

APPENDIX 3
Major Capital Projects
For the period ending September 30, 2021
(\$000s)

Division/Project name	2021 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		
Economic Development & Culture											
The Guild Cultural Revitalization	686	675	686	6,318	6,308	On Track	Sep-18	Jun-21	Sep-21	Ⓒ	Ⓒ
Comments:	COMPLETED Arts Services is occupying the building. Soft Launch will commence Oct 16th, Landscaping deficiencies were completed in September. Construction is 100% complete, final approvals and sign-offs in progress.										
Explanation for Delay:											
Casa Loma Phase 10	3,048	1,603	2,500	3,800	2,355	On Track	Jan-19	Dec-21	May-22	Ⓒ	Ⓜ
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continues in Q3 2021 and the contractor continues to make good progress. The perimeter wall and front courtyard will be fully completed by the end of November 2021. However, due to operational requirements from the tenant we are not able to perform asphalt replacement work on the west parking lot in October. Additionally, asphalt plants usually close in mid-November as this work is temperature dependent. Therefore, there is not enough time this year to perform the asphalt replacement in the west parking lot and this work is deferred till Spring 2022.										
Explanation for Delay:											
Senior Services & Long Term Care											
KIPLING ACRES SITE 2	0	0	0	47,500	45,310	Completed	Sep-14	Mar-16	May-17	Ⓒ	Ⓒ
Comments:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims and anticipate these will be resolved by Q4.										
Explanation for Delay:											
CAREFREE LODGE REDEVELOPMENT	10,875	20	200	175,970	20	Minor Delay	Mar-20	Dec-26		Ⓒ	Ⓜ
Comments:	Carefree Lodge Redevelopment project, planned to start in Q4 of 2020, has been delayed as a result of the divisions focus on the COVID-19 response. The division has recruited a Project Director to oversee this redevelopment who has started the tendering process for the project design. The project is still planned to be redeveloped and completed in 2026										
Explanation for Delay:											

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Parks, Forestry and Recreation											
Ferry Boat Replacement #1	9,080	0	322	12,500	1,920	Significant Delay	Mar-15	Dec-18	Dec-23	Ⓒ	Ⓓ
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 incorporated recommendations from the KPMG report including for a hybrid-electric vessel design. Vessel designs review per Transport Canada requirements is complete. The technical specifications and drawings are complete. Initial costing, undertaken by Concept Naval, has determined that the cost to build the ferries as designed exceeds the available budget.										
Explanation for Delay:	Tender preparations are currently on hold as the staff team revisits the replacement plan. Next steps include obtaining additional cost estimates from international industry experts, reviewing the fleet replacement plan within the context of the recently released Marine Use Strategy, and ensuring that the appropriate budget (2022) is in-place prior to going to tender. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives and to identify possible additional funding sources that might be worth pursuing.										
Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	2,555	453	517	74,796	72,543	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Dec-21	Ⓓ	Ⓓ
Comments:	Canoe Landing turf field replacement complete.										
Explanation for Delay:	Delays to the project in 2020 & 2021 due to the COVID-19 pandemic. Additional work (e.g. warming kitchen & turf field replacement) contributing to delay in final project completion.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	28,643	14,686	23,443	81,349	55,211	Significant Delay	2013	2020	Jun-22	Ⓓ	Ⓓ
Comments:	The contractor has completed 95% of the above grade structure and advancing the exterior building glazing. The contractor is continuing to advance the exterior building envelope with roofing and cladding underway. Mechanical and electrical rough in work has been underway for some time in the garage and continues now at all levels. The work done to date represents approximately 67% of their contract work completed.										
Explanation for Delay:	Delays to the project schedule have been due to the COVID-19 pandemic, including safety protocols on site, as well as days lost due to weather.										
Wellesley Community Centre Pool - Design & Construction	192	69	192	20,000	19,877	Significant Delay	2013	May-19	Dec-21	Ⓒ	Ⓓ
Comments:	Awaiting final invoicing.										
Explanation for Delay:	Delays to the project in 2020 due to the COVID-19 pandemic.										

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Don Mills Community Recreation & Arena Facility Design & Construction	500	0	0	85,200	0	On Track	Jan-16	Dec-25	Dec-26	Ⓞ	Ⓞ
Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in early 2022.										
Explanation for Delay:	The RFP for architectural services is currently in progress for this facility, with design and public engagement start-up planned for early 2022.										
Davisville Community Pool Design and Construction	1,000	393	500	23,000	126	On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-25	Ⓞ	Ⓞ
Comments:	Community consultation to be completed by the end of October 2021. School construction is 100% complete. City is in the process of obtaining approvals from the TDSB including sign-off on the Site Plan Application and approval of Toronto Hydro vault access on TDSB property.										
Explanation for Delay:	The expected delay relates to required TDSB approvals for City pool design which will likely delay the construction start of the City Aquatic Centre, by approximately 5 months.										
North East Scarborough Community Centre and Child Care Centre Design and Construction	5,862	-393	198	60,200	2,850	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q4 2021 to Q4 2024	Jun-23	Dec-24	Ⓞ	Ⓜ
Comments:	Tenders were received for the project on September 1, 2021 and are currently under review.										
Explanation for Delay:	The new Community Centre completion was delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site expansion, the inclusion of park redevelopment, and the extended Design Review Panel process. Recent delays are related to incorporating the implementation of net zero.										

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Western North York New Community Centre and Child Care Centre Design and Construction	1,332	285	407	61,146	948	Minor Delay	Feb-16	Fall 2021	Apr-26	Ⓞ	Ⓜ
Comments:	The 100% Design Development Documents and the Class B Estimate Report have been received and are being reviewed. Site Plan Control Application was submitted at the end of May, 2021 and first circulation comments have been received from the various departments and are being reviewed with the relevant parties towards submitting a response. The Net Zero Energy Feasibility Studies report is completed. Comments from the TCDSB were received on the Letter of Understanding for the shared parking and shared park amenity and communication is ongoing. TCDSB is reviewing PFR Final Appraisal Report on the Easement Agreement for the shared access driveway and boulevard and anticipate submitting a response in the Fall. Tender for the Open Loop Geothermal wells was issued in August, 2021, but quotes received exceeded the maximum limit of the Roster and Tender was cancelled. A RFP is now required to be issued for this work. An EOI to engage a public artist is being finalized and anticipate going out to market shortly. Contract Document phase anticipated to commence in Q4 2021 with Tender drawings advancing through Q3 2022 and Tender anticipated in late Q4 2022.										
Explanation for Delay:	Opportunity to develop an enhanced site with additional recreation amenities by coordinating shared site access and entering into easement agreements with the TCDSB. Advancing the geo-thermal project opportunity and determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in some delays for the project. In addition, re-tendering of phased portion of the project contributes to the delay.										
40 Wabash Parkdale New Community Centre Design and Construction	1,247	205	500	63,500	734	Significant Delay	2017	Dec-23	Apr-27	Ⓞ	Ⓜ
Comments:	Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid September 2020 with a variety of virtual public meetings. Site design work has been done to generate a number of site design approaches for review with the public in Phase 3 of community engagement, now underway. A consultant has been hired to provide guidance and a Railway Risk Mitigation study. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Public engagement and Indigenous engagement are in progress. Anticipated Site Plan Application early 2022.										
Explanation for Delay:	The public engagement process, which informs the design process, has been delayed due to COVID-19. The extensiveness of the consultation and the requirement for design guidance from a consultant regarding the Railway Risk Mitigation strategies has slowed the schematic design process.										

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IT-Registration, Permitting & Licensing (CLASS Replacement)	4,969	2,473	4,144	29,788	15,118	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓜ
Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6, 2017. The nRFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the 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. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. nRFP closed June 8th and is currently being evaluated.										
Explanation for Delay:	Delays are attributed to termination of contract with the Vendor (Legend Recreation Software).										
IT-Enterprise Work Management System	2,771	1,020	1,250	19,540	10,377	Minor Delay	Jan-12	Dec-20	Dec-23	Ⓞ	Ⓜ
Comments:	The implementation of the Enterprise Work Management System for the Parks branch of PFR will be scheduled in the second phase of the EWMS Program. Significant preparatory activities are required prior to this engagement. These include requirements gathering, scoping of organizational change, asset data validation and collection, and the introduction of interim tools to manage key operational challenges in the interim while preparing operational staff for EWMS.										
Explanation for Delay:	The implementation of the EWMS system (Maximo) for the Parks and other branches of PFR (other than Urban Forestry) is pushed out due to the longer duration of current implementations by the EWMS Program. Additional analysis by PFR and the Program have adjusted the duration and timing of this implementation.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	865		865	10,800	319	Minor Delay	Design Competition: Summer 2018 Design Validation: Summer 2020 - Summer 2021 (WIP) Schematic Design: Fall 2021 Detailed Design: 2022 Construction Tender: 2023 (Anticipated) Construction Complete: 2025 (Anticipated)	Dec-22	Dec-25	Ⓞ	Ⓜ

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Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design determined through an international design competition. The winning team, wHY Architecture and Brook McIlroy, was announced in October 2018. Award of contract for design validation completed by Waterfront Toronto in Q1 2020. Additional design work is required to align the design with the project budget and coordinate with the future Toronto Water storm water management storage shaft planned for this site. Design validation process nearing completion - coordination with Toronto Water on-going. Delivery Agreement in progress and to be executed by October 2021. Detailed Design 2022. Construction Start 2023 (Anticipated). Future consultation will include: Review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also form part of the design review process.										
Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Toronto Water for infrastructure upgrades to Water Service; 2) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 3) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 4) Coordination of environmental investigations and remediation required for parkland construction.										
York Off Ramp/Love Park Design and Construction	3,556	2,173	3,556	13,000	6,617	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: December 2022	Aug-20	Dec-22	Ⓞ	Ⓞ
Comments:	The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto and City approval in progress. Construction Kick-off July 8th, Mobilization July 16th. Community Liason Committee (CLC) meetings will provide construction updates to the community as the work progresses.										
Explanation for Delay:											
Lower Yonge Street Community Centre Space	6,124	3,226	6,124	18,000	3,253	On Track		Mar-22	May-22	Ⓞ	Ⓞ
Comments:	Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover are on track for Q2-2022.										
Explanation for Delay:	Fit-out begun Q1 2021 instead of Q4 2020.										
FMP-John Innes CRC Redevelopment Design	650	1	100	64,500	61	On Track		Dec-26		Ⓞ	Ⓞ
Comments:	Design work is on hold pending discussions around facility placement on the site and coordination with Metrolinx. Work will be advanced to assess go forward plans for the project and opportunities to coordinate with Metrolinx. City staff continue to work with Metrolinx around their occupation of the Moss Park site for the construction of the Ontario Line, to enable an earlier release of park space.										
Explanation for Delay:											

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Moss Park - Park Redevelopment Design	195	12	100	8,000	17	Significant Delay		Nov-26	Nov-28	Ⓢ	Ⓡ	
Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was awarded in February 2021. The park schedule will be coordinated with the CRC and Metrolinx's Ontario Line, and is currently projected to be delayed by 2 years to accommodate Metrolinx's construction of the Ontario Line, as well as accommodating staging area in the park for CRC construction. Start of design and consultation is on hold pending discussions around facility placement on the site and coordination with Metrolinx.											
Explanation for Delay:	Coordination with other projects											
Shelter, Support & Housing Administration												
George Street Revitalization	18,347	3,239	10,575	587,111	72,660	Significant Delay		Jan-16	Dec-23	Sep-26	Ⓢ	Ⓡ
Comments:	The Progress Avenue project is expected to meet its year-end projected spend and is substantially complete. The George St. project has been converted to Church St. and design is underway. Construction is expected to commence in 2021 and be completed by mid 2022. The Dundas St. project continues to be delayed due to an appeal to the Committee of Adjustments. The appellant has agreed to a Minutes of Settlement and we are awaiting a TLAB hearing/settlement date. Expected that construction will commence in 2022. The GSR-Main project is expected to meet its year-end projected spend. The completion of the output specifications is pending for the release of RFP which is now delayed until Q1 2022.											
Explanation for Delay:	The following are generally explanations for the delays: 1) The George St. Site was being used as temporary response sites for Covid-related issues and securing the alternate replacement site (Church St.) added to the time delay; 2) The Dundas St. project has pending appeals on the Committee of Adjustment decision with TLAB, which was 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 was delayed due to the Covid pandemic.											
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	44,710	13,716	23,185	112,140	69,799	Significant Delay		Jan-18	Dec-20	Dec-24	Ⓢ	Ⓡ
Comments:	The project is expected to extend until December 2024 as a result of complexities experienced in the construction phases of the project life cycle. Issues such as the development of sites that are dependent upon the completion of another, and the development of a site that is in partnership with another City division, are examples that have contributed to this extended timeline. Also, due to an appeal on the Committee of Adjustment decision for Carlton St. project that went to TLAB, we are still awaiting a decision. Construction cannot commence at Carlton St. site until that decision is made which delays the construction of Adelaide St as the drop-in centre will be moving to Carlton St.											
Explanation for Delay:	The following are generally explanations for the delays: 1) The project will extend to December 2024 due to complexities in both the acquisition and construction phases of the project life cycle; 2) Dual dependencies of sites; for instance, one site is dependent upon completion of the other and/or is in partnership with another City Division; and 3) Pending appeals on the Committee of Adjustment decision with TLAB, which has been delayed due to the Covid pandemic											

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Life to Date											
Toronto Employment & Social Services											
HSI Phase 2	3,453	1,322	2,490	9,823	7,693	Minor Delay	Jan-18	Dec-21	May-22	Ⓞ	Ⓢ
Comments:	<p>The project has continued to sustain and improve the access and intake function to the city's key income support programs at the HSI Application and Support Centre (ASC) through Salesforce CRM enhancements including Rent Cafe data integration, CRM UI and workflow upgrades, call equivalency reporting to support operations, and development of OW Screening Tool. Development work on the extension of Fair Pass Transit Discount Program to residents in receipt of housing supports has begun. Completed transition of Emergency Energy Fund (EEF) Application Process out of the ASC to Neighbourhood Information Post and Phase 1 of the Welcome Policy modernization efforts continue to bring CLASS data into the CRM. Completed 6-month project with Ernst +Young Digitization of Needs-Tested Programs.</p> <p>By the end Q4 2021, HSI will deliver the following (a) Complete the extension of Fair Pass Transit Discount program to clients in receipt of housing supports (b) refresh Fair Pass online form and launch document upload function (c) HSI Online Strategy Roadmap and Design, (d) Roll-out 5 Toronto Grant Rebate and Incentive Programs processes within Smart Simple system (e) support choice-based implementation and (f) support training and onboarding of new ASC staff onto HSI programs and CRM. Further enhancement to Fair Pass to include AIV, Welcome Policy modernization phase 2 and Verint implementation will be key deliverables in 2022.</p>										
Explanation for Delay:	Scope of project increased including Toronto Grant Rebate and Incentive Programs project implementation, Ernst & Young Report for AAF grant, in addition to insufficient staff resources due to COVID-19 impacts										
Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1,039	259	470	40,245	841	On Track	Jan-17	Dec-24	Dec-25	Ⓞ	Ⓢ
Comments:	<p>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. A second feasibility study was done by CREM's architect and was completed in July 2019.</p>										
Explanation for Delay:	The Architectural contract for the Design was awarded in June 2020. The Conceptual Design Phase, Schematic Design Phase and Net Zero Energy Feasibility Study is now complete. The Detailed Design Phase is currently underway and the development submission is expected in Q4 2021 (1-3 month delay).										

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AMBULANCE POST - 30 Queens Plate Dr.	175	2	50	2,000	227	Significant Delay	Jan-19	Dec-21	Dec-23	Ⓒ	Ⓔ
Comments:	Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project.										
Explanation for Delay:	<p>In 2019, TFS initiated a POA for a change in scope of the project with an increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019. In early 2020, City Planning requested TFS to meet Toronto Green Standard (TGS) Tier 2.</p> <p>On Oct 20, 2020, TFS announced the deferral of the Woodbine station and corresponding fire apparatus projects to outside of their 10-year plan, given that community development has not occurred as planned.</p> <p>PS met with TFS and CreateTO at the end of June 2021. As a result of this meeting, PS has been granted use of the property. An RFQ to assign a consultant is currently in process.</p>										
Fire Services											
STATION B - Downsview (STN 144) KEELE / SHEPPARD	2294	2,027	2,294	11,685	11,252	On Track		Dec-16	Dec-21	Ⓒ	Ⓒ
Comments:											
Explanation for Delay:	Construction of the station is progressing well and is expected to be completed by Q4 2021.										
Transportation Services											
F. G. Gardiner*	80,376	44,321	68,320	2,307,210	351,527	On Track	Apr-17	TBD (subject to the completion of the award process)	N/A	Ⓒ	Ⓒ
Comments:	<p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding on the revised schedule, planned completion by 2021</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Owners Engineer assignment has been awarded and is underway.</p> <p>Gardiner East:</p> <ul style="list-style-type: none"> - Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 and the contract was awarded at the end of Q2 2019. Work is proceeding on schedule. - DVP East - Construction works proceeding on schedule. Works underway in 2021 and anticipate to continue through 2022- 2024. 										
Explanation for Delay:	N/A										
*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan											

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Waterfront Revitalization Initiative											
Port Lands Flood Protection	80,000	60,000	60,000	394,816	200,602	On Track	Nov-16	Dec-24	Dec-24	Ⓒ	Ⓒ
Comments:	<p>The Parks, Public Realm design and River have all reached the 100% Issue for Construction milestone with construction now getting underway. The design of all three bridges (Cherry Street North, Cherry Street South and Commissioners Street bridge) are also 100% complete and under construction. The Cherry Street North LRT Bridge was delivered and installed with the vehicular portion anticipated in the spring of 2022. Construction of abutments for Cherry Street South Bridge is complete and is expected to arrive in late November. Construction of the required foundation work and the delivery and installation of both vehicular spans for the full Commissioner Street Bridge occurred in September. Excavation and installation of the river liner is complete in the Central River Valley. Complete excavation of Ice Management Area and commenced work in the "elbow" which will complete the excavation of the river valley. Shallow excavation and the clearing of obstruction has been completed over the majority of the site. The relocation of Fire Hall at 30 Commissioners Street to be used as a future community space was completed in July. This past September the access ramps to and from the Gardiner Expressway from Lake Shore Boulevard East near Logan Avenue were removed with the second phase of the Lake Shore Boulevard East Bridge and Public realm project anticipated to start in late November. A payment of \$60M invoiced in Q3 2021 is expected to be made in October 2021 and the remaining \$20M payment for 2021 will be deferred into 2022.</p>										
Explanation for Delay:											
Precinct Implementation Projects	23,124	7,500	16,500	247,398	233,788	Minor Delay	Jan-05	Dec-22	Jun-23	Ⓒ	Ⓜ
Comments:	<p>Ongoing development of the East Bayfront precinct, including installation of granite curbs, silica cells and asphalt; road and line painting on Bonnycastle Street. The City, TTC and Waterfront Toronto are working on 30% preliminary design and engineering drawings for the Waterfront East LRT. Construction of the East Bayfront Community Centre commenced in October 2020; however delays were incurred as a result of Covid-19, delaying the project by about 3 to 6 months in 2020, the project is a multi-year project and is expected to be completed in 2023 instead of 2022. The contract for the construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been awarded and work has now commenced. Construction is on-going and is expected to be completed in Q4 of 2021.</p>										
Explanation for Delay:	Delays were incurred during 2020 due to the impact of Covid-19 on timing of obtaining approvals and coordinating with various stakeholders involved in the project										

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Corporate Real Estate Management											
Union Station Revitalization	23,141	10,855	14,710	824,039	811,753	Significant Delay	Sep-09	Approved Plan - Mar-2019 (Original end date was May-2016)	Substantial Comp	Ⓢ	Ⓜ
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) - B2 Food Court handed over to Osmington in 2015 (Opened to the public in Dec 2018) <p>Stage 2/3 key elements completed to date include:</p> <ul style="list-style-type: none"> - Bay Concourse - Sale to Metrolinx completed on June 14, 2021 - VIA Concourse Restoration - Occupancy granted May 28, 2021 - Great Hall Restoration - Occupancy has been granted. Will be closed off with final occupancy inspection scheduled for October 2021 with the Moats and Balance of Works - East Wing retail space - Occupancy granted May 28, 2021 - Moat covers - York St., Bay St., and Front St. Moat cover installation 100% complete, Front St. and Bay St. all works 100% complete end of September 2021 										
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, the COVID-19 pandemic impacted productivity on site due to increased safety procedures and has impacted the supply chain for Heritage hardware delivered from overseas. Despite these challenges, Substantial Performance was published June 21, 2021 and Substantial Completion of the project was granted September 21, 2021. Deficiencies are 98% complete with all life safety systems commissioned and passed, remaining deficiencies are mainly cosmetic and expected to be completed by end of October 2021. Final Occupancy Inspection for the Moats and Balance of Works areas for total project completion arranged with Building Inspector for October 2021.</p>										

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Division/Project name	2021 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
St. Lawrence Market North Redevelopment	46,994	13,969	24,933	118,821	51,377	Significant Delay	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re-baselined end date based on latest approval from Council	Q4 2022	Ⓢ	Ⓢ
Comments:	<p>Phase 1: Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015.</p> <p>Phase 2: Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017.</p> <p>Phase 3: Design, tender and construction of New North Market Building. The construction contract was awarded in May, 2019 to the Buttcon Limited / The Atlas Corporation Joint Venture. Construction started in July 2019. At the end of September 2021, ongoing work includes structural steel framing for superstructure 25% complete and parking garage mechanical and electrical systems rough-in 80% complete. Permanent power connection by Toronto Hydro scheduled for November 14, 2021.</p>										
Explanation for Delay:	<p>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 overall project delay is currently tracking at approximately 11 months including COVID-19 impacts. The contractor is currently reviewing work phasing and sequencing options to make up lost time. The project is now expected to be complete by Q4 2022 within the current Council approved budget.</p>										

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
Life to Date											
Technology Services											
Enterprise Documents and Records Management	2,542	579	1,000	8,358	6,268	Significant Delay	Mar-21	Dec-20	Dec-21	Ⓜ	Ⓜ
Comments:	Holds management capability deployed in August, plan to deploy disposition for electronic records in November. Cloud Assessment underway, plan to complete in December. Phase 2 established in 2022 to replace the WebGENCAT solution for Toronto Archives and to replace the existing Livelink solution used to manage physical records for the City and select Agencies.										
Explanation for Delay:	Work planned for 2020 deferred to 2021 in response to COVID-19. All outstanding capabilities needed to manage electronic records will be completed before end of 2021.										
Enterprise Work Management System	9,053	2,783	7,547	19,478	2,783	Minor Delay	Jan-13	Dec-25	Dec-25	Ⓜ	Ⓜ
Comments:	SWMS work package is on track to be completed by Dec 2021. Other work package are progressing and SOWs are in final stages of signing.										
Explanation for Delay:	Resources are taking longer than anticipated to hire and 2 large work package will not be able to fully deliver by year end which will need to push over into 2023.										
Disaster Recovery Program	785	227	500	4,532	2,599	On Track	Jan-13	Dec-24	Dec-24	Ⓜ	Ⓜ
Comments:	The project is addressing overdue audit recommendations from the AG for a City-wide IT Disaster Recovery Plan (AU7.3). The City needs a Disaster Recovery Program with links to project management gating, Major Incident Management, Business Continuity Planning, and corporate training so that DR becomes just one facet of normal operations. In Q3 Disaster Recover Strategy & Executive Summary, BCP & BIA alignment and validation, and DR Testing guidelines have been completed.										
Explanation for Delay:											
O365	5,034	895	4,318	8,784	895	On Track	Jan-21	Jun-23	Jun-23	Ⓜ	Ⓜ
Comments:	Limited Production Release (LPR) plan in progress, selection of LPR users ongoing. Introduction engagement with divisional I&T teams held in August. Adoption and Change Management strategy in progress. Microsoft workshops and design sessions started in July and are in progress.										
Explanation for Delay:											

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised	On Budget	On Time
Controllership											
Financial Systems Transformation Project	62,802	970	5,000	137,686	970	Minor Delay	Jan-21	Sep-23	Dec-23	Ⓜ	Ⓜ
Comments:	2021 spending includes System Integration (SI) Advisory Support, Change Management Support, Legal Negotiations Support, and awarding the RFP contract to the System Integrator (Deloitte). The underspending in 2021 is only a timing difference; the project is anticipated to spend the complete budget in future years.										
Explanation for Delay:	The System Integrator was expected to begin the Design Phase of the project in May 2021, however the Design Phase began in September 2021. Staff will continue working with the System Integrator and provide any known updates. The anticipated project end date is December 31, 2023 (at the conclusion of the Support Phase).										
Exhibition Place											
Beanfield Centre - Hotel X Bridge - Phase 2	502	502	502	3,180	3,180	Completed	Jan-20	Dec-20	Jun-21	Ⓞ	Ⓞ
Comments:	Construct an elevated pedestrian walkway that connects Hotel X to the Beanfield Centre. The bridge structure frame has been installed and the remaining construction work is well underway and expected to be complete by the end of Q2 2021. 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:	The project was delayed in 2020 due to COVID-19 but is now complete.										
Enercare Centre - Replace & Retrofit Chillers	1,970	1,968	1,970	2,000	1,998	On Track	Jan-20	Dec-20	Dec-21	Ⓞ	Ⓞ
Comments:	The chiller is integral to the HVAC system for the Enercare Centre and there are 3 existing 1,250-ton chillers in the Enercare Centre which are 20 years old and need to overhauled or replaced. Chiller no. 2 is a priority to be replaced since it is deteriorating quickly. In 2017, one new 1,250-ton chiller was added and commissioned.										
Explanation for Delay:	The project was put on hold in 2020 due to COVID-19 and the reduction in CFC funded projects. The project is currently in progress and is expected to be completed by year-end.										
Electrical Underground High Voltage Utilities - Replace Priority Feeders (2020 Cash Flow S2)	950	213	850	980	243	Minor Delay	Jan-20	Dec-20	Jun-22	Ⓞ	Ⓜ

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
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:	The project was put on hold in 2020 due to COVID-19 and the reduction in CFC funded projects. The project is currently delayed due to co-ordination with other projects and is expected to be completed by the end of June 2022.										

Toronto and Region Conservation Authority

Division/Project name	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date	Status	Start Date	Planned End Date	Revised End Date	On Budget	On Time
LONG TERM ACCOMMODATION - 5 SHOREHAM Dr. & INTEREST (CRC103-03 and CRC103-04)	1,283	962	1,283	31,860	5,206	Significant Delay	Jan-20	Dec-21	Nov-22	Ⓞ	Ⓜ
Comments:	<p>1. Construction began January 2020 with the substantial performance expected November 2022.</p> <p>2. Foundations have been completed with Mechanical and Electrical installation proceeding. Site services and mass timber installation in Q2 to Q4. Envelope proceeding from Q4 with building watertight by Q2 2022.</p> <p>3. SPA has been executed and full building permit issued. Shared use agreement with Tennis Canada is executed with only the City of Toronto lease agreement for use of western portion of Murray Ross Pkwy ROW pending.</p> <p>4. Significant schedule delay will likely have an impact on the overall project budget. The magnitude of the budget shortfall is yet to be determined.</p>										
Explanation for Delay:	<p>The delay is the result of three factors:</p> <p>1. Delay to SPA and building permit due to Tennis Canada and City of Toronto negotiating position on shared access at ROW.</p> <p>2. COVID 19.</p> <p>3. Mass timber trade and construction manager under performing.</p>										

Toronto Police Service

Division/Project name	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date	Status	Start Date	Planned End Date	Revised End Date	On Budget	On Time
54/55 Divisions Amalgamation	908	29	487	50,500	305	Delayed	Jan-17	Dec-24	Dec-26	Ⓢ	Ⓜ
Comments:	<p>The process of rezoning and an environmental assessment of site and soil conditions are complete. The architectural firm has prepared a demonstration 'test fit' design for the site to include with the Construction Management Request for Proposal (R.F.P.) that will be tendered in the fourth quarter of 2021. Facilities Management will report to the 54/55 Project Steering Committee (P.S.C.) throughout the investigative/schematic design phase. The design team is currently meeting with the individual operating units that will be housed in the new station to understand spatial and adjacency requirements prior to starting the concept design phase. The construction is estimated by begin late 2022; subject to timely approvals by authorities having jurisdiction. However, once the updated schedule from the architectural firm is received, timelines will be revisited</p> <p>The health status of this project is Yellow due to the estimated spending rate of 54%, schedule delay and the potentially higher cost of construction.</p>										
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, the Construction Management R.F.P. will not be awarded this year. Construction will start in 2022.										

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	Approved Capital Plan	YTD Spend	YE Proj Spend	Approved Budget	Life to Date			Planned	Revised		
Transforming Corporate Support	1,376	77	200	9,242	6,635	Delayed	Jan-14	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration and time and labour recording. The H.R.M.S portion of this project is complete. The technical upgrade of T.R.M.S. is currently underway, and is expected to be completed by the fourth quarter of 2021. The objective of the last phase of this project is to upgrade the functionality of the Service's time and labour system (T.R.M.S.). Continuous improvements to the T.R.M.S. system along with new functionality, automation of current T.R.M.S. processes and analytical reports are still being scoped. Additional reports integrating H.R.M.S. and T.R.M.S. are also planned in 2022. The health status of this project is Red. COVID and resource constraints have hampered the planning for this project. As a result, as it is anticipated that from the available \$1.4M, \$200K will be utilized in 2021 and the rest will be carried forward to 2022 to implement new and or improved functionalities as well as enhanced reporting and workforce analytics.										
Explanation for Delay:	The impact of the COVID-19 pandemic and resource constraints.										
ANCOE (Enterprise Business Intelligence)	147	69	147	10,717	10,609	On Time	Jan-15	Dec-18	Dec-23	Ⓞ	Ⓞ
Comments:	The project is on time and on budget and the health status is Green. There is an increased use of Power BI for reporting on persons in crisis and the monitoring and the reporting of the 81 Police Reform Recommendations. Production and implementation of the Global Search platform is completed for service-wide use.										
Explanation for Delay:											
Radio Replacement	6,130	2,986	6,130	38,051	32,552	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
Comments:	The project is progressing well and is on schedule and within budget. Apart from life cycling of radio hardware, the project has also implemented changes to the radio asset management application by developing and deploying the application on Cherwell. In addition, a "Purchasing module" to generate and track purchase requisitions for radio assets is being implemented. The Prototype trials have been completed. The system has been deployed in TPS development environment in October 2021.										
Explanation for Delay:											
Body Worn Camera - Phase II	2,800	1,557	2,600	5,855	4,612	On Time	Jan-17	Dec-20	Dec-21	Ⓞ	Ⓞ
Comments:	The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., 1,750 officers across the Service have been trained and issued body-worn cameras. Body-worn cameras continue to be rolled out to front-line officers with a blend of officers from various divisions. Electronic disclosure of body-worn camera videos to court has commenced at the Ministry of Attorney General (M.A.G.) and Toronto West Court and will be expanding across all other locations over the rest of 2021.										
Explanation for Delay:											

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State-of-Good-Repair	6,059	1,792	3,431	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:	The overall health status of this project is Yellow due to anticipated delays from COVID-19.										
Next Generation (N.G.) 9-1-1	6,695	706	2,579	8,985	1,362	On Time	Jan-19	Dec-23	Dec-24	Ⓢ	Ⓢ
Comments:	As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by March 31, 2022 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, 2025. A vendor for the NG911 solution was approved by the Board at its September 2020 meeting (Min. No. P133/2020 refers). Pending any further COVID-19 related delays or unplanned interruptions such as the recent global computer chip shortage, it is still anticipated that the solution will be fully implemented in the first quarter of 2022 and will Go Live in the second quarter of 2022. The overall health status of this project is Red due to the estimated spending rate of 39%. Delivery of furniture and equipment are expected in January 2022. As a result, as it is anticipated that from the available \$6.7M, \$2.6K will be utilized in 2021 and the rest will be carried forward to 2022.										
Explanation for Delay:	Delivery of furniture and equipment are expected in January 2022. Vendors for equipment and workstations indicated that there is a shortage of materials (computer chips) as a result of COVID and as such delivery has been delayed 3 to 4 months.										
Long Term Facility Plan - Facility and Process Improvement	700	278	436	4,492	2,301	On Time	Jan-18	Dec-23	Dec-22	Ⓢ	Ⓢ
Comments:	The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The video technology was also implemented in May 2021 for bail hearings over weekends and public holidays from the abovementioned locations. The installation of video bail equipment at 32 Division is underway. This initiative is receiving overall positive feedback from key stakeholders. The review of operational processes continues to focus on opportunities to improve service delivery: o A service-wide review has been undertaken in order to identify potential efficiencies and enhance service delivery in the area of criminal investigative processes. o Phase 2 is in progress for the review of Community Investigative Support Unit (C.I.S.U.) and standardizing functions across the divisions. o Phase 3 is in progress for the review of non-emergencies events throughout the Service to create an electronic process that can most accurately capture statistics and workloads.										
Explanation for Delay:	There is a delay in the implementation of video bail at 32 and 55 divisions while senior leaders are considering other impacts on the divisions.										

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41 Division	6,016	1,063	2,390	50,500	2,118	Delayed	Jan-18	Dec-22	Dec-24	Ⓜ	Ⓜ
Comments:	This new divisional build is being constructed on the existing 41 Division site, and operations will continue while the construction is occurring. The project is now in the Working Drawing stage having recently completed the 100% Detailed Design phase. The pandemic continues to affect the project budget and schedule. The market is still experiencing unprecedented escalation, supply chain issues, and labour shortages / productivity restrictions. The Project Team continues to hold Value Engineering sessions (cost saving efforts) in an effort to mitigate cost and schedule impacts by staying in touch with the latest information available in the construction industry. Design Assist Tender packages for major divisions of work have been prepared and issued with the intent of reducing the construction budget by obtaining direct trade involvement in the Value Engineering process. Design Assist Tender is to close mid October 2021. Timeline and construction cost is adjusted for 2021. However, due to COVID-19 restrictions the overall status of this project is Red at this point.										
Explanation for Delay:	Delayed start due to lack of resources, competing priorities and effects of COVID-19.										
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	474	711	4,285	3,178	On Time	Jan-19	Dec-20	Nov-22	Ⓜ	Ⓜ
Comments:	The contract award to IDEMIA was approved by the Board Delegates on April 28, 2020 and contract negotiations were completed December 11, 2020 (special meeting with no minute number). The Planning phase and project plan was completed and delivered in August 2021. The team is currently focusing on the Design phase and anticipate completion in November 2021. Throughout the Design Phase the vendor has been experiencing limited resources, many due to COVID, and this impacted the preparation and delivery of documents for review and approval. As a result of this delay in the Design phase, the remaining milestones have been moved forward into 2022. The new A.F.I.S. is expected to be fully operational in the fourth quarter of 2022.										
Explanation for Delay:	Payment to be made to vendor as project milestones are met. Design phase delays have moved milestones - expected payment on first 2 of 6 milestones in 2021, remaining amounts carrying over to 2022. Delays due to limited resources by Vendor, COVID19 and due to the unexpected changes in requirements for the Disaster Recovery Site at HQ.										
ANCOE (Global Search)	872	739	739	1,811	1,231	On Time	Jan-19	Dec-23	Dec-23	Ⓜ	Ⓜ
Comments:	With the production implementation of the Global Search platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information. Planned deliverables for 2021 include the upgrade of the Global Search environment to address future demands and improvements in solution robustness, the inclusion of traffic related data, and ongoing enhancements based on member feedback and use experience best practices. Recent developments include Versadex data search refinements, the finalization of the new environment design and development transition to TPS members.										
Explanation for Delay:											

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Mobile Command Centre	1,735	0	0	1,735	0	On Time	Jan-21	Apr-22	Apr-22	Ⓡ	Ⓡ
Comments:	A Mobile Command Center is a necessity in a large metropolitan area for the management of large-scale and major events, for improving officer and community safety and increasing command and control efficiency. Recent events such as the Yonge Street van attack have proven there is a need to support and manage personnel and operations with proper equipment, in order to minimize confusion. The Request for Quotation (R.F.Q.) has been completed and a successful bidder has been selected for the build of the Mobile Command Centre.										
Explanation for Delay:	Because of delays with the RFQ process, the main body of the truck will not be delivered until the first quarter of 2022. Average build is approximately 5-6 months. Vendors for Network equipment and workstations indicated that there is a shortage of materials (computer chips) as a result of Covid and as such delivery has been delayed 3 to 4 months.										
Toronto Public Library											
Albert Campbell Library	4,908	7,277	8,557	20,216	15,563	On Track	Jan-19	Dec-22	Dec-22	Ⓡ	Ⓢ
Comments:	Construction is progressing very well resulting in 2021 expenditures to be ahead of schedule.										
Explanation for Delay:											
Bayview-Bessarion Library	5,171	2,951	5,171	15,322	10,203	On Track	Jan-14	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is on track.										
Explanation for Delay:											
Maryvale Relocation	1,571	387	1,521	2,749	464	On Track	Jan-20	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:	Project is under construction.										
Explanation for Delay:											
North York Central Phase 2	1,313	179	179	12,718	11,584	Significant Delay	Jan-18	Dec-21	Dec-22	Ⓡ	Ⓡ
Comments:											
Explanation for Delay:	Construction tender issued in September										
Wychwood Library	3,280	2,727	3,280	15,796	12,775	On Track	Jan-15	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	Project is on track.										
Explanation for Delay:											
York Woods Renovation	5,954	2,656	3,986	11,758	10,526	On Track	Jan-18	Dec-22	Dec-21	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Delays to construction completion due to delay in delivery of glass curtain wall.										

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Toronto Transit Commission											
Automatic Train Control (ATC) Resignalling project (Line 1)	57,760	20,700	50,000	737,000	584,927	On Track		31/12/2023	TBD	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> Phase 1 (Yorkdale to Dupont) – Completed – In service Q4 2017 Phase 2 (VMC to Sheppard West) - Completed – In service Q4 2017 Phase 2B/2C (Wilson Yard Interface) - Completed – In service Q4 2018 Phase 3A (Dupont to St. Patrick) - Completed – In service Q2 2019 Phase 3B (St. Patrick to Queen) - Completed – In service Q1 2020 Phase 3C (Queen to Rosedale) - Completed – In service Q4 2020 Phase 4 (Rosedale to Eglinton) – In progress, targeted In service Q4 2021 Phase 5 (Eglinton to Finch) - In progress, targeted In service Q3 2022 <ul style="list-style-type: none"> ATC is in operation from Vaughan Metropolitan Center to Rosedale station and the project remains on schedule to achieve the phase commissioning milestones. Completed 100% of Phase 4 high speed train testing, as planned in May 2021. Phase 4 software delivered on target in May 2021. Completed 98% of Phase 5 (Eglinton to Finch) main construction and 7% of testing respectively 										
Explanation for Delay:	<ul style="list-style-type: none"> Eglinton Crosstown LRT interface with ATC Project (Platform Change): The LRT project may impact ATC design and implementation timeline. Mitigation: An initial impact assessment was completed and is currently being updated based on the latest ATC project status. Still awaiting Eglinton Crosstown LRT updated schedule Workcar Program and ATC implementation timeline . Mitigation: Completed coordination with Subway Infrastructure and Rail Cars & Shops for required workcars for Phase 5 implementation. Continue discussions with stakeholders for post revenue support to facilitate future workcars into the ATC system. COVID-19 Impact : <ul style="list-style-type: none"> Limited TTC and Contractor staff due to continuing restrictions which may impact design progress, testing and commissioning, construction activities and/or closures. Mitigation: Continue monitoring resources, availability and potential impacts due to staff self-isolation. The contractor is closely monitoring their Engineering Center in India and continuously reviewing backup plans for critical activities. The project's critical path has not been impacted to date. Supply chain delays potentially impacting construction activities: Construction impacted by material shortage delaying or postponing installation activities. Mitigation: The majority of the construction work has been completed. Supply chain risk is now limited to defect and deficiencies correction prior to revenue service. The project's critical path has not been impacted to date, continue monitoring.. Closure cancellations potentially impacting project completion. Mitigation: Required closures have been identified for 2021 and 2022. Continue prioritization and planning process. Risk might be lower this year due to cancellation of city events; however, next year may be a challenge due to closures required for other work and city events restarting. 										
CT Easier Access - Phase III	82,104	27,843	81,248	1,089,073	410,485	On Track	Jan-06	31/12/2025	TBD	Ⓞ	Ⓜ

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								Life to Date			
Comments:	<ul style="list-style-type: none"> Detailed design for Old Mill, High Park, Warden & Islington Stations in progress. Completed detailed design for Greenwood and Christie Stations. Tender for Castle Frank, Rosedale, Glencairn and Summerhill Stations in progress. Construction for station accessibility is on-going at 6 stations: Yorkdale, Lansdowne, Keele, Sherbourne, Donlands and College Stations. Substantial Performance for Chester Station Easier Access combined with Second Exit/Entrance was achieved in March 2021. 										
Explanation for Delay:	<ul style="list-style-type: none"> Design Complexities: Impacts due to retrofit of complex stations including impacts with stairs/escalators, adjacent properties, utility conflicts may result in longer design durations to resolve issues. Mitigation: Continue assessing alternate design options. Warden and Islington Station accessibility: Magnitude and complexity of the bus terminal redevelopments and interfacing with existing stations at each location may delay full station accessibility. Mitigation: a) Continue advancing Passenger Pick-Up and Drop-Off and platform elevators, b) construction completion of temporary bus terminal for Warden at the end of 2024, and continue to investigate opportunities/feasibility for advancing new accessibility entrance and new platform elevator through construction staging for Islington by end of 2024, *currently scheduled for 2025. 3rd Party Delays - Permits and Approvals, Utility relocations: Potentially delayed by 3rd party issues due to limited resources, competing priorities and multiple reviews and complex processes. Mitigation: Continue coordination with the City. A resource to review TTC applications has been assigned by the City. Continue early coordination with utility companies. Property Identification and Expropriation: Expropriation with hearing of necessity may delay property acquisitions. Limited City resources and competing priorities requiring the City's involvement on all property-related matters mandate specific procedures, including multiple council approvals. Mitigation: Ongoing discussions with City Real Estate Services, along with early property identification. Opportunity to continue the negotiation and reach settlement agreement while processing the expropriation when possible. 										
Fire Ventilation Upgrades & Second Exits	32,776	10,202	32,776	512,792	305,598	On Track	40,544	31/12/2030	TBD	Ⓢ	Ⓢ
Comments:	<ul style="list-style-type: none"> Donlands and College stations – Second Exit/Entrance combined with Easier Access: construction continues. Construction continues at Sheppard West station and Clanton Park. Substantial Performance for Chester Station Second Exit/Entrance combined with Easier Access was achieved in March 2021. 										
Explanation for Delay:	<ul style="list-style-type: none"> High complexity of Second Exit may cause activities to take longer than expected and result in additional costs. Mitigation: Advance design and utility relocation work where possible. Continue to investigate potential partial or full station closures as fallback plan to reduce schedule impact. Request for additional funding may be identified as projects proceed through the stage gate process. Property unavailable and/or acquisition and may take longer than expected (Second Exit): Mitigation: Commence early consultations and negotiations with property owners for property acquisitions as required. Continue to work closely with the City and identify development opportunities early. Permits and approvals for Second Exit projects may take longer than anticipated impacting the contracts award timelines and burn rate/cash flow. Mitigation: A dedicated team within the City Transit Expansion Office has been assigned to process TTC approvals for Third Party Utility Review moving forward. TTC has received delegated approval from City Council for all long-term Right of Way permits until 2025 (except for Greenwood Station). Cashflow/budget burn rate impact: Timing of finalizing the Memorandum of Understanding (MOU) for projects managed by Metrolinx impacts expenditures (Dundas W.). Action Plan: Finalize MOU with Metrolinx and obtain approvals for payment authorization. Discussion is ongoing. 										

APPENDIX 3
Major Capital Projects
For the period ending September 30, 2021
(\$000s)

Division/Project name	2021 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
Purchase of Buses	87,163	1,480	87,164	1,472,582	778,962	Minor Delay	Jan-11	31/12/2035	TBD	Ⓞ	Ⓢ
Comments:	<ul style="list-style-type: none"> Hybrid-Electric Buses – Request for Proposal targeted for Q2 2021. Deliveries expected to commence in 2022. E-Buses – Request for Proposal targeted for Q4 2021. Deliveries expected between 2023 and 2025 (approximately 300 e-Buses). 										
Explanation for Delay:	<ul style="list-style-type: none"> Hybrid Electric Buses: <ul style="list-style-type: none"> The RFP was released to the market on June 28, 2021. Scheduled RFP closing is July 28, 2021, with deliveries commencing in 2022. E-bus Reliability and Fleet Availability: Percentage of eBus availability and reliability is lower than expected Action Plan: Meet with vendors weekly to review repairs and report on availability and reliability daily. Shortfall in Program Funding: The current ongoing program of bus procurements for 2021-2030 is only funded up to 2025 and the electrification infrastructure program is only 1/3rd funded through the City of Toronto's City Building Fund. The City and TTC will continue to work with the other levels of government to close the funding gap to ensure state-of-good-repair and greening of our bus fleet. 										
* TTC Major Capital Projects details are based on Q2 Submissions.											
Solid Waste Management Services											
GREEN LANE LANDFILL	16,870	7,973	13,715	192,080	113,241	On Track	Prior to 2010	Dec-21	Dec-21	Ⓢ	Ⓞ
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.										
Explanation for Delay:	Status: On Track										
TRANSFER STATION ASSET MANAGEMENT	18,407	5,997	13,491	183,164	51,430	On Track	Prior to 2010	Dec-24	Dec-24	Ⓢ	Ⓞ
Comments:	These multi year projects include State of Good Repair work for roofing, paving, sprinkler systems, repairs to tipping floors, windows, electrical, and HVAC works.										
Explanation for Delay:	Status: On Track										

APPENDIX 3
Major Capital Projects
For the period ending September 30, 2021
(\$000s)

Division/Project name	2021 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		
PERPETUAL CARE OF CLOSED LANDFILLS	8,705	6,187	9,544	94,326	44,243	On Track	Prior to 2010	Dec-30	Dec-30	Ⓜ	Ⓞ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: On Track										
Toronto Water											
St Claire - Reservoir Rehabilitation (CPW060-07)	2,123	1,929	1,930	34,518	28,922	Completed	Jan-14	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration. Construction works have been completed.										
Explanation for Delay:											
ROSEHILL PS REHAB (CPW060-11)	333	20	81	8,124	4,771	Completed	Jan-15	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Construction works have been completed.										
Explanation for Delay:											
OUTFALL CONSTRUCTION (CWW039-06)	81,553	62,903	80,098	278,899	148,772	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Construction started in early 2019, and is proceeding on track in 2021.										
Explanation for Delay:											
Don & Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)	75,000	61,765	75,092	423,485	282,270	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ
Comments:	Construction started in 2018, and is proceeding ahead of the forecast in 2021.										
Explanation for Delay:											
<p>>70% of Approved Project Cost Ⓞ On/Ahead of Schedule</p> <p>Between 50% and 70% Ⓜ Minor Delay < 6 months</p> <p>< 50% or > 100% of Approved Project Cost Ⓜ Significant Delay > 6 months</p>											