

# EX16.10

## APPENDIX 3

### Major Capital Projects

For the period ending June 30, 2020

(\$000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Economic Development &amp; Culture</b>											
<b>The Guild Cultural Revitalization</b>	3,838	509	3,838	6,318	2,989	On Track	Sep-18	Dec-20		Ⓒ	Ⓒ
Comments:	The construction contract was awarded to Atlas Construction on December 9, 2018. Construction began in early 2019. There were some early site condition issues resulting in additional scope, followed by COVID-19 delays but as the project is on track for the building to be substantial complete in Q4 2020.										
Explanation for Delay:											
<b>Casa Loma Phase 10</b>	2,212	73	750	5,300	461	On Track	Jan-19	Dec-21		Ⓒ	Ⓒ
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation will go to Bid Award Panel in July, and construction is expeted to start in September 2020.										
Explanation for Delay:											
<b>Senior Services &amp; Long Term Care</b>											
<b>KIPLING ACRES SITE 2 (PHASE 3)</b>	0	0	0	47,500	45,308	Completed	Sep-14	Mar-16	May-17	Ⓒ	Ⓒ
Comments:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims and anticipate these will be resolved by Q4.										
Explanation for Delay:											
<b>Carefree Lodge Redevelopment</b>	7,175	0	500	175,970	0	On Track	Mar-20	Dec-25		Ⓒ	Ⓒ
Comments:	Carefree Lodge Redevelopment project, planned to start in Q4 of 2020, will be delayed as a result of the divisions focus on the COVID-19 response. The division is initiating the recruitment for a Project Director to oversee this redevelopment and begin design and site remediation.										
Explanation for Delay:											
<b>Parks, Forestry and Recreation</b>											
<b>Ferry Boat Replacement #1</b>	3,532	0	685	12,500	1,737	Significant Delay	Mar-15	Dec-18	Dec-21	Ⓒ	Ⓓ
Comments:	A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval are continuing to advance the design work.										
Explanation for Delay:	Concept Naval has completed the main design work on the passenger and passenger/vehicle vessels and have submitted these designs for review per Transport Canada requirements. Tender preparations are anticipated to be complete in 2020, with the Construction Call to shipyards and subsequent award targeting late 2020 or early 2021. First vessel delivery to be determined dependant on available budget.										

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<b>Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB &amp; TCDSB Construction</b>	8,306	4,282	8,306	74,754	70,732	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Jul-20	Ⓜ	Ⓜ
Comments:	School building (including the Child Care Centre) achieved occupancy January 2020. Occupancy for the City community centre is expected Q3 2020. Negotiations with the tenant (Bentway) for the Community Space is ongoing. A Staff Report seeking approval of three (3) Purchase Order Amendments (POAs) was submitted to the General Government and Licensing Committee June 2nd, 2020 and approved.. No additional funding was required for the amendments.										
Explanation for Delay:	Delays to the project as a result of the trade labour disruption in 2019 and the COVID-19 pandemic. The plan was for a phased turnover for partial occupancy for the schools only in January 2020 and full turnover by March 2020.										
<b>Bessarion Community Centre, Community Centre,</b>	23,588	5,049	20,352	92,850	30,997	Significant Delay	2013	2020	Dec-21	Ⓜ	Ⓜ
Comments:	Project is under construction with 31% of contract work completed (by dollar value). Construction of the three-story underground parking garage structure is underway under those permits and is nearing completion, with work on the P1 walls and columns, and the forming of the ground floor slab in progress. The Level 1 (ground floor) floor slab is expected to be completed during the summer.										
Explanation for Delay:	Recent delays to the project schedule have been due to the COVID-19 pandemic shut down of the site, and associated worker shortages in some of the trades when work resumed.										
<b>Wellesley Community Centre Pool - Design &amp; Construction</b>	3,293	1,962	3,293	20,000	18,669	Significant Delay	2013	May-19	Aug-20	Ⓞ	Ⓜ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 93% of the contract spent as of the beginning of June 2020. Construction is nearing substantial completion and the contractor is expediting completion of deficiencies as well as obtaining approvals from authorities having jurisdiction in anticipation of handover by mid September 2020.										
Explanation for Delay:	Delays to the schedule due to the labour disruption by the Sheet Metal, HVAC and Plumbing unions in 2019 and COVID-19.										
<b>Don Mills Civitan Arena Design &amp; Construction</b>	500	0	100	85,200	0	On Track	Jan-16	Dec-19	Dec-25	Ⓞ	Ⓞ
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 via a vis the development application on the former Celestica lands at 844 Don Mills Rd. On January 28, 2019, the Local Planning Appeal Tribunal (LPAT) issued a final order approving the Official Plan Amendment, Zoning By-law Amendment, and the Conditions of the Draft Plan of Subdivision. The conveyance date of the subject park blocks (Blocks 3A and 3B) is yet to be determined.										
Explanation for Delay:	Awaiting site to be conveyed to the City.										
<b>Davisville Community Pool Design and Construction</b>	664	0	200	17,135		On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-24	Ⓞ	Ⓞ
Comments:	A Request for Proposal (RFP) for professional services for the Aquatic Centre was submitted to PMMD in the first quarter of 2020. Construction of the City Aquatic Centre is expected to commence 2022 Q1. Construction of the school project is approximately 50% complete as of 2020 Q2.										
Explanation for Delay:	The expected delay in construction completion of the TDSB Davisville Public School will likely delay the construction start of the City Aquatic Centre, by approximately 4 months.										

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<b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b>	1,200	482	1,200	40,000	1,473	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q3 2021 to Q4 2024	Jun-23	Dec-24	Ⓞ	Ⓞ
Comments:	The design team is proceeding with the contract document phase. Report to request additional fees so as to incorporate Net Zero in the design, was approved by General Government and Licensing on July 7, 2020. Site Plan Approval (SPA) details are being put together for the second submission by Fall 2020. The next public presentation and update to the community has been delayed as a result of COVID-19 but is been planned for Fall 2020. Contract documents and detail design are progressing. Contractor pre-qualification is scheduled for Fall 2020 in anticipation for tendering in early 2021.										
Explanation for Delay:	The new Community Centre completion is delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site constraints, and the extended Design Review Panel process. For 2020, delays are related to Net Zero Implementation.										
<b>Western North York New Community Centre and Child Care Centre Design and Construction</b>	1,234	97	835,000	40,146	523	Minor Delay	Design: February 2016 Construction: June 2020	Fall 2021	Dec-24	Ⓞ	Ⓞ
Comments:	The project is in the early stages of the Design Development Phase. Further investigative studies on the Geothermal Open Loop system and Renewable Energy Options are underway. Grant Approval was received from the Federation of Canadian Municipality (FCM) for the Net Zero Feasibility Study. A Biomass Energy Feasibility Study is to commence. Additional Funding is required to achieve Tier 2 requirements and Tier 4, Net Zero Energy Building (NZEB) targets for renewable energy. Negotiations are underway with Toronto Catholic District School Board (TCDSB) and PF&R Capital Projects, Business Services and Real Estate on the shared access driveway and shared parking. Next Steps: Developing a digital public presentation platform towards the next Public Meeting, to be determined.										
Explanation for Delay:	Additional site studies, working through project opportunities with the TCDSB, determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in a delay on the project.										
<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	1,667	68	100	40,000	456	Significant Delay	2017	Dec-23	Mar-26	Ⓞ	Ⓞ
Comments:	The consultant agreement for architectural services was executed in early December and the purchase order issued December 13, 2019, however community consultation is required prior to design work starting. A public meeting was scheduled for April 22, 2020 which had to be cancelled due to the COVID-19 pandemic response prohibition of large gatherings. After a 2 1/2 month hiatus that started in early April, staff are again starting to work with the architect's community consultation/engagement sub-consultant to develop a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings which is expected to commence in mid to late September.										
Explanation for Delay:	The public engagement process, which informs the design process, has been delayed due to COVID-19.										
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	8,759	1,633	4,659	29,788	11,078	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓡ
Comments:	The Request for Proposal (RFP) was issued on April 6, 2017. The RFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the Steering Committee asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. Vendor failed to rectify performance issues and the contract was terminated accordingly. Since then, the Project started pursuing other vendors and engaged in exploratory discussion with the vendor of the existing Class system to determine their ability to meet City requirements.										
Explanation for Delay:	Delays are attributed to termination of contract with Vendor (Legend Recreation Software)										

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<b>IT-Enterprise Work Management System</b>	6,145	964	2,600	24,790	7,427	Minor Delay	Jan-12	Dec-20	Dec-22	⊙	⊙
Comments:	By mid-2020 work has continued by PFR staff to prepare for the implementation of Urban Forestry requirements on the Maximo platform. This work is now scheduled to start at the beginning of 2021 with the completion at the end of 2021. PFR staff will be engaged by the Maximo implementer in Q4 of 2020 to prepare the Statement of Work for Urban Forestry.										
Explanation for Delay:	Implementation of foundational work packages (A&B) delayed the vendor's availability for divisional work preparation. Projected spending is based on a reduced plan due to potential COVID-19 reductions										
<b>318 Queens Quay West Park (Rees Street Park) Phase 1 Design &amp; Construction</b>	565	0	100	10,800	319	On Track	Design Competition: Summer 2018 Design Validation: Summer 2020 (WIP) Schematic Design: January 2021 Detailed Design: Summer 2021 Construction Start: Late 2022 (Anticipated)	Dec-22	Dec-23	⊙	⊙
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the this project; including the design and construction of a new waterfront park on the existing parking lot at Rees Street and Queens Quay Boulevard. The winning team through the Design Competition process, announced in October 2018, was wHY Architecture and Brook McIlroy. The winning project is called "Rees Ridge". Award of contract for design validation completed by Waterfront Toronto in Q1 2020. Delivery Agreement for governance of entire project drafted by WT and to be finalized with the City. Future consultation will include: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also part of the design review process.										
Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Toronto Water for infrastructure upgrades to Water Service; 2) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 3) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 4) Coordination of environmental investigations and remediation required for parkland construction.										
<b>York Off Ramp Park Design and Construction</b>	4,000	4,444	4,000	13,000	8,893	On Track	Design: June 2020 Construction: November 2020	Aug-20	Dec-22	⊙	⊙
Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates (CC+A). The winning project is called "Love Park". Contract Award to CC+A for design and construction completed by Waterfront Toronto. Delivery Agreement for governance of entire project executed in 2019. Environmental investigations and approvals required for parkland construction in progress. Tender anticipated in Summer 2020. Construction Start anticipated in November 2020 provided tenders are acceptable and aligned with project budget.										
Explanation for Delay:											
<b>Lower Yonge Street Community Centre Space</b>	2,000	26	2,000	18,000	26	On Track		Mar-22		⊙	⊙
Comments:	Shell building construction is in progress. Community Centre Interior Fit-Out is on track to begin construction in September, 2020 as scheduled. Building Permit for the Interior Fit-Out scheduled to be issued August, 2020 in advance of the construction start up. Completion and handover are on track for Q2-2022.										
Explanation for Delay:											

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<b>FMP-John Innes CRC Redevelopment Design</b>	260	0	200	5,500	0	On Track		Dec-26		Ⓞ	Ⓞ
Comments:	The draft RFP for the Community Recreation Centre Replacement & Moss Park Arena Exterior Upgrade was submitted to PMMD May 15th. Recreation and the Energy Office have also now provided their comments for inclusion. Capital Projects estimates that the RFP may be issued by PMMD mid- to late-August, with a closing date of mid-to late-September, 2020 and anticipate the Architect consultant agreement to be in place by year-end.										
Explanation for Delay:	Co-ordination with other projects										
<b>Moss Park - Park Redevelopment Design</b>	50	0	50	500	0	On Track		Nov-26		Ⓞ	Ⓞ
Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) for the CRC is with PMMD and ready to issue. The estimated closing date is early September, 2020. Schedule is aligned with the CRC schedule. Anticipate park construction over 2024-2026. The park will be built first and then the landscape and park edges around the building will be completed following building construction, with intent for an aligned "grand opening" together.										
Explanation for Delay:											

**Shelter, Support & Housing Administration**

<b>George Street Revitalization</b>	36,154	4,717	26,116	598,127	50,582	Significant Delay	Jan-16	Dec-23	Sep-25	Ⓞ	Ⓡ
Comments:	Renovation of 354 George Street is currently on hold as the site is being used as a COVID-19 response site. As well, renovation of 2299 Dundas Street is also delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. However, TLAB hearings have been delayed indefinitely due to the COVID-19 pandemic. The completion of the Project Specific Output Specifications (PSOS) which will inform the RFQ / RFP process for GSR Phase 3 is also delayed due to the COVID-19 pandemic. Spending will accelerate in Q4 - 2020 as a result of ongoing 2020 construction work at 705 Progress site which is planned for completion by the end of 2020.										
Explanation for Delay:	The following are generally explanations for the delays:  1) The 354 George Site is being used as temporary response sites for Covid-related issues; 2) The 2299 Dundas Street project has pending appeals on the Committee of Adjustment decision with TLAB, which has indefinitely been delayed due to the Covid pandemic; and 3) The GSR Main Project is delayed, as the completion of output specifications for release of the RFQ/RFP is pending due to the Covid pandemic.										
<b>Addition of 1000 New Shelter Beds</b>	41,851	7,829	41,851	166,208	42,488	Significant Delay	Jan-18	Dec-20	Dec-22	Ⓞ	Ⓡ
Comments:	Project has been delayed because of complexities experienced in the acquisition and renovation of sites. Site development is sometimes dependent on the completion of another or in partnership with another City division which have contributed to project delays. As well, there is a pending appeal of a Committee of Adjustment decision for one of the sites which requires a TLAB hearing before the project can proceed. Unfortunately, TLAB hearings have been indefinitely suspended due to the COVID-19 pandemic. However, spending will accelerate in Q4 - 2020 with a property acquisition of approximately \$14M which is in the final stages of completion. As well, construction work has resumed on 4 sites, contractor billings will therefore result in a significant increase in spending for the rest of 2020.										

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<b>Toronto Employment &amp; Social Services</b>											
<b>HSI Phase 2 CSS905-01</b>	3,934	945	2,472	9,823	5,365	Minor Delay	Jan-18	Dec-21		Ⓜ	Ⓞ
Comments:	Deliverables achieved year to date include (a) Established an operating budget for the Human Services Integration Office (b) Further enhanced CRM to support ASC operations and multi-program delivery (c) Cross trained ASC staff on all 3 program streams and supplementary benefits to support role harmonization. Between Q3 2020 - early 2021, HSI will integrate and streamline the delivery of Fair Pass Transit Discount Program.										
Explanation for Delay:	The project is underspent due to delay in acquiring software for the Applications and Support Centre and the project's trajectory and deliverables have been revised due to the COVID-19 pandemic.										
<b>Toronto Paramedic Services</b>											
<b>MULTI-FUNCTION STATION #2 - CONSTRUCTION</b>	1,076	234	800	25,600	247	On Track	Jan-17	Dec-24		Ⓞ	Ⓞ
Comments:	The second feasibility study done by CREM's architect was completed in July 2019. The study has recommended an additional \$15.000M to complete the project by Dec 2024. The additional funding of \$15.000M is to accommodate increased costs associated with site-specific construction challenges (i.e., primary and secondary road access, utilities and topography). This Multi-Function Ambulance Station #2 will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.  On Feb 19, 2020, City Council approved PS capital project. The total budgeted project cost for the Multi-Function Ambulance Station #2 is \$ 40.8 million. Project is on track for 2024 completion.										
Explanation for Delay:											
<b>AMBULANCE POST - 30 Queen's Plate Dr.</b>	423	0	100	2,000	199	Significant Delay	Jan-19	Dec-22	Dec-24	Ⓞ	Ⓡ
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 contracted an architect firm for project re-design. Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project. In 2019, a TFS initiated POA was made to change in scope and increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019, but was advised at the beginning of 2020 of new City planning plan to meet Toronto Green Standard (TGS) Tier 2.										
Explanation for Delay:	Architect has been working on re-submitting new City planning plan to meet Toronto Green Standard (TGS) Tier 2. In July 2020, the architect has estimated that additional funding and a POA will be required to meet TGS Tier 2; therefore, the delay to this project.										

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<b>Fire Services</b>											
<b>STATION B - Downsview (STN 144) KEELE / SHEPPARD</b>	3497	1,005	3,497	11,685	5,142	Significant Delay		Dec-16	Dec-21	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	The project is progressing very well. Construction commenced in March 2020 and is expected to be completed as scheduled by Q4 2021.										
<b>STATION A - Woodbine (STN 414)-HWY 27 AND REXDALE B</b>	3915	0	50	8,342	1,768	Significant Delay		Dec-17	Dec-22	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	The project is currently on hold pending further direction from the Fire Chief and Paramedic Chief on how to proceed with regards to the Net Zero requirements and funding shortfall. The tentative completion date is expected to be in Q4 2022.										
<b>Transportation Services</b>											
<b>F. G. Gardiner*</b>	95,975	78,136	95,975	2,445,726	344,964	On Track	Apr-13	TBD (subject to the completion of the award process)	N/A	Ⓞ	Ⓞ
Comments:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding ahead of schedule. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal an Owners Engineer is underway and the RFP will be issued in late 2020. The contract is planned to be executed in 2022. Contract 3 – interim repairs to the substructure from the Dufferin to West of Strachan, work is proceeding ahead of schedule and will be completed by end 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. Work is proceeding on schedule.										
Explanation for Delay:	N/A										
<b>*The total project cost for the Gardiner reflects the 2012 - 2026 costs.</b>											



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<b>Waterfront Revitalization Initiative</b>											
<b>Cherry Street Lakefilling and Stormwater Project</b>	13,323	13,323	13,323	65,000	65,000	On Track	Nov-17	Dec-20	Dec-20	Ⓞ	Ⓞ
Comments:	Dockwall construction and lakefilling is complete. The construction of new shoreline and aquatic habitat was completed as of November 2019. The near-total completion of the Cherry Street Stormwater and Lakefilling project, including deficiency repairs, was completed by March 2020. The project is in its two year warranty period. There are minor deficiency-related repairs that have been delayed as a result of COVID-19.										
Explanation for Delay:											
<b>Port Lands Flood Protection</b>	159,541	20,000	159,500	394,817	160,602	On Track	Nov-16	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 design is at 60% and River designs are at 100%. The design of all three bridges (Cherry Street North, Cherry Street South and Commissioners Street bridge) are 100% complete and the bridges are under construction. The contracts for the three bridge foundations and steel superstructures have been awarded. The design for the Lakeshore/Don Roadway Bridge and Lakeshore Blvd. East public realm is expected to reach the 90% milestone by August or September 2020. Shallow excavation and the clearing of obstructions has been completed over the majority of the site. Commissioners Street (Munitions to Don Roadway) was closed mid December 2019 and Munitions west to Cherry Street was closed in February 2020. The intersection of Munitions and Commissioners will be closed with demolition work to by the end of June 2020. The Port Lands Flood Protection schedule was re-baselined in Q1 2019 and key risks to the schedule and costs are being monitored by Waterfront Toronto and an interagency Executive Steering Committee on a monthly basis.										
Explanation for Delay:											
<b>Precinct Implementation Projects</b>	18,524	149	10,000	247,398	226,121	On Track	Jan-05	Dec-22	Dec-22	Ⓜ	Ⓞ
Comments:	The Stormwater Facility at 480 Lake Shore Blvd East and is at 62% completion, with the concrete shell completed and work continuing on the installation of mechanical and electrical equipment. The TTC and Waterfront Toronto are working on 30% drawings for the East Bayfront LRT. Early design and approvals work is progressing on the East Bayfront Community Centre. Public consultations have commenced in 2020 to confirm that the 2006 Vision for Marine Community remains relevant; an overview of major trends and current challenges for marine community have been presented to gain public feedback in order to help develop recommendations for immediate actions (to address urgent needs and issues) and an action plan for studies and process improvements. Completion of the Marine study is expected in fall 2020.										
Explanation for Delay:											
<b>Corporate Real Estate Management</b>											

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<b>Union Station Revitalization</b>	41,014	8,480	22,595	824,039	788,250	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was May-2016)	Q4 2020	Ⓢ	Ⓢ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> <li>- Full design of all stages of work</li> <li>- New VIA Panorama Lounge (2012)</li> <li>- West Wing handover to Metrolinx (2013)</li> <li>- NW PATH Phase 1 (2014)</li> <li>- Implementation of new M&amp;E systems (2014)</li> <li>- York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015)</li> <li>- B2 Food Court handed over to Osmington in 2015 (Opened to the public in Dec 2018)</li> <li>- Bay Concourse inspected for partial occupancy on Sept 30, 2019 for Metrolinx early access.</li> </ul> <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> <li>- Bay Concourse - Deficiency corrections are on-going, vertical access underway, substantial completion expected Q4 2020</li> <li>- VIA Concourse - Partial occupancy granted in Q2 2020, completion expected Q3 2020</li> <li>- Great Hall restoration, completion expected Q3 2020</li> <li>- Moat covers (Front St, York St, ), completion expected Q4 2020, Bay Street Moat and Centre Moat completion expected Q1 2021</li> <li>- Completion of lower level and East Wing retail space, completion expected Q3 2020</li> </ul>										
Explanation for Delay:	<p>Issues throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks the project team have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Contractor performance issues that emerged in mid-2018 affected project progress. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues to bring the project back on track and was progressing towards a new completion timeline of Q3 2020. In Q2 2020, COVID-19 caused reduced productivity on site due to increased safety procedures and trades staffing shortages. This has resulted in substantial completion expected at the end of Q4 2020 with construction logistics requiring work on certain portions of the station including the Bay Street moat, Centre moat, and deficiency work to continue into Q1 2021.</p>										

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Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>St. Lawrence Market North Redevelopment</b>	24,246	3,395	17,093	116,302	25,110	On Track	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re-baselined end date based on latest approval from Council	Q2 2022	Ⓞ	Ⓞ
Comments:	Construction of interim market completed in June 2015 and open to public. Demolition of existing building - Completed in Q4 2016, the project underwent a four stage archeological assessment process due to the discovery of significant archeological remains. In Q1 2018 the City went to market for a construction tender call but the lowest bidder was not able to meet the requirements of the construction contract. Re-tender of construction contract successfully executed in June 2019, awarded to Butcon Limited/The Atlas Corporation Joint Venture. Construction started in July 2019. At the end of Q2 2020, bulk earth excavation completed, tower crane installation complete, and construction of column and foundation wall footings underway.										
Explanation for Delay:	Project schedule and budget has been re-baselined based on the latest approvals from Council in May 2019. COVID-19 caused reduced productivity levels due to additional safety procedures and the lack of labour force availability. The total impact of COVID-19 has not been established, however there is currently an 8 week delay on shoring, excavation, and the sub-structure construction. The contractor is currently reviewing work phasing and sequencing options to make up lost time. The project is currently still expected to be completed on schedule and within the current Council approved budget.										
<b>Technology Services</b>											
<b>Consolidated Data Centre</b>	781	697	781	39,040	22,291	On Track	May-14	Dec-19	Sep-20	Ⓞ	Ⓢ
Comments:	The project is at 80% completion at the end of December because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30th and project schedule will be revised but completion is expected to be in September 2020.										
Explanation for Delay:											
<b>Enterprise Work Management System</b>	628	352	628	24,634	9,396	Minor Delay	Jan-13	Dec-25	Dec-20	Ⓞ	Ⓢ
Comments:	The vendor is currently engaged with solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program was initially split in three phases. Technology foundation completed in July 2020, and the first go live release is in 2021. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization. Scope has been consolidated and limited to phase 1, with new completion date 2022. Starting with 2021 Budget, this program will be consolidated across the 4 Divisions (SW, PFR, Transportation & TW) to be one program under TSD.										
Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs.										

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
<b>Enterprise Documents and Records Management</b>	2,950	1,036	1,430	8,398	4,683	Significant Delay	Mar-14	Dec-17	Dec-21	Ⓞ	Ⓡ
Comments:	Release 2a of the Toronto Records (T-Recs) solution was successfully deployed to production at the end of March 2020. In addition, a small block of physical records data was migrated from the legacy Livelink Records Server (LLRS) to T-Recs for four business units within CIMS. Development of T-Recs Releases 2b and 3 have been put on hold due to the COVID-19 Pandemic. T-Recs Capital Budget reduced due to COVID-19. Several staff were released by the project, and work to be done by OpenText staff has been deferred until 2021. The team is re-planning the migration of physical records data from LLRS to T-Recs.										
Explanation for Delay:	Additional time was invested in determining how T-Recs could satisfy business needs with out-of-the-box functionality instead of customizations. T-Recs Releases 2b and 3 put on hold due to COVID-19 Pandemic response. Restart date for release 2b is unknown at this time. Due to budget reductions, T-Recs release 3 and the migration of physical records data from LLRS to T-Recs deferred until 2021.										
<b>Disaster Recovery Program</b>	886	202	886	38,606	17,731	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓞ	Ⓡ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffeld Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with TSD SMT engagement. New PD brought on in mid 2019. Developing a revised scope & strategy definition.										
<b>Financial Planning</b>											
<b>Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)</b>				60,820	58,218	On Track	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
<b>Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)</b>							Jan-15	Dec-19	Oct-20	Ⓡ	Ⓡ
Comments:	Phase 1 - PBF Post-Implementation Phase 2 - EPM on hold awaiting budget modernization review and recommendation										
Explanation for Delay:	The EPM component of FPARS is currently on hold awaiting completion of budget modernization review and its recommendations. A final close-out report will be submitted in October 2020 highlighting deliverables, benefits and lessons learned.										
<b>Pension, Payroll &amp; Employee Benefits</b>											
<b>SAP-Supported Cross-Application Timesheet (CATS)</b>	6	0	0	7,540	7,534	Completed	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> <li>CATS went live, on-schedule, on Sept 14, 2016.</li> <li>TASS/Kronos went live for PF&amp;R on November 9, 2016 and for TPS on February 15, 2017.</li> <li>Project completed but will be closed in 2020 to allow for unanticipated final billing.</li> </ul>										
Explanation for Delay:											

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Exhibition Place</b>											
<b>Hotel X Bridge - Phase 2</b>	3,180	215	3,180	3,180	3,180	On Track	Jan-20	Dec-20		Ⓞ	Ⓞ
Comments:	Construct an elevated pedestrian walkway that connects Hotel X to the Beanfield Centre. The bridge is currently being constructed offsite. Onsite construction is expected to start in summer 2020. This is a major project because the bridge will improve service at the Beanfield Centre, address AODA concerns, and enable Exhibition Place to book more events and be more competitive in the high end Gala and Conference market.										
Explanation for Delay:											
<b>Electrical Underground High Voltage Utilities - Replace Priority Feeders (2020 Cash Flow S2)</b>	2,000	30	30	2,000	30	Significant Delay	Jan-20	Dec-20	Dec-21	Ⓜ	Ⓜ
Comments:	Replacing the current underground electrical underground high voltage infrastructure with new cabling that can withstand the current demand for energy. This is a major project because the current infrastructure is over 75 years old and has many failures due to brittle cabling.										
Explanation for Delay:	Project delayed due to capital constraints arising from COVID-19. The project is expected to be completed in 2021.										

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>Toronto and Region Conservation Authority</b>											
<b>LONG TERM ACCOMODATION - 5 SHOREHAM &amp; INTEREST (CRC103-03 and CRC103-04)</b>	3,862	1,931	3,862	39,200	3,017	Minor Delay	Jan-19	Dec-21	Mar-22	Ⓞ	Ⓞ
Comments:	1. The integrated design team has completed the contract documents and 80% of tenders have been closed by the Construction Manager. 2. Construction began in January 2020 with the substantial performance expected March 2022. 3. Completed approvals for building permit and SPA. 4. Installed basement, foundations and structural wood; site servicing and furniture, fixture and equipment procurement is underway.										
Explanation for Delay:											
<b>Toronto Police Service</b>											
<b>54/55 Divisions Amalgamation</b>	1,000	0	375	39,225	184	Delayed	Jan-17	Dec-24	Dec-25	Ⓜ	Ⓜ
Comments:	The project is in the preliminary information discovery phase. The consultant team is working with CreateT.O. with respect to soil and site conditions. The process of rezoning, environmental assessment, and procurement has started and is expected to be completed by the third quarter of 2020. The architectural firm is proceeding to prepare the building design documentation from the first quarter of 2020 to the fourth quarter of 2021. A Request for Proposal (R.F.P.) is being finalized to secure construction management services with an anticipated closing date in the third/fourth quarter of 2020, followed by the start of construction by the first quarter of 2022.										
Explanation for Delay:	Due to significant delays associated with the lengthy public consultation, planning and approval processes, and the impact of the COVID-19 pandemic, construction will start in 2022.										
<b>Transforming Corporate Support</b>	1,718	341	1,318	8,742	6,558	Delayed	Jan-14	Dec-20	Dec-21	Ⓞ	Ⓜ
Comments:	Work continues throughout 2020 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 Red until the review of the Phase III Time and Labour implementation scope, plan and solution options is complete and a plan for moving forward is complete.										

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Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>ANCOE (Enterprise Business Intelligence)</b>	1,152	403	1,152	12,882	10,135	On Time	Jan-15	Dec-18	Dec-23	Ⓞ	Ⓞ
Comments:	Streamlined Service processes that will make data and analytics products available to front-line members, management, and the public are in the process of being developed, as well as an enhanced reporting database and data marts for existing Service requirements from various operational data sources. Analytical reporting environments for internal members are being established using new Power B.I., geospatial and reporting technology. In third and fourth fiscal quarters, the project will focus on enhancing situational awareness capabilities for the Service in anticipation of COVID wave 2.										
Explanation for Delay:											
<b>Radio Replacement</b>	4,640	1,991	4,640	38,051	27,032	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:											
<b>Connected Officer</b>	288	125	288	2,981	2,817	On Time	Jan-17	Dec-20	Dec-20	Ⓞ	Ⓞ
Comments:	Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.										
Explanation for Delay:											
<b>Body Worn Camera - Phase II</b>	2,250	312	1,101	4,782	882	Delayed	Jan-17	Dec-20	Dec-21	Ⓜ	Ⓞ
Comments:	A non-binding Request for Proposal (R.F.P.) was issued in April 2019, for an off-premise (cloud) solution. Vendor selection has completed and contract negotiations are on-going. The procurement process for a B.W.C. solution included the project team engaging with the internal as well as external stakeholders such as City Legal, M.A.G., Special Investigation Unit (S.I.U.), Privacy and Human Rights Commissioners, among others. The contract award for this project was approved by the Board at its August meeting and implementation of the solution commenced immediately thereafter.										
Explanation for Delay:											
<b>State-of-Good-Repair</b>	4,283	1,032	2,933	on-going	on-going	On Time	on-going	on-going	on-going	Ⓢ	Ⓢ
Comments:	S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.										
Explanation for Delay:	Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management. Also, some projects are delayed as some decisions about various projects are still pending.										

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<b>Next Generation (N.G.) 9-1-1</b>	5,028	331	2,725	10,950	553	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 March 31, 2021 and Text Capable Networks by March 31, 2022. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by March 31, 2024.										
Explanation for Delay:											
<b>District Policing Program - District Model</b>	2,327	654	1,984	8,970	1,341	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.										
<b>12 Division</b>	375	0	0	9,000	0	Not Required	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓜ
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:	Funding for future years is no longer required and \$375K will be returned to the City										
<b>32 Division Renovation</b>	2,500	8	800	10,940	358	Delayed	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓢ
Comments:	The schematic design has been approved and the construction tender documents will be developed after the pandemic.										
Explanation for Delay:	Due to delays resulting from the need to complete a parking feasibility study, the requirement for a re-evaluation of the number of cells needed prior to tendering for construction services, and the impact of COVID-19 on construction projects.										



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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>41 Division</b>	2,404	383	1,020	38,928	935	Delayed	Jan-18	Dec-22	Dec-23	Ⓜ	Ⓜ
Comments:	A feasibility study was completed in 2018 with options for a phased demolition and construction of a new building on the existing site. An architectural consulting firm was engaged in April 2019 and work is at the design development stage. The construction management services contract was approved by the Board at its May 2020 meeting; Value Engineering sessions (cost saving efforts) are underway with the construction manager and consultants. The approved funding of \$38.9M was a preliminary estimate based on construction costs at the time the funding request was submitted as part of the 2018-2027 capital program. In order to obtain a definitive costing for the new build, the Service must retain the services of a construction manager to explore all variables that will impact the overall project cost from inception to conclusion. This will include the provision of accurate budget estimates for all project components following the completion of detailed design drawings by the project architect.										
Explanation for Delay:	Delayed start due to lack of resources and competing priorities.										
<b>Automated Fingerprint Identification System (A.F.I.S.) Replacement</b>	3,053	0	1,581	6,106	2,704	Delayed	Jan-19	Dec-20	Dec-20	Ⓜ	Ⓜ
Comments:	The current A.F.I.S. is a 2011 model first deployed in January 2013, and will reach end of life as of December 31, 2020. The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020. It is expected that the implementation of the new A.F.I.S. will take over 8 months.										
Explanation for Delay:	Newer and more efficient technology was released in the 4th quarter of 2019, therefore, purchased of product was delayed to 2020.										
<b>Toronto Public Library</b>											
<b>Albert Campbell Library</b>	4,277	2,744	5,474	17,939	4,405	On Track	Jan-19	Dec-22	Dec-22	Ⓜ	Ⓞ
Comments:	Construction is progressing ahead of schedule due to strong contractor performance.										
Explanation for Delay:											
<b>Bayview-Bessarion Library</b>	3,857	1,159	3,857	15,322	5,223	On Track	Jan-14	Dec-22	Jun-22	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is under construction.										
Explanation for Delay:											
<b>Maryvale Relocation</b>	1,648	0	30	2,714	0	Significant Delay	Jan-20	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Project was delayed due to late Council approval of the lease agreement as a result of COVID-19										

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
<b>North York Central Phase 2</b>	3,447	3,302	5,842	12,718	8,973	On Track	Jan-18	Dec-22	Dec-21	Ⓡ	Ⓢ
Comments:	The work is proceeding ahead of schedule due the branch closure allowing for more options for the contractor to schedule work even with the COVID restrictions.										
Explanation for Delay:											
<b>Wychwood Library</b>	4,162	1,555	3,455	15,796	7,812	Minor Delay	Jan-15	Dec-21	Dec-22	Ⓢ	Ⓡ
Comments:											
Explanation for Delay:	Construction is delayed due to the Ontario government mandated construction shut down which lasted approximately 4 weeks.										
<b>York Woods Renovation</b>	3,873	2,978	6,058	11,758	4,984	On Track	Jan-18	Dec-22	Dec-21	Ⓡ	Ⓢ
Comments:	Construction is progressing ahead of schedule due to strong contractor performance.										
Explanation for Delay:											
<b>Toronto Transit Commission</b>											
<b>Toronto Rocket Yard and Storage Track Accommodation</b>	38,759	16,189	39,769	495,385	304,001	On Track	Jan-10	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Greenwood Track & Structures Building Renovation, and Carhouse Pendant Retrofit; Correction of deficiencies is on-going.										
Explanation for Delay:	Although some components of the program are tracking behind schedule, the overall program is tracking on time and on budget.										
<b>Easier Access - Phase III</b>	65,198	35,555	73,442	829,917	346,483	Minor Delay	Jan-06	31/12/2025	TBD	Ⓢ	Ⓡ
Comments:	Scope design submissions were completed for Warden and Museum Stations. Detail design submissions were completed for Greenwood Station.										
Explanation for Delay:	There are 46 accessible stations, including the 6 TYSSE stations in 2017. There are 10 EAIII stations in construction: Dupont, Wellesley, Yorkdale, Chester, Wilson, Runnymede, Lansdowne, Keele, Sherbourne, and Bay. All remaining stations are in the design stage. Original budget was based on a scope and a level of complexity which covered the majority of the stations, however the latter stations complexity and scope are in excess of that anticipated in the original budget. We are currently progressing the design of the remaining stations to stage gate 3 where the design will be at approx. 30%, which will allow us to develop a class 3 estimate. We will be progressively updating our estimates as we complete the designs but early indications have shown that we require an increase in the overall budget to accommodate the more complex stations. Additional funding is being requested as part of 2021-2030 Capital Budget submission.										

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<b>Automatic Train Control (ATC) Resignalling project (Line 1)</b>	63,000	34,932	63,000	863,009	533,920	On Track		31/12/2023	TBD	Ⓢ	Ⓢ
Comments:	Material delivery delays related to Phase 4 are resolved and construction completion is forecasted for Jul 31 2020. Phase 5 construction is progressing well. Finch Signal Equipment Room (SER) rack delivered this period.										
Explanation for Delay:	Phase 3C testing and software development are on schedule for commissioning in Q4 '20. Material deliveries affected by COVID-19 have now been resolved. The project remains on schedule to achieve the phase commissioning milestone.										
<b>Fire Ventilation Upgrade</b>	11,462	3,340	11,462	504,148	288,065	On Track	Jan-11	Post 2027	TBD	Ⓢ	Ⓢ
Comments:	Board approval to proceed with design of Summerhill second exit with Developer obtained in February 2020 meeting. Donlands and College stations – Second Exit/Entrance combined with Easier Access. Contracts were Issued for Bid. Sheppard West Station and Clanton Park Emergency Service Building (ESB) – Subway Ventilation Equipment Replacement was Issued for Bid and closed.										
Explanation for Delay:	Second Exit Projects Status: Several stations are in the preliminary design phase and based on the information to date, it is expected that additional funding requirements will be identified to complete the program as projects proceed through the stage gate process. FVU Projects Status: Eglinton; design and construction by Metrolinx, funded by TTC planned to be completed in 2022. Also, as part State of Good Repair, the existing subway ventilation equipment which nears the end of its useful life or due to failures are planned to be replaced.										
<b>McNicol Bus Garage</b>	38,634	14,405	41,181	181,000	137,074	On Track	Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Substantial Performance issued. Paving complete on main garage site. Division Manager has moved into the facility.										
Explanation for Delay:	Overall project tracking on-time and on-budget. Commissioning, landscaping and paving nearing completion. Signage installation and deficiency work to continue through early summer.										

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<b>Fare System - PRESTO/TTC Farecard</b>	15,177	1,166	3,566	89,517	58,025	Minor Delay	Jan-12	31/12/2020	TBD	Ⓞ	Ⓢ
Comments:	1) Service Plan for PRESTO maintenance adjusted to address COVID-19 pandemic. Continue to monitor. 2) Confirmed technical solution to expand current process to provide credits (refunds) to customers for March and April sales period. Communications and rollout planning underway 3) An additional service location was establish at Hillcrest for PRESTO maintenance work, on an temporary basis to accommodate service management changes. 4) Negotiations with Metrolinx regarding the settlement of outstanding claims has commenced and is ongoing.										
Explanation for Delay:	1.PRESTO Payment Solution was charging incorrect fares at 9 cross boundary transit stops, corrected with February 15 software update. 2. PRESTO Payment Solution for Wheel-Trans Sedan taxis commenced revenue service January 13. 3. 2020 Fare Increase and Double Discount Fare Cancellation: Software update for pass sales devices (i.e. subway vending machine, Shopper Drug Mart, etc.) completed; updates to payment devices (i.e. card reader) completed. 4.Troubleshooting underway for PRESTO card reader reliability (freezing). Update to PRESTO card reader firmware and SAM cards show some improvements. Investigations are ongoing for additional improvements. 5.Operations: Continued adjustment/optimization of cash collection process for street car vending machines.										
<b>Line 2 East Extension</b>	20,780	7,343	20,782	424,330	255,927	Minor Delay	Dec-13	31/12/2023	TBD	Ⓢ	Ⓞ
Comments:	Projected consultant/contract costs from Sep-Dec2019 have been removed as part of the project handover to Metrolinx										
Explanation for Delay:	Schedule delays due to COVID-19. Expected completion of major refurbishment contract remains end of 2020. SRT Workcar project on hold due to recent changes in the responsibility for the rapid transit projects.										
<b>Solid Waste Management</b>											
<b>GREEN LANE LANDFILL</b>	23,533	1,631	17,569	206,550	99,325	On Track	Prior to 2010	Dec-20	Dec-20	Ⓞ	Ⓢ
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:											
<b>TRANSFER STATION ASSET MANAGEMENT</b>	15,643	2,148	4,188	174,668	43,188	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, delays in finalizing the bid documents (RFQ/RFP) and COVID19 pandemic.										
<b>PERPETUAL CARE OF CLOSED LANDFILLS</b>	15,393	3,253	8,481	81,147	32,745	Minor Delay	Prior to 2010	Dec-30	Dec-30	Ⓞ	Ⓢ

**APPENDIX 3**

**Major Capital Projects**

For the period ending June 30, 2020

(\$'000s)

Division/Project name	2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date										
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time									
Comments:	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. Additionally: Brock West Test Wells construction delayed to 2021 (pending MECP and TRCA approvals) Change in scope as several projects were moved to the new account structure CSW930 resulting in lower year end forecast in CSW312.																			
<b>Toronto Water</b>																				
<b>St Claire - Reservoir Rehabilitation (CPW060-07)</b>	428	10	137	32,466	26,941	Completed	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ									
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration. Project is nearing completion with reduced expenditures in 2020.																			
Explanation for Delay:																				
<b>ROSEHILL PS REHAB (CPW060-11)</b>	813	408	813	7,299	3,896	On Track	Jan-15	Dec-21	Dec-21	Ⓞ	Ⓞ									
Comments:	Project delivery is proceeding on track for 2020.																			
Explanation for Delay:																				
<b>OUTFALL CONSTRUCTION (CWW039-06)</b>	50,720	12,796	50,623	281,278	60,508	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ									
Comments:	Construction started in early 2019, and is proceeding on track in 2020.																			
Explanation for Delay:																				
<b>Don &amp; Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)</b>	70,000	37,858	75,038	411,255	178,313	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ									
Comments:	Don & Central Waterfront Phase 1 construction is proceeding ahead of the forecast in 2020.																			
Explanation for Delay:																				
<table border="0"> <tr> <td>&gt;70% of Approved Project Cost</td> <td>Ⓞ</td> <td>On/Ahead of Schedule</td> </tr> <tr> <td>Between 50% and 70%</td> <td>Ⓜ</td> <td>Minor Delay &lt; 6 months</td> </tr> <tr> <td>&lt; 50% or &gt; 100% of Approved Project Cost</td> <td>Ⓢ</td> <td>Significant Delay &gt; 6 months</td> </tr> </table>												>70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule	Between 50% and 70%	Ⓜ	Minor Delay < 6 months	< 50% or > 100% of Approved Project Cost	Ⓢ	Significant Delay > 6 months
>70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule																		
Between 50% and 70%	Ⓜ	Minor Delay < 6 months																		
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