storage Track Accommodation	34,785	9,483	34,785	495,385	257,326	On Track	Jan-10	31/12/2019	TBD	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:	Increase in expected expenditures for "Kipling Station Track Expansion", "Greenwood T&S Building Renovation and Carhouse DC Pendent Power Supply Retrofit" and "Wilson Yard Fencing and Miscellaneous Site Services"										

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Easier Access - Phase III	54,347	21,875	54,347	669,917	263,756	On Track	Jan-06	31/12/2025	TBD	ⓐ	Ⓨ
Comments:											
Explanation for Delay:	Advanced construction work										
Automatic Train Control (ATC) Resignalling project	73,492	31,802	58,697	864,154	470,445	On Track		31/12/2019	TBD	Ⓨ	Ⓨ
Comments:											
Explanation for Delay:	Decrease in estimated expenditures for 2019 with no impact to Schedule or EFC										
Fire Ventilation Upgrade	22,483	4,057	14,061	376,844	276,428	Minor Delay	Jan-11	Post 2027	TBD	Ⓨ	ⓐ
Comments:											
Explanation for Delay:	1. Longer than expected design duration at Summerhill, Greenwood, Dundas West 2nd Exit. 2. Realignment Emergency Ventilation Study with Line 1 Capacity Enhancement Study										
McNicoll Bus Garage	37,729	28,549	37,729	181,000	84,539	On Track	Jan-12	31/12/2020	TBD	ⓐ	ⓐ
Comments:											
Explanation for Delay:	Increase in expenditures for 2019, but no increase to EFC.										
Fare System - PRESTO/TTC Farecard	18,817	2,146	18,817	52,612	53,490	Minor Delay	Jan-12	31/12/2020	TBD	ⓐ	Ⓨ
Comments:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates. Faregates construction work underway at remaining stations.										
Explanation for Delay:											

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Line 2 East Extension	164,194	45,637	63,800	533,411	228,166	Minor Delay	Dec-13	31/12/2023	TBD	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Scarborough Subway Extension: - Updated Design consultant work plans & schedules (+\$6.0M) - Revised City of Toronto property acquisition plan (+\$6.6M) - Increase in geotechnical investigations (+\$2.2M) - Revised Early Utility Relocation plans (+\$1.3M) - Additional provision for legal services (+\$1.0M) SRT LE Roofing Rehabilitation: Advanced funds at Scarborough Town Centre to 2018. SRT LE On Grade Paving: Decrease in estimated expenditures at Ellesmere Station East Commuter Lot.										
Relief Line South (Planning, Design and Engineering)	219,639	18,266	33,300	99,990	33,617	On Track	Apr-18	TBD	TBD	Ⓜ	Ⓞ
Comments:											
Explanation for Delay:	Contract awards delayed, due to MOU development taking longer than initially expected										
Solid Waste Management											
GREEN LANE LANDFILL	19,424	1,596	14,718	112,542	68,739	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	20,100	2,337	11,983	60,815	33,522	Significant Delay	Prior to 2010	Dec-26	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	9,401	2,814	9,725	57,993	31,734	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.										

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Life to Date											
Toronto Water											
St. Clair Reservoir Rehabilitation (CPW060-07)	5,300	1,754	5,300	32,644	23,385	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.										
Explanation for Delay:											
ROSEHILL PS REHAB (CPW060-11)	1,464	520	1,182	7,244	2,916	On Track	Jan-15	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	Project delivery is proceeding on track for 2019.										
Explanation for Delay:											
OUTFALL CONSTRUCTION (CWW039-06)	35,000	9,605	40,000	280,600	15,446	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Construction started in early 2019, and is progressing well										
Explanation for Delay:											
Don & Waterfront Trunk/CSO Construction - PHASE 1 (CWW480-03)	83,895	41,122	83,895	412,605	100,322	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ
Comments:	Don & Central Waterfront Phase 1 construction proceeded ahead of the 2018 forecast, and is projected to be on track for 2019 delivery.										
Explanation for Delay:											
<p>>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</p>											