

APPENDIX 3
Major Capital Projects
For the period ending September 30, 2019
(\$000s)

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<i>Economic Development & Culture</i>											
Casa Loma Phase 9a	1,141	710	1,100	3,298	2,867	On Track	Oct-17	Dec-19		Ⓞ	Ⓞ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed for Phase 9a and 9b. Construction accelerated in 2018, and the overall project remains on time and on budget, with phase 9a of work on the perimeter fence completed in April 2019, and phase 9b on track for completion in December 2019. Additional scope, approved at General Government and Licensing Cttee. Committee Oct 7, 2019 may extend into 2020.										
Explanation for Delay:											
The Guild Cultural Revitalization	3,931	707	2,581	5,848	1,123	On Track	Sep-18	Dec-20		Ⓞ	Ⓞ
Comments:	The construction contract was awarded to Atlas Construction on December 9, 2018. Construction began in early 2019. There were some early site condition issues resulting in additional scope, but the project continues to be on track for the building to open in Q4 2020.										
Explanation for Delay:											
Casa Loma Phase 9b	550	11	55	3,300	11	On Track	Jan-19	Dec-21		Ⓞ	Ⓞ
Comments:	Capital Assets has engaged architects to work on Phase10, West Castle Perimeter Wall. Construction documents are almost complete, with tender planned for Q4 2019.										
Explanation for Delay:											
<i>Senior Services & Long Term Care</i>											
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 Q4.										
Explanation for Delay:											
<i>Parks, Forestry and Recreation</i>											
Ferry Boat Replacement #1	837	63	837	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 a comprehensive review of existing ferry operations. It will inform immediate ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a comprehensive business analysis which clearly outlines anticipated costs and benefits.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	34,846	19,823	28,846	74,596	59,781	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Mar-20	Ⓡ	Ⓡ
Comments:	The project schedule is delayed by seven (7) months for the City community centre and four (4) months for the school, due to the Summer 2019 labour disruption. Re-staffing some trades on site continues to be problematic. Construction is approximately 84% complete. The third party Property Manager is on site and has commenced work. Negotiations with the tenant (Bentway) for the Community Space is ongoing. A Staff Report for approval of three (3) Purchase Order Amendments (POAs) is scheduled to be considered by the General Government and Licensing Committee on October 7th. No additional funding is required for the amendments.										
Explanation for Delay:	Recent labour disruption has delayed completion of the project by seven (7) months for the community centre (proposed completion date – end of March 2020) and four (4) months for the schools (proposed completion date - end of December 2019). As a result of the labour disruption there continues to be a shortage of sheet metal labour. The General Contractor continues to negotiate with the Unions to allow for non-Union workers to work on site. In addition, trades are working overtime.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	13,739	8,180	17,751	92,850	19,153	Significant Delay	2013	2020	Dec-21	Ⓡ	Ⓡ
Comments:	Project is under construction with close to 19% of contract work completed. Toronto Buildings has issued eight (8) of the ten (10) building permits for the project, and only two (2) permits remain with Toronto Buildings (submitted almost three years ago in December of 2016). Construction of foundations and P3 level columns and basement foundation walls continues at the P3 level of the three-story underground parking garage. 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:	The General Contractor has advised that 52 days have been lost due to weather this year which has prolonged the shoring and excavation work and therefore has delayed the construction of the structure and other building components.										
Wellesley Community Centre Pool - Design & Construction	9,924	4,084	7,028	20,000	14,160	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 73% of the contract spent as of the beginning of October 2019. Construction is in progress with concrete pouring of the leisure pool, spa pool slab and pool deck complete, exterior curtain wall and glazing is also complete. Construction continues to progress with interior finishes starting. Electrical and mechanical work are ongoing.										
Explanation for Delay:	Potential impact to the critical path due to labour disruption by the Sheet Metal, HVAC and Plumbing unions.										

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Don Mills Civitan Arena Design & Construction				24,500		On Track	Jan-16	Dec-19	Dec-24	Ⓞ	Ⓞ
Comments:	<p>GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site). The park block that the new replacement arena will be located on has been determined 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.</p> <p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction for the Chief Planner and GM, PF&R to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'.</p>										
Explanation for Delay:	Awaiting site to be conveyed to the City.										
Davisville Community Pool Design and Construction				17,135		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Dec-23	Ⓞ	Ⓡ
Comments:	A 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. A Request for Proposal (RFP) for professional services for the Aquatic Centre will be initiated by the City at the end of 2019. PF&R Capital and Recreation are meeting at the end of September 2019 to finalize the consultant RFP.										
Explanation for Delay:											
North East Scarborough Community Centre and Child Care Centre Design and Construction	1,208	232	612	40,000	724	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:	<p>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. On September 19, 2019, the Design Review Panel approved the proposed concept design. The design team is currently finalizing the schematic design phase and about to start the design development phase. 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.</p>										
Explanation for Delay:	The new Community Centre completion is delayed by 2.5 years from December 2020 to June 2023 due to the additional scope of work (pool), re-issuing of the RFP, site constraints and extended Design Review Panel process. Spending has experienced delays due to the Design Review Panel and Internal Stakeholder meetings.										

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Western North York New Community Centre and Child Care Centre Design and Construction	377	249	377	40,000	286	On Track	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 was performed which ended July 31, 2019. Staff Working 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. Preliminary concept plans are being costed and Geotechnical and Hydro-Geotechnical testing are to be carried out. Geothermal System Pre-Feasibility study and Net Zero Strategy study are underway.										
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 been further revised from 2023 to April 2024 as the Kick Off meeting with MJM Architects took place in February 2019.										
40 Wabash Parkdale New Community Centre Design and Construction	285	132	285	40,000	369	On Track	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 four (4) ranked proponents to an interview/presentation scheduled for July 16, 2019. The consultant agreement for Architectural Services has been sent to the architect for signature and this is expected to be executed by the end of September/early October to allow the project to start. 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:											

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IT-Registration, Permitting & Licensing (CLASS Replacement)	7,707	2,404	5,548	29,788	7,391	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓡ
Comments:	The Request for Proposal (RFP) was issued on April 6, 2017 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	1,230	2,709	13,850	5,746	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:	Reasons for delay: two (2) months due to procurement processes and statements of work were not in place to secure resources and agreement for key integrations.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	365		365	10,800	319	On Track	Design Competition: Spring/Summer 2018 Detailed Design: Fall/Winter 2018 Construction: Anticipated 2020	Dec-22		Ⓞ	Ⓞ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the scope of work for this project; including the design and construction of a new waterfront park on the existing parking lot. 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. Future consultation will include: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, original design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory Meetings are also part of this process.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										

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York Off Ramp Park Design and Construction	1,000		1,000	13,000		On Track	Design: June 2018 Construction: August 2019	Aug-20	May-22	Ⓞ	Ⓞ	
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. On-going consultation includes: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, original design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory Meetings are also part of this process.											
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto											
Shelter, Support & Housing Administration												
George Street Revitalization	53,578	22,364	29,345	566,127	40,881	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 the 2 sites progresses (1 site opened during April 2019 and the second site is opening in Q4 2019). The GSR Main sub-project has been delayed due to on-going discussions between the City of Toronto and Infrastructure Ontario regarding the go-forward approach for procurement and delivery of the GSR project. A Memorandum of Understanding has since been signed between the City and Infrastructure Ontario. The new timelines noted above reflect an updated milestone schedule received from Infrastructure Ontario in August 2019.											
Addition of 1000 New Shelter Beds	76,880	8,248	18,437	166,708	25,435	Significant Delay		Jan-18	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far three sites have been purchased and one site has been leased. 3 sites are presently open and one site is under renovation. Further, 2 new sites are being pursued. Additional sites need to be identified by Facilities to reach the goal of 1000 beds.											
Explanation for Delay:	The process for citing shelters is underway with Real Estate locating potential sites. Facilities has awarded a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites. Construction / renovation work, after award of contracts, for new one site has begun and is anticipated to be completed in 2020. The project is expected to extend until December 2022 as a result of complexities experienced in both the acquisition and construction phases of the project life cycle. Issues such as the development of sites that are dependent upon the completion of another, and the development of a site that is in partnership with another City division, are examples that have contributed to this extended timeline.											

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<i>Toronto Employment & Social Services</i>											
HSI' Phase 2	4,726	1,640	3,829	9,823	2,899	On Track	Jan-18	Dec-21		Ⓞ	Ⓞ
Comments:	The Applications and Support Centre (ASC), the new integrated channel for phone-based applications and support for Ontario Works, rent geared to income housing subsidy and child care fee subsidy, is scheduled to launch on December 2, 2019.										
Explanation for Delay:											
<i>Toronto Paramedic Services</i>											
Multi-Function station #2 - Preparation	487	269	487	25,800	25,800	On Track	Jan-17	Dec-24		Ⓞ	Ⓞ
Comments:	Toronto Paramedic Services' (PS) Multi-Function Station #2 project involves the construction of a 40-Bay Multi-Function Ambulance Station located on 7.97 acres of land at 330 Progress Avenue. The project is currently in preparation stages prior to final design and construction. The project is expected to be completed in 2024.										
Explanation for Delay:	The most recent feasibility study done by CREM's architect was completed in July 2019. The study has recommended an additional \$15.000M to complete the project by Dec 2024. The additional funding of \$15.000M is to accommodate increased costs associated with site-specific construction challenges (i.e., primary and secondary road access, utilities and topography). This Multi-Function Ambulance Station #2 will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.										
Ambulance Post - 30 Queen's Plate Dr.	200	0	150	200	200	On Track	Jan-19	Dec-22		Ⓞ	Ⓞ
Comments:	Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services at 30 Queen's Plate Drive. The CoT Project Management Office is in the process of redesigning the project, to include Paramedic Services as part of the 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 fall 2019. The project is expected to be completed by Dec 2022.										
Explanation for Delay:											
<i>Fire Services</i>											
Station B - Downsview (STN 144) Keele / Sheppard	2012	10	451	11,685	4,119	Significant Delay		Dec-16	Mar-22	Ⓞ	Ⓡ
Comments:											
Explanation for Delay:	All building permits are in place to build the station. The tender was re-issued on August 30, 2019 and closed on October 8, 2019. The award of the contract is expected in late November with the construction to start in March 2020. The completion date is expected to be in Q1 2022.										

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Station A - Woodbine (STN 414)- HWY 27 and Rexdale B	2014	21	262	8,342	1,737	Significant Delay		Dec-17	Dec-21	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	Co-location with TPS site configuration has been developed to have TPS facility added to the TFS facility without integrating interior space with minimal affect on site access for TFS and TPS. Site plan application will be completed in October 2019. Documents for Permit application and issuance of the permit is expected in Q1 2020. Tender document is planned for Q1 2020 with the award and start of construction in Q2 2020. The project completion is expected in Q4 2021.										
<i>Transportation Services</i>											
F. G. Gardiner*	112,685	44,874	85,790	2,460,206	211,888	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 late 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 Q4 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										
<i>Waterfront Revitalization Initiative</i>											
Bentway Pedestrian Bridge	7,911	0	1,700	12,111	0	On Track	Nov-16	Mar-20	Mar-20	Ⓞ	Ⓞ
Comments:	Project received scope change approval by INFC (Federal Government) as the original scope was no longer possible due to the Gardiner rehabilitation work and third-party engineering review. As a result, the scope of the project has been reduced and is pre-development engineering only, due to the resultant loss of \$5.25 million in federal funding.										
Explanation for Delay:											
Cherry Street Stormwater lakefilling	32,140	18,817	25,140	65,000	51,677	On Track	Nov-16	Mar-20	Mar-20	Ⓞ	Ⓞ
Comments:	Dockwall construction and lakefilling are almost complete and anticipated completion dates of these tasks is Q4 2019. High lake levels have presented challenges to the construction schedule, however it is not anticipated to affect the final completion date.										
Explanation for Delay:											

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Portlands Flood Protection	90,735	90,694	90,694	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 on 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 the 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											
CRM Upgrade and Replacement	3,329	1,784	2,479	7,344	3,039	Minor Delay	Jun, 2016	Dec, 2021	Dec, 2021	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	The System Integrator Roster for Salesforce Professional Services was delayed as negotiations took longer than planned for this task. Five of the six contracts have since been executed. The Business Case and RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress.										

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<i>Facilities Management, Real Estate & Environment</i>											
Union Station Revitalization	70,757	16,634	23,044	824,039	766,661	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was May-2016)	Q3 2020	Ⓜ	Ⓜ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) - Bay Concourse inspected for partial occupancy on Sept 30, 2019 for Metrolinx early access <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bay Concourse and VIA Concourse - Great Hall restoration - Moat covers (Front St, York St, Bay St.) - Completion of lower level and East Wing retail space 										
Explanation for Delay:	<p>Issues throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks the project team have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Contractor performance issues that emerged in mid-2018 affected project progress. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues to bring the project back on track and is now progressing towards a new completion timeline</p>										

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St. Lawrence Market North Redevelopment	7,000	418	7,000	116,302	14,379	On Track	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re-baselined end date based on latest approval from Council	Q2 2022	Ⓞ	Ⓞ
Comments:	Construction of interim market completed in June 2015 and open to public. Demolition of existing building - Completed in Q4 2016, the project underwent a four stage archeological 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. In July 2019, shoring/excavation permit was obtained and drilling/shoring work is well underway.										
Explanation for Delay:	Project schedule and budget has been re-baselined based on the latest approvals from Council in May 2019. Project is expected to be completed on schedule and within the current Council approved budget										
Information Technology											
Consolidated Data Centre	8,691	5,734	8,691	19,882	17,524	On Track	May-14	Dec-19	Jan-20	Ⓞ	Ⓞ
Comments:	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 January 2020.										
Explanation for Delay:	No delay.										
Enterprise Work Management System	3,797	705	750	9,396	5,475	Minor Delay	Jan-13	Dec-25	Dec-25	Ⓢ	Ⓢ
Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program has been split in three phases. The 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										

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Enterprise Documents and Records Management	2,890	1,151	2,370	6,195	4,032	Significant Delay	Mar-14	Dec-17	Dec-19	Ⓚ	Ⓜ
Comments:	The Corporate Information Management Services (CIMS) Electronic Records Pilot completed successfully March 3st 2019. Plans are being developed to roll-out the T-Recs Electronic Records solution to other units within CIMS starting in Q4 2019. Business requirements and To-Be business processes for managing physical records with T-Recs Release 2 (Physical Records) have been completed. Data migration mapping between LLRS and T-Recs is being reviewed and updated. Planning for T-Recs Release 2 is underway with OpenText, development is scheduled to start the week of July 15th. All agreements negotiated with OpenText covering the migration of physical records data from Livelink Records Server (LLRS) to T-Recs have been executed and purchase orders issued.										
Explanation for Delay:	Time to gather requirements along with project staff turnover delayed the project.										
Disaster Recovery Program	2,133	274	310	38,606	17,381	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓚ	Ⓜ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffield Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with I&T SLT engagement. New PD brought on in mid 2019. Developing a revised scope & strategy definition										
<i>Financial Planning</i>											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	2,154	545	545	60,820	58,208	On Track	Jan-10	Dec-14	Oct-15	Ⓜ	Ⓜ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-19	Dec-20	Ⓜ	Ⓜ
Comments:	Phase 1 - PBF Post-Implementation Phase 2 - EPM on hold awaiting budget modernization review and recommendation										
Explanation for Delay:	EPM component of FPARS is currently on hold awaiting the completion of the budget modernization review and its recommendations.										
<i>Pension, Payroll & Employee Benefits</i>											
PPEB - 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:											

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Life to Date ↓ ↓											
Exhibition Place											
Hotel X Bridge - Phase 1	2,259	185	1,709	2,789	185	Minor Delay	Jan-19	Dec-19	Jun-20	Ⓞ	Ⓜ
Comments:	Minor Delay										
Explanation for Delay:	RFQ/RFP was delayed. Tender closed in September 2019, on-site construction will start November 2019										
Toronto and Region Conservation Authority											
Long Term Accommodation - 5 Shoreham and interest	382	308	382	39,200	1,012	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, in conjunction with the construction manager, are going through a value engineering exercise to align the construction cost with the project budget. This process continues and is anticipated to be complete by November, 2019. Construction is scheduled to start in November 2019 and be completed November 2021.										
Explanation for Delay:	The Notice of Approval of Conditions (NOAC) and the overall site plan agreement have been delayed due to negotiations with the site access neighbour, Tennis Canada. A Term Sheet is being finalized which has satisfied the City who has agreed to issue NOAC the week of October 14.										
Toronto Police Service											
54/55 Divisions Amalgamation	6,031	12	12	39,225	635	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 was received June 19. The Service is preparing Request For Quotation to pre-qualified consultants. A construction manager will be engaged in Q2 2020, followed by the start of construction Q3/Q4 2021.										
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	1,071	1,742	19,921	19,250	On Track	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	Construction has concluded with minor deficiencies to be addressed and completed in 2019.										
Explanation for Delay:											

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Transforming Corporate Support	2,802	1,068	1,942	8,742	6,008	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. All TCS project work however continues to be delayed due to critical operational support activities related to the implementation of the new Toronto Police Association (T.P.A.) Collective Agreement, the anticipated HRMS/TRMS support required to implement new schedules for the entire front-line policing for January 2020, and the Senior Officer Organization (S.O.O.) agreement which is expected to be reached at some time during 3rd/4th quarter 2019.										
Radio Replacement	5,919	4,057	5,919	37,863	23,818	On Track	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:											
Enterprise Business Intelligence	1,812	299	1,402	10,842	9,339	Delayed	Jan-15	Dec-18	Dec-23	Ⓞ	Ⓚ
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. EBI will conclude in June 2020. This program will also deliver the pilot phase of Global Search – an enterprise search application for members to access all information through a single search tool. This will include the establishment of global search capabilities in several units across the Service, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. The Global Search pilot will conclude in the 1st quarter of 2020 with full implementation in 2023.										
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.										
Connected Officer	800	87	800	10,690	2,268	On Track	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:											

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Body Worn Camera - Phase II	1,000	352	640	11,211	401	On Track	Jan-17	Dec-20	Dec-21	Ⓚ	Ⓜ
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. A non-binding R.F.P. was issued in April 2019, for an off-premise (cloud) solution. Selection of the final vendor is scheduled to occur by late November 2019.										
Explanation for Delay:	The overall health status of this project is at risk as the timing of vendor selection and related financial obligations in late 2019 and Council approval of budget in February Future of 2020 are not aligned and as result the status of this project will remain Red.										
State-of-Good-Repair	6,133	1,565	4,117	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	168	340	5,000	168	On Track	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:											
District Policing Program - District Model	2,900	420	1,431	15,900	420	Delayed	Jan-18	Dec-23	Dec-22	Ⓜ	Ⓚ
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	375	0	0	9,000	0	Cancelled	Jan-19	Dec-21	TBD	Ⓜ	Ⓜ
Comments:	The 12 Division Renovation project has been cancelled.										
Explanation for Delay:	Funding for future years is no longer required and is released in the 2020-2029 program and \$375K will be returned to the City										

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32 Division Renovation	4,926	263	263	11,940	327	Delayed	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓜ
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. A Request for Pre-Qualification (R.F.P.Q.) was issued for construction services for interior renovations, a shortlist of seven general contractors will be identified and invited to submit a quote for the interior renovations at 32 Division, with construction beginning in early 2020.										
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. Based on the results of the study and the significant additional funding required for parking structure, the Command has approved moving forward with the 32 Division interior renovations and retaining 33 Division in the Service's facilities portfolio. 33 Division will be utilized for other divisional purposes as well as being a potential site for Parking Enforcement and Traffic Services.										
41 Division	4,831	169	600	38,928	294	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. The building design documentation will be completed in late 2020, allowing construction to commence shortly thereafter.										
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	3,125	4,225	15,796	5,122	Minor Delay	Jan-15	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Construction started in late August 2018 after lengthy process with securing City approvals. Late delivery of structural steel further delayed spending in 2019										

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Bayview-Vessaron Library	2,154	2,154	2,154	15,322	3,839	On Track	Jan-14	Dec-21	Dec-22	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction.										
Explanation for Delay:											
Albert Campbell Library	2,763	666	1,708	15,539	968	Minor Delay	Jan-19	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Construction tender was delayed due to the lengthy building permit approval process, and was awarded in September 2019										
St. Clair/Silverthorn Library	1,169	1,550	1,869	3,815	4,196	Completed	Jan-15	Dec-19	Sep-19	Ⓢ	Ⓞ
Comments:	Construction is completed with branch re-opening in October 2019.										
Explanation for Delay:	Spending is over budget due to unexpected costs near end of project completion. \$700K of budget will be transferred from Fort York project (\$74K), Perth/Dupont project (\$40K) and Multi-Branch Minor Renovation Program (\$586K).										
North York Central - Phase 2	3,705	1,148	1,648	12,118	3,108	Minor Delay	Jan-18	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Construction tender awarded in September 2019. Discussion regarding scope of work took longer than expected.										
York Woods Renovation	2,372	1,183	2,372	10,158	1,330	On Track	Jan-15	Dec-21	Dec-22	Ⓞ	Ⓞ
Comments:	Project is on track										
Explanation for Delay:											
<i>Toronto Transit Commission</i>											
Toronto Rocket Yard and Storage Track Accommodation	38,281	20,637	38,281	495,385	268,479	On Track	Jan-10	31/12/2019	TBD	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Easier Access - Phase III	59,614	38,615	59,614	829,606	280,496	On Track	Jan-06	31/12/2025	TBD	Ⓞ	Ⓢ
Comments:											
Explanation for Delay:											

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Automatic Train Control (ATC) Resignalling project	73,492	45,614	62,943	660,907	483,300	On Track		31/12/2019	TBD	Ⓞ	Ⓢ
Comments:											
Explanation for Delay:	Decrease in estimated expenditures for 2019 with no impact to Schedule or EFC for ATC YUS Line. Project on Hold for ATC Bloor/Danforth Line										
Fire Ventilation Upgrade	16,183	6,863	14,995	494,619	279,235	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. Realigning Emergency Ventilation Study with Line 1 Capacity Enhancement Study										
McNicoll Bus Garage	60,000	47,273	60,000	181,000	103,263	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	18,417	3,729	5,116	81,823	55,074	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:											
Line 2 East Extension	164,194	63,513	73,180	558,393	246,042	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: Projected consultant/contract costs from Sep-Dec2019 have been removed as part of the project handover to Metrolinx SRT Workcar project on hold due to recent changes in the responsibility for the rapid transit projects.										

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Relief Line South (Planning, Design and Engineering)	219,639	30,484	33,330	425,050	45,834	On Track	Apr-18	TBD	TBD	Y	G
Comments:											
Explanation for Delay:	Projected consultant costs from Sep-Dec 2019 have been removed as part of the project handover to Metrolinx										
<i>Solid Waste Management</i>											
Green Lane Landfill	19,424	6,893	14,450	116,322	80,666	On Track	Prior to 2010	Dec-19	Dec-19	Y	G
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	5,103	12,271	60,815	37,723	Significant Delay	Prior to 2010	Dec-21	Dec-26	Y	R
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
Explanation for Delay:	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	3,950	9,343	57,993	33,236	Minor Delay	Prior to 2010	Dec-18	Dec-27	Y	Y
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.										
<i>Toronto Water</i>											
St. Clair Reservoir Rehabilitation	5,300	3,492	5,300	32,644	25,123	On Track	Jan-14	Dec-21	Dec-21	G	G
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.										
Explanation for Delay:	Project delivery is proceeding on track for 2019.										

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Rosehill PS Rehab	1,464	764	1,185	7,244	3,161	On Track	Jan-15	Dec-21	Dec-21	Ⓞ	Ⓞ									
Comments:	Project delivery is proceeding on track for 2019.																			
Explanation for Delay:																				
Outfall Construction	35,000	20,223	40,000	280,600	26,064	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ									
Comments:	Construction started in early 2019, and is progressing well. An acceleration of funding was considered and approved by City Council in October.																			
Explanation for Delay:																				
Don & Waterfront Trunk/CSO Construction - PHASE 1	83,895	55,609	83,895	412,605	114,809	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:																				
<table border="0"> <tr> <td>>70% of Approved Project Cost</td> <td>Ⓞ</td> <td>On/Ahead of Schedule</td> </tr> <tr> <td>Between 50% and 70%</td> <td>Ⓢ</td> <td>Minor Delay < 6 months</td> </tr> <tr> <td>< 50% or > 100% of Approved Project Cost</td> <td>Ⓡ</td> <td>Significant Delay > 6 months</td> </tr> </table>												>70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule	Between 50% and 70%	Ⓢ	Minor Delay < 6 months	< 50% or > 100% of Approved Project Cost	Ⓡ	Significant Delay > 6 months
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