

APPENDIX 3
Major Capital Projects
For the period ending December 31, 2020
(\$000s)

| 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 | | |
| Economic Development & Culture | | | | | | | | | | | |
| The Guild Cultural Revitalization | 3,838 | 3,153 | 3,153 | 6,318 | 6,144 | 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. Delays to windows due to plant closures pushed the substantial completion to mid-March 2021. Landscaping completion is pushed to May 2021 for 100 % completion by end of June 2021. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Casa Loma Phase 10 | 2,212 | 364 | 364 | 5,300 | 752 | On Track | Jan-19 | Dec-21 | | Ⓞ | Ⓞ |
| 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 has been delayed from October to November 2020, at the tenant's request. On-site construction has started in Q4 2020. The on-site construction is estimated to be complete December 31, 2021. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Senior Services & Long Term Care | | | | | | | | | | | |
| Project Name: KIPLING ACRES SITE 2 | 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: | | | | | | | | | | | |
| Project Name: CAREFREE LODGE REDEVELOPMENT | 7,175 | 0 | 0 | 175,970 | 0 | Minor Delay | 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 has initiated the recruitment and appointed a Project Director to oversee this redevelopment and begin design and site remediation. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Parks, Forestry and Recreation | | | | | | | | | | | |
| Ferry Boat Replacement #1 | 3,030 | 183 | 183 | 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 additional funding sources that might be worth pursuing, depending on whether or not applicable to hybrid design. | | | | | | | | | | |

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| Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction | 8,306 | 5,650 | 8,306 | 74,797 | 71,599 | Minor Delay | Jan-2014 (Design) July -2017 (Construction) | Jul-19 | May-21 | Ⓜ | Ⓜ |
| Comments: | Construction is approximately 99% complete at 2020 year-end with deficiency work underway. New Community Space Fit-Out work was added to the project scope and has commenced. Financial reconciliation is approaching completion. Third party Audit work complete. Project expected to be 100% complete by the end of May 2021. | | | | | | | | | | |
| Explanation for Delay: | Delays to the project in 2020 due to 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. Community Space Fit-Out extending the schedule to the end of May 2021. | | | | | | | | | | |
| Bessarion Community Centre, Community Centre, | 23,678 | 15,781 | 20,352 | 79,199 | 39,626 | Significant Delay | 2013 | 2020 | Mar-22 | Ⓜ | Ⓜ |
| Comments: | Project is under construction with 44% of contract work completed (by dollar value) at 2020 year-end. Construction of the three-story underground parking garage structure is completed. At the south end, the Level 2 floor slab has been completed. At the north end, the Level 1 (ground floor) floor slab is completed with the forming of the two pool tanks and concrete columns underway. | | | | | | | | | | |
| Explanation for Delay: | Delays to the project schedule in 2020 have been due to the COVID-19 pandemic, as well as days lost due to weather. | | | | | | | | | | |
| Wellesley Community Centre Pool - Design & Construction | 3,293 | 3,102 | 3,293 | 20,000 | 19,808 | Significant Delay | 2013 | May-19 | Dec-21 | Ⓞ | Ⓜ |
| Comments: | The project is substantially complete. Minor deficiencies are still being rectified. | | | | | | | | | | |
| Explanation for Delay: | Delays to the project in 2020 due to the COVID-19 pandemic. | | | | | | | | | | |
| Don Mills Community Recreation & Arena Facility Design & Construction | 500 | 0 | 0 | 85,200 | 0 | Minor Delay | Jan-16 | Dec-25 | | Ⓞ | Ⓞ |

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| 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 before the end of 2021. | | | | | | | | | | |
| Explanation for Delay: | The RFP for consulting services is currently in progress for this facility. | | | | | | | | | | |
| Explanation for Delay: | Awaiting site to be conveyed to the City. | | | | | | | | | | |
| Davisville Community Pool Design and Construction | 664 | 0 | 50 | 17,135 | 47 | Minor Delay | Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022 | Sep-22 | Mar-25 | Ⓢ | Ⓢ |
| Comments: | Community consultation and schematic design planned to start in 2021. Construction of the City Aquatic Centre is expected to commence 2022 Q4. Construction of the school project is approximately 80% complete as of 2020 Q4 and the TDSB advised the City that the school will be occupied by Fall 2021. | | | | | | | | | | |
| 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 5 months. | | | | | | | | | | |
| North East Scarborough Community Centre and Child Care Centre Design and Construction | 2,247 | 2,247 | 1,200 | 60,200 | 3,238 | Minor Delay | Design Phase - 2017 to 2020 and Construction Phase - Q4 2021 to Q4 2024 | Jun-23 | Dec-24 | Ⓢ | Ⓢ |
| Comments: | The design team continues to work closely with planning to finalize the site plan approvals process for re-submission by the end of April 2021. Applications for a minor variance and building permit have been submitted. The review process for the pre-qualification for contractors will be underway through Q1-Q2 and is anticipated to be completed by the end of May in anticipation to tender in June 2021. Two large 4'-0" X 8'-0" signs have been installed on site which provide the community with a summary update and direct them to visit the updated project website. | | | | | | | | | | |
| 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. For 2020, 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 | 1,234 | 202 | 835 | 61,146 | 630 | Minor Delay | Feb-16 | Fall 2021 | Dec-24 | Ⓒ | Ⓐ |
| Comments: | Community engagement has been completed including targeted engagement with youth. Design Development Phase is underway and Net Zero Energy Feasibility Studies and energy modelling are in progress. A draft letter of Understanding for the shared access driveway, parking and shared park amenity with the TCDSB is underway. Further discussions with PFR are scheduled to determine possible park amenities in exchange for shared parking with TCDSB. Preliminary Planning Application has been submitted to Planning Department. Initial investigative studies on the Geothermal Open Loop system confirms that this system is viable and preliminary design to commence. Biomass Energy Feasibility Study. Tender drawings will be advancing through 2021 with Tender anticipated in Q4 2021. | | | | | | | | | | |
| 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 geothermal 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. | | | | | | | | | | |
| 40 Wabash Parkdale New Community Centre Design and Construction | 1,667 | 153 | 100 | 40,000 | 530 | 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 at the next round of community engagement. | | | | | | | | | | |
| 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 re: Railway Risk Mitigation strategies has slowed the schematic design process. | | | | | | | | | | |
| IT-Registration, Permitting & Licensing (CLASS Replacement) | 8,380 | 3,198 | 3,400 | 29,788 | 12,643 | 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 is anticipated for release in April 2021. | | | | | | | | | | |
| Explanation for Delay: | Delays are attributed to termination of contract with the Vendor (Legend Recreation Software). | | | | | | | | | | |

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| IT-Enterprise Work Management System | 6,524 | 2,932 | 2,600 | 24,790 | 9,357 | Minor Delay | Jan-12 | Dec-20 | Dec-22 | Ⓞ | Ⓢ |
| Comments: | PFR staff will be starting the implementation of Maximo for the Urban Forestry branch in Q2 of 2021 with the first functional deployment anticipated in Q1 of 2022. Additional work continues to prepare the remainder of the Division's business for further implementation of Maximo to be scheduled some time after the initial implementations for Urban Forestry as well as other Divisions. | | | | | | | | | | |
| Explanation for Delay: | Implementation of foundational work packages (A&B) delayed the vendor's availability for divisional work preparation. The implementation of the product for Urban Forestry is scheduled to start after the start of implementation for Solid West Management. Spending is based on a delayed plan due to COVID-19. | | | | | | | | | | |
| 318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction | 565 | 0 | 100 | 10,800 | 319 | Minor Delay | | Dec-22 | Dec-23 | Ⓞ | Ⓢ |
| Comments: | The City is working in partnership with Waterfront Toronto (WT) to deliver this project. The winning team, wHY Architecture and Brook McLroy, was announced in October 2018. Award of contract for design validation completed by Waterfront Toronto in Q1 2020. Additional design work was required to align the design with the project budget and coordinate with the future Toronto Water project. 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 | 4,444 | 1,012 | 4,444 | 13,000 | 5,462 | On Track | Design: June 2020 Construction: November 2020 | 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 entire project executed in 2019. Environmental investigations and approvals required for parkland construction in progress. Tenders have been received by Waterfront Toronto and are currently being evaluated as part of WT's Best and Final Offer (BAFO) process. Construction is anticipated in June 2021 with completion in mid-2022. | | | | | | | | | | |
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| Lower Yonge Street Community Centre Space | 2,000 | 26 | 2,000 | 18,000 | 26 | On Track | | Mar-22 | May-22 | Ⓞ | Ⓞ | |
| Comments: | Shell building and Community Centre Interior Fit-Out construction are in progress. Completion and handover are on track for Q2 2022. | | | | | | | | | | | |
| Explanation for Delay: | Developer Delivered project with the City transferring funds. | | | | | | | | | | | |
| FMP-John Innes CRC Redevelopment Design | 260 | 60 | 25 | 5,500 | 60 | Minor Delay | | Dec-26 | | Ⓞ | Ⓞ | |
| Comments: | The RFP for the Community Recreation Centre Replacement and Moss Park Arena Exterior Upgrade was issued by PMMD December 4, 2020 and is planned to close in mid-January 2021. Capital Projects estimates that the Architect consultant agreement to be in place by late spring 2021. | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | |
| Moss Park - Park Redevelopment Design | 50 | 5 | 50 | 500 | 5 | Minor Delay | | Nov-26 | | Ⓞ | Ⓞ | |
| Comments: | Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) closed October 8 with contract award anticipated for Q1 2021. The park schedule will be coordinated with the CRC and Metrolinx's Ontario Line. | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | |
| Shelter, Support & Housing Administration | | | | | | | | | | | | |
| George Street Revitalization | 36,154 | 23,556 | 23,556 | 587,111 | 69,421 | Significant Delay | | Jan-16 | Dec-23 | Feb-26 | Ⓞ | Ⓡ |
| Comments: | The 705 Progress Avenue project mostly met its year-end projected spend. The 354 George project is currently on hold as the site is being used as a COVID-19 response site. 76 Church Street will be converted from a Covid-19 Response site to a GSR site instead with a new 5 year lease. The 2299 Dundas street project is delayed due to an appeal on the Committee of Adjustment decision, requiring the project to undergo a TLAB hearing which has been indefinitely delayed due to the COVID-19 pandemic and construction did not move forward in 2020. The GSR-Main project is delayed, as the completion of the output specifications for release of RFQ/RFP was on hold due to the COVID-19 pandemic. This work then re-started and thus, has met most of its year-end projected spend. | | | | | | | | | | | |
| Explanation for Delay: | <p>The following are generally explanations for the delays:</p> <ol style="list-style-type: none"> 1) The 354 George Street Site is being used as temporary response sites for Covid-related issues and an alternate location needed to be secured; 2) The 2299 Dundas Street 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 is pending due to the Covid pandemic. | | | | | | | | | | | |

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| Addition of 1000 New Shelter Beds | 41,851 | 21,423 | 21,423 | 112,140 | 56,083 | Significant Delay | Jan-18 | Dec-20 | Dec-22 | Ⓞ | Ⓡ |
| Comments: | The project is expected to extend until December 2022 as a result of complexities experienced in both the acquisition and construction phases of the project life cycle. Issues such as the development of sites that are dependent upon the completion of another, and the development of a site that is in partnership with another City division, are examples that have contributed to this extended timeline. Also, due to an appeal on the Committee of Adjustment decision, the project is required to undergo TLAB hearing which has been delayed due to COVID-19 Pandemic. As part of the 2021 Budget Process, the Council approved total project cost for the GSR project was reduced by \$54.0m (\$36.3m in 2021 and \$17.7m in 2022) and redirected to Housing Secretariat's Capital Program to support the implementation of the 24-Month COVID-19 Housing and Homelessness Response Plan adopted by City Council at its meeting on December 16, 2020. Please refer to PH19.11 for further details. | | | | | | | | | | |
| Explanation for Delay: | The following are generally explanations for the delays: 1) The project will extend to December 2022 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 | | | | | | | | | | |
| Toronto Employment & Social Services | | | | | | | | | | | |
| HSI' Phase 2 CSS905-01 | 3,934 | 1,950 | 1,950 | 9,823 | 6,370 | Minor Delay | Jan-18 | Dec-21 | | Ⓢ | Ⓞ |
| Comments: | The project successfully developed and deployed a new Payment Issued workflow functionality within Salesforce Customer Relationship Management (CRM) to support the Application Support Centre (ASC) in issuing initial Ontario Works payments to residents during the peak of the pandemic. Integrated and streamlined the delivery of Fair Pass Transit Discount Program by replacing the paper-based, manual application processes with an online form and transition the program administration including technical and client supports to the Human Services Integration Application & Support Centre. | | | | | | | | | | |
| Explanation for Delay: | The project is underspent due to delay in acquiring call management software for the Applications and Support Centre, and the project's trajectory and deliverables have been revised due to the COVID-19 pandemic with some deliverables deferred to 2021. | | | | | | | | | | |

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| Toronto Paramedic Services | | | | | | | | | | | |
| MULTI-FUNCTION STATION #2 - CONSTRUCTION | 1,076 | 442 | N/A | 25,600 | 461 | On Track | Jan-17 | Dec-24 | | Ⓢ | Ⓢ |
| Comments: | The second feasibility study done by CREM's architect was completed in July 2019. 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. | | | | | | | | | | |
| Explanation for Delay: | 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. The Architectural contract for the Design has been awarded (June 2020) and a preliminary design was provided in 2020. Project design delayed slightly due to COVID scheduling issues. Project is on track for 2024 substantial completion. | | | | | | | | | | |
| AMBULANCE POST - 30 Queens Plate Dr. | 423 | 48 | N/A | 2,000 | 225 | 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. | | | | | | | | | | |
| Explanation for Delay: | 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. | | | | | | | | | | |
| | 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. | | | | | | | | | | |
| | Toronto Paramedic Services is working with CreateTO and Real Estate to identify the status of the current property and potential future usages of 30 Queens Plate for Paramedic Services. | | | | | | | | | | |
| Fire Services | | | | | | | | | | | |
| Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD | 5087 | 5,089 | 5,089 | 11,685 | 9,536 | On Track | | Dec-16 | Dec-21 | Ⓢ | Ⓢ |
| Comments: | | | | | | | | | | | |
| Explanation for Delay: | The construction of Downsview was ahead of schedule due to cooperative weather, favourable site conditions, and governmental clearance for contractors to continue working on essential projects throughout the pandemic. An acceleration of \$1.590 million from 2021 to 2020 was approved by Council on December 16 & 17, 2020 to ensure budgeted cash flow aligned with the timing of construction. | | | | | | | | | | |

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| Project Name STATION A - Woodbine (STN 414)- HWY 27 AND REXDALE B | 3916 | 164 | 164 | 8,342 | 1,930 | Significant Delay | | Dec-17 | N/A | Ⓡ | Ⓡ |
| Comments: | | | | | | | | | | | |
| Explanation for Delay: | Based on a reassessment of the performance analytics, TFS is recommending the deferral of the Woodbine station and corresponding fire apparatus projects to outside of the 10-year plan, given that development did not occur as expected in the area, while other areas of the City were experiencing growth and required resources. | | | | | | | | | | |
| Transportation Services | | | | | | | | | | | |
| F. G. Gardiner* | 170,961 | 170,961 | 170,961 | 2,307,213 | 307,206 | On Track | Apr-17 | 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 on the revised schedule, planned completion by July 2021. 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 2021. 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 | | | | | | | | | | |
| *The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan | | | | | | | | | | | |
| Waterfront Revitalization Initiative | | | | | | | | | | | |
| Cherry Street Lakefilling and Stormwater Project | 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 habitats was complete as of November 2019. The near-total completion of the Cherry Street Stormwater and Lakefilling project, including deficiency repairs, was completed in March 2020. The project is in its two year warranty period. Non-urgent minor deficiency-related repairs have been delayed as a result of COVID-19. | | | | | | | | | | |
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| Port Lands Flood Protection | 159,541 | 60,000 | 60,000 | 394,817 | 200,602 | On Track | Nov-16 | Dec-24 | Dec-24 | Ⓜ | Ⓢ |
| Comments: | <p>Funding is currently being utilized to allow Waterfront Toronto to work with Waterfront Secretariat, other City Divisions, TRCA, CreateTO, and PortsToronto to advance the design of roads, services, bridges, parks, flood protection works, earthworks and environmental management/remediation, and construction management. The parks and public realm design is 90% complete and the river designs are at 100% complete.</p> <p>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 Cherry Street North LRT Bridge was delivered and installed. Construction of abutments for the Cherry Street South Bridge was completed, along with foundations work for the Commissioners Street Bridge. 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 this Fall.</p> <p>Shallow excavation and the clearing of obstructions has been completed over the majority of the flood plain. Negotiations between the three levels of government and Waterfront Toronto have led to revisions to the timing of funding by each government partner; \$99 million in City funding has been deferred to future years in order to provide relief to the City (given the impacts of COVID-19).</p> | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Precinct Implementation Projects | 18,524 | 400 | 400 | 247,398 | 229,233 | On Track | Jan-05 | Dec-22 | Dec-22 | Ⓜ | Ⓢ |
| Comments: | <p>Ongoing development of the East Bayfront precinct, including the installation of granite curbs, silva cells and asphalt. Road and line painting on Bonnycastle Street. 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, but delays were incurred as a result of Covid-19, delaying the project by about 3 to 6 months. Public consultations took place 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. The Marine study has been completed. The construction of a water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been delayed as a result of additional feedback from Metrolinx and the need to retender the project due to high bid prices. Construction of the project is expected to begin in the summer of 2021.</p> | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |

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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 | | |
| Corporate Real Estate Management | | | | | | | | | | | |
| Union Station Revitalization | 41,014 | 21,373 | 21,373 | 824,039 | 801,143 | Significant Delay | Sep-09 | Approved Plan - Mar-2019 (Original end date was May-2016) | Q2 2021 | Ⓜ | Ⓜ |
| 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 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bay Concourse - Over 99% complete, remaining works include vertical access and deficiency corrections, substantial completion expected Q1 2021 - VIA Concourse Restoration - 99% complete - Great Hall Restoration - 99% complete - East Wing retail space - 99% complete - Moat covers - York St., Bay St., and Front St. Moat cover installation 100% complete, Front St. and York St. all works 99% complete, Bay St. all works completion expected Q2 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 all of the interior works are expected to be complete by Q1 2021, and substantial completion is expected by the end of April 2021. Minor work on certain portions including the Bay and Front Street moats, and deficiency work will continue to the end of June 2021 to ensure full project closure.</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 |
| St. Lawrence Market North Redevelopment | 24,246 | 16,693 | 16,693 | 116,302 | 37,408 | Minor 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 | Q3 2022 | Ⓞ | Ⓢ |
| Comments: | Phase 1: Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015. Phase 2: Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017. Phase 3: Design, tender and construction of New North Market Building. The construction contract was awarded in May, 2019 to the Buttcon Limited / The Atlas Corporation Joint Venture. Construction started in July 2019. At the end of Q4 2020, 90% of the building substructure and parking garage was complete and preparation for above grade construction is 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 overall project delay is currently tracking at 6 months including COVID-19 impacts and the contractor is currently reviewing work phasing and sequencing options to make up lost time. The project is now expected to be complete by Q3 2022 within the current Council approved budget. | | | | | | | | | | |
| Technology Services | | | | | | | | | | | |
| Consolidated Data Centre | 781 | 780 | 788 | 39,040 | 22,374 | Completed | May-14 | Dec-19 | Aug-20 | Ⓞ | Ⓢ |
| Comments: | The project is completed. | | | | | | | | | | |
| Explanation for Delay: | The project was at 80% completion at the end of December 2019 because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30th and project schedule was revised with completion in August 2020. Final activities involving furniture movement delayed due to COVID, awaiting final billing from Guardian Van Lines. | | | | | | | | | | |

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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 |
| Enterprise Work Management System | 628 | 628 | 628 | 9,396 | 6,820 | Minor Delay | Jan-13 | Dec-25 | Dec-22 | Ⓒ | Ⓜ |
| Comments: | Project planning and activities are well under way. The Vendor is currently engaged in design and implementation of SWMS work package, while engaged in planning divisional readiness for other divisions (PFR, TW, TP). Implementation planning will commence soon for the other three divisions. The budget for the program has been consolidated under TSD in January 2021. | | | | | | | | | | |
| Explanation for Delay: | There was a delay of 3 months in the vendor procurement process for the SWMS implementation due to other City priorities. The current plan is to launch SWMS in late Q4. Further implementations for each division are still under negotiation with the vendor and the timelines will be finalized once scope has been finalized. | | | | | | | | | | |
| Enterprise Documents and Records Management | 2,950 | 2,104 | 1,971 | 8,398 | 5,802 | 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. Open Text tasks were deferred to 2021. The team is re-planning the migration of physical records data from LLRS to T-Recs. | | | | | | | | | | |
| Explanation for Delay: | Due to COVID-19 Response, all OpenText contracted work deferred until till 2021. In addition, Technology Resources staff needed to develop required capabilities are unavailable due to the higher priority of COVID-19 Recovery activities. | | | | | | | | | | |
| Disaster Recovery Program | 887 | 602 | 544 | 4,532 | 2,459 | 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 initiative re-scoping and developing new requirements. There is a dependency on Standards and Architecture design work that has to be completed as a prerequisite, that will assist with the resource needs and other planning activities in the future. Late start also with CISO team given restructuring Q4 2020. | | | | | | | | | | |

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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 |
| Exhibition Place | | | | | | | | | | | |
| Hotel X Bridge - Phase 2 | 3,180 | 2,586 | 2,586 | 3,180 | 3,180 | On Track | 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 in early 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: | Although delayed due Covid-19, now substantially complete; | | | | | | | | | | |
| Replace Priority Feeders (2020 Cash Flow S2) | 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 COVID-19 reduction in CFC funded projects. Will be included in the Capital budget for 2021 | | | | | | | | | | |

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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 | | |
| Life to Date | | | | | | | | | | | |
| Toronto and Region Conservation Authority | | | | | | | | | | | |
| LONG TERM ACCOMMODATION - 5 SHOREHAM Dr. & INTEREST (CRC103-03 and CRC103-04) | 3,862 | 3,862 | 3,862 | 31,860 | 3,862 | Significant Delay | Jan-20 | Dec-21 | Jul-22 | Ⓢ | Ⓢ |
| Comments: | <p>1. Construction began January 2020 with the substantial performance expected July 2022.</p> <p>2. Foundations have been completed with Mechanical and Electrical installation proceeding. Site services and mass timber installation in Q2. Envelope proceeding from Q2 through Q4 with building watertight by end of Q4.</p> <p>3. Completed approvals for building permit and SPA. Shared use agreement with Tennis Canada is pending and holding up finalizing SPA and therefore full building permit. Work proceeding with conditional building permits.</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 | | | | | | | | | | | |
| 54/55 Divisions Amalgamation | 1,000 | 92 | 92 | 39,225 | 275 | Delayed | Jan-17 | Dec-24 | Dec-25 | Ⓢ | Ⓢ |
| Comments: | <ul style="list-style-type: none"> The process of rezoning and an environmental assessment of site and soil conditions are complete The Request for Proposal (R.F.P.) for construction management services is ongoing. Schedule to be updated. Building design documentation is being updated. The status of the project remains Red, as project timelines are behind schedule and the total construction cost requires validation | | | | | | | | | | |
| 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. | | | | | | | | | | |
| Transforming Corporate Support | 1,718 | 341 | 341 | 8,742 | 6,558 | Delayed | Jan-14 | Dec-20 | Dec-21 | Ⓢ | Ⓢ |
| Comments: | <ul style="list-style-type: none"> Stabilization and continuous improvements to the H.R.M.S. functionality, reports and processes will continue in 2020 to increase system adoption, address gaps and increase process maturity Due to ongoing resource challenges and project delays, the Service reviewed the Phase III Time and Labour implementation scope, plan and solution options in order to determine the best, least risky and most cost efficient way to move forward Options included upgrading the Service's current time and labour system or moving to the Oracle time and labour module - upgrading the existing time and labour system is the option selected | | | | | | | | | | |
| Explanation for Delay: | The status of this project will remain Red until the go-forward plan, project charter and scope is complete. | | | | | | | | | | |

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|---|---|-----------|---------------|--------------------|--------------|---------|------------|----------|----------|--------------|---------|
| | Approved Capital Plan | YTD Spend | YE Proj Spend | Approved Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| ANCOE (Enterprise Business Intelligence) | 1,152 | 1,005 | 1,005 | 12,882 | 11,105 | On Time | Jan-15 | Dec-18 | Dec-23 | Ⓒ | Ⓒ |
| Comments: | The program delivered streamlined service processes that made data and analytics products available to front-line members, management, and the public. This included enhancements to the reporting database and data marts for existing Service requirements from various operational data sources. Analytical reporting environments for internal members have been established. The program delivered new and enhanced PowerB.I., geospatial and reporting technologies. Other deliverables completed in 2020 include the completion of the E.B.I. requirements with new dashboards, reports and GIS mapping solutions, the development of phase I of the Situational Awareness solution, and the multi server purchases for the GIS platform. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Radio Replacement | 4,640 | 4,522 | 4,522 | 38,051 | 29,566 | 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 4,697 mobile/portable radio units. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Connected Officer | 288 | 287 | 287 | 2,981 | 2,979 | 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: | | | | | | | | | | | |
| Body Worn Camera - Phase II | 2,500 | 2,423 | 2,423 | 4,782 | 3,055 | Delayed | Jan-17 | Dec-20 | Dec-21 | Ⓒ | Ⓒ |
| Comments: | <ul style="list-style-type: none"> • A non-binding R.F.P. was issued in April 2019, for a cloud-based solution. Vendor selection has completed and contract negotiations concluded on August 17th, 2020. • 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. • 607 officers have been trained and issued body worn cameras form Divisions including D23, D52-CRU, D12, PSRT, D11 and D22. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| State-of-Good-Repair | 4,033 | 2,103 | 2,103 | on-going | on-going | Delayed | on-going | on-going | on-going | Ⓢ | Ⓢ |
| Comments: | S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. | | | | | | | | | | |
| Explanation for Delay: | Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management, Also, some projects are delayed as some decisions about various projects are still pending. | | | | | | | | | | |

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|---|--|-----------|---------------|--------------------|--------------|-----------|------------|----------|---------|--------------|---------|
| | Approved Capital Plan | YTD Spend | YE Proj Spend | Approved Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| Next Generation (N.G.) 9-1-1 | 5,028 | 433 | 433 | 10,950 | 655 | Delayed | 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, 2024. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by March 31, 2024. A vendor for the NG911 solution was approved by the Board at its September 2020 meeting (Min. No. P133/2020 refers). | | | | | | | | | | |
| Explanation for Delay: | Due to COVID-related delays, bulk of furniture and workstations will be purchased in 2021. Also the timeline has been revised by CRTC. | | | | | | | | | | |
| District Policing Program - District Model | 2,327 | 1,327 | 1,327 | 8,970 | 2,023 | Delayed | Jan-18 | Dec-23 | Dec-22 | Ⓜ | Ⓜ |
| Comments: | The review of operational processes continues to focus on opportunities to improve service delivery. This work includes system enhancements for shift schedule-related activities, the investigative review processes, charge processing processes, the standardization of non-emergency event processes, etc. All these efforts allow the front-line officers to more efficiently respond to higher priority emergency calls, as well as proactively engage the community and support policing initiatives that promote community safety. | | | | | | | | | | |
| Explanation for Delay: | Delayed until internal resources and action plans are lined up for project execution. The Service is about to embark on numerous Police Reform initiatives and the implementation of some of the initial work has been deferred. | | | | | | | | | | |
| 12 Division | 375 | 0 | 0 | 9,000 | 0 | Cancelled | Jan-19 | Dec-21 | Dec-21 | N/A | N/A |
| Comments: | The 12 Division Renovation project is cancelled. | | | | | | | | | | |
| Explanation for Delay: | Funding for future years is no longer required and \$375K will be returned to the City | | | | | | | | | | |
| 32 Division Renovation | 2,500 | 23 | 23 | 10,940 | 373 | Cancelled | Jan-19 | Dec-21 | Dec-21 | N/A | N/A |
| Comments: | This project has been cancelled. Funds will be returned. | | | | | | | | | | |
| Explanation for Delay: | The Service is re-evaluating this project and other alternative options are being explored. | | | | | | | | | | |

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|---|---|-----------|---------------|--------------------|--------------|-------------------|------------|----------|---------|--------------|---------|
| | Approved Capital Plan | YTD Spend | YE Proj Spend | Approved Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| 41 Division | 2,154 | 504 | 504 | 38,928 | 1,056 | Delayed | Jan-18 | Dec-22 | Dec-23 | Ⓜ | Ⓜ |
| Comments: | <ul style="list-style-type: none"> The construction management services contract for the new 41 Division was approved by the Board at its May 2020 meeting (Min No. P54/20 refers) Numerous Value Engineering sessions (cost saving efforts) have been held with the construction manager and consultants, and some cost reductions have been achieved. However, the total construction cost is still much higher than originally estimated The Schematic Design was approved by Command on November 23, 2020. The project has moved into the Detailed Design Phase. | | | | | | | | | | |
| Explanation for Delay: | Delayed start due to lack of resources and competing priorities. | | | | | | | | | | |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 3,053 | 0 | 0 | 6,106 | 2,704 | Delayed | Jan-19 | Dec-20 | Dec-20 | Ⓜ | Ⓜ |
| Comments: | Costs came in lower than expected, Purchase received Board approval in April. Total required is \$1,581,000. | | | | | | | | | | |
| Explanation for Delay: | Payment to be made in 2021 when project milestones are met. | | | | | | | | | | |
| ANCOE (Global Search) | 730 | 535 | 535 | 2,165 | 535 | On Time | Jan-19 | Dec-23 | Dec-23 | Ⓞ | Ⓞ |
| Comments: | The Service ended its relationship with I.B.M. regarding this project. An updated plan has been developed to leverage Service members to continue implementation including data visualization and reporting for the Service. This program will also deliver the pilot phase of Global Search – an enterprise search application for members to access all information through a single search tool. This will include the establishment of global search capabilities in several units across the Service, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. The Global Search pilot will conclude in late 2020 with full implementation in 2023. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Toronto Public Library | | | | | | | | | | | |
| Albert Campbell Library | 5,474 | 6,626 | 6,626 | 17,939 | 8,267 | On Track | Jan-19 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Construction is progressing ahead of schedule due to strong contractor performance. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Bayview-Bessarion Library | 3,857 | 3,188 | 3,188 | 15,322 | 7,251 | 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: | | | | | | | | | | | |
| Maryvale Relocation | 1,648 | 77 | 77 | 2,714 | 77 | 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 | | | | | | | | | | |
| North York Central Phase 2 | 5,842 | 5,734 | 5,734 | 12,718 | 11,405 | On Track | Jan-18 | Dec-22 | Dec-21 | Ⓞ | Ⓞ |
| Comments: | Project is on track. | | | | | | | | | | |

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|-------------------------|-----------------------|-----------|---------------|--------------------|--------------|----------|------------|----------|---------|-----------|---------|
| | Approved Capital Plan | YTD Spend | YE Proj Spend | Approved Budget | Life to Date | | | Planned | Revised | | |
| Explanation for Delay: | | | | | | | | | | | |
| Wychwood Library | 4,162 | 3,790 | 3,790 | 15,796 | 10,047 | On Track | Jan-15 | Dec-22 | Dec-22 | Ⓢ | Ⓢ |
| Comments: | Project is on track. | | | | | | | | | | |
| 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 |
| York Woods Renovation | 6,059 | 5,865 | 5,865 | 11,758 | 7,870 | On Track | Jan-18 | Dec-22 | Dec-21 | Ⓞ | Ⓞ |
| Comments: | Project is on track. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Toronto Transit Commission | | | | | | | | | | | |
| Toronto Rocket Yard and Storage Track Accommodation | 38,983 | 38,635 | 38,983 | 495,385 | 326,447 | On Track | Jan-10 | 31/12/2025 | TBD | Ⓞ | Ⓞ |
| Comments: | <ul style="list-style-type: none"> Greenwood Track & Structures Building Renovation and Carhouse Pendant Retrofit: Correction of deficiencies continues. Contractor for "Greenwood Carhouse – Facility Pressure Washers, Heaters and Lighting Upgrade" has successfully installed heaters at Track 31. Duct work, conduits and cable controls to the heaters are ongoing. Contractor for Wilson Carhouse Expansion has achieved building occupancy for the office expansion and has commenced demolition for the truck shop at the south end of Tracks 15 and 16. Work for Wilson Yard Fencing and Miscellaneous Site Services has been completed. | | | | | | | | | | |
| Explanation for Delay: | <ul style="list-style-type: none"> Although some components of the program are tracking behind schedule, the overall program is tracking on time and on budget. Various project-level issues such as site conditions, geotechnical investigations etc. are being managed to minimize the impact on the program schedule. | | | | | | | | | | |
| Easier Access - Phase III | 76,769 | 76,769 | 73,442 | 829,917 | 382,643 | On Track | Jan-06 | 31/12/2025 | TBD | Ⓞ | Ⓢ |
| Comments: | <ul style="list-style-type: none"> Detailed design of Islington and Warden redevelopments are in progress. Detailed design completed for Rosedale, Castle Frank, Greenwood, Glencairn, Summerhill and Christie, and are proceeding towards Stage Gate 5 (construction). Construction commenced at Donlands and College Stations – Easier Access combined with Second Exit/Entrance. Wellesley, Dupont, Runnymede, Bay, Wilson and Chester elevators are in service, and these six stations were made accessible in 2020, as scheduled. Construction for station accessibility is ongoing at six stations: Yorkdale, Lansdowne, Keele, Sherbourne, Donlands and College Stations. | | | | | | | | | | |
| Explanation for Delay: | <ul style="list-style-type: none"> Warden and Islington Station accessibility: Magnitude and complexity of the station redevelopments may delay station accessibility. Mitigation: Advancing Passenger Pick Up and Drop Off and platform elevators for Warden. Investigating opportunities/feasibility for advancing platform elevator through construction staging for Islington. 3rd Party Delays – Permits and Approvals, Utilities relocations: Stations delayed by 3rd party issues due to limited resources, competing priorities and multiple reviews and complex processes. Mitigation: Escalate permits and approval process with City. Planning utility work in advance when feasible. Has been escalated. Delegated approval for Right of Way (ROW) occupancy permits to be presented to Council in April for approval. May help expedite ROW permits. 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: Initiated conversation with City Real Estate Services, mitigation is ongoing along with early property identification. Opportunity to continue the negotiation and reach settlement agreement while processing the expropriation when possible. Design Complexities: Impacts due to retrofit of complex stations, including impacts with stairs/escalators, adjacent properties, utility conflicts resulting in longer design durations to resolve issues. Mitigation: Adding resources and advancing designs. Planning utility work and power upgrades in advance. | | | | | | | | | | |

APPENDIX 3
Major Capital Projects
For the period ending December 31, 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 |
| Automatic Train Control (ATC) Resignalling project (Line 1) | 65,240 | 65,240 | 63,000 | 863,335 | 564,228 | On Track | | 31/12/2023 | TBD | Ⓒ | Ⓜ |
| Comments: | <ul style="list-style-type: none"> • ATC is in operation from Vaughan Metropolitan Centre to Rosedale stations. • Phase 3C (Queen to Rosedale): Commissioned in November 2020. • Phase 4 (Rosedale to Eglinton): Completed 100% construction. • Phase 5 (Eglinton to Finch): Completed 60% construction. | | | | | | | | | | |
| Explanation for Delay: | <ul style="list-style-type: none"> • COVID-19 Impact: <ul style="list-style-type: none"> - Limited TTC and Contractor staff due to restrictions 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. Backup plan for critical activities has been identified where possible. The project's critical path has not been impacted to date. - Supply chain delays impacting construction activities: Construction impacted by material shortage delaying or postponing installation activities. Mitigation: Supply chain issues are currently managed. The project's critical path has not been impacted to date, continue monitoring. • Eglinton Crosstown LRT interface: The LRT project timeline is impacting design and implementation of the project. Mitigation: Conducted impact analysis based on potential completion dates of platform. Contact with Metrolinx has been initiated through TTC Executives. • Closure cancellations continue to be a high risk for successful project completion. Mitigation: Prioritization and planning of alternate closure weekends have been implemented and will continue throughout the remaining phases. | | | | | | | | | | |

APPENDIX 3
Major Capital Projects
For the period ending December 31, 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 |
| | | | | | | | | | | | |
| Fire Ventilation Upgrades & Second Exits | 18,266 | 18,266 | 11,362 | 504,148 | 295,396 | On Track | Jan-11 | Post 2027 | TBD | Ⓚ | Ⓜ |
| Comments: | <ul style="list-style-type: none"> Construction progress schedule was accelerated from the targeted schedule for Chester Easier Access/Second Exits and the elevators were put in service two months earlier. Donlands and College stations – Second Exit/Entrance combined with Easier Access: Commenced construction. Museum Station – Second Exit/Entrance combined with Easier Access: Completed scope design review. | | | | | | | | | | |
| Explanation for Delay: | <ul style="list-style-type: none"> High complexity of Second Exit may cause activities to take longer than expected: Second Exit design and construction activities are highly complex and may require extra time and cost than anticipated. Mitigation: Advance design work. 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 project stage gate process. 3rd Party Permits and Approvals: Obtaining permits and approvals for Second Exit projects are taking longer than anticipated impacting the contracts award timelines and burn rate/cash flow. Mitigation: The discussion with the City and Toronto Water has commenced and is ongoing to establish an expedited process for permit reviews and approval. | | | | | | | | | | |
| McNicoll Bus Garage | 39,921 | 38,620 | 39,921 | 181,000 | 161,289 | On Track | Jan-12 | 31/12/2020 | TBD | Ⓜ | Ⓜ |
| Comments: | <ul style="list-style-type: none"> Overall project remains on-time and under budget*. Contractor is correcting deficiencies and working toward demobilization from site. Pedestrian crossing between employee parking lot and main facility is now in service. Managers and office staff have moved in and the facility is ready for service. Substantial Completion achieved and deficiency work ongoing. Interim connectivity is being provided by Bell fibre. VISION system hardware is installed and functional. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Fare System - PRESTO/TTC Farecard | 5,467 | 3,246 | 3,267 | 83,551 | 60,105 | Minor Delay | Jan-12 | 31/12/2021 | TBD | Ⓜ | Ⓚ |
| Comments: | <ul style="list-style-type: none"> Service Plan for PRESTO maintenance adjusted based on Toronto Public Health guidelines to address COVID-19, continually monitoring and adjusting. Due to the pandemic, the Board has approved the distribution of refund for March and April 2020 passes. The refund program commenced in Q2 and will extend into December 2021. Currently, 76% of the passes have been picked up by customers. Continue to monitor. Negotiations with Metrolinx regarding the settlement of outstanding claims was effectively concluded and provided to the Board in September 2020. Detailed negotiations with Metrolinx continue, to finalize the details of the settlement agreement, which are expected to be concluded by Q1 2021. | | | | | | | | | | |
| Explanation for Delay: | <ul style="list-style-type: none"> Formal dispute resolution engaged with Metrolinx to prioritize functionalities for cash equivalent and readable transfer media on Surface Route, Open Payment and updates of Presto card readers on Streetcars and Buses. The delivery of these functions is dependent on the TTC Five-Year Fare Policy currently under development and Metrolinx Procurement RFP. | | | | | | | | | | |
| Solid Waste Management Services | | | | | | | | | | | |
| GREEN LANE LANDFILL | 30,953 | 14,515 | | 253,425 | 105,594 | On Track | Prior to 2010 | Dec-20 | Dec-20 | Ⓚ | Ⓜ |

APPENDIX 3
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For the period ending December 31, 2020
(\$000s)

| 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 | | |
| Comments: | Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| TRANSFER STATION ASSET MANAGEMENT | 15,232 | 4,510 | | 183,164 | 45,347 | 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: | Projects delayed greater than 6 months primarily due to insufficient staff resources, delays in finalizing the bid documents (RFQ/RFP) and COVID19 pandemic. | | | | | | | | | | |
| PERPETUAL CARE OF CLOSED LANDFILLS | 15,393 | 8,589 | | 89,213 | 38,468 | Minor Delay | Prior to 2010 | Dec-30 | Dec-30 | Ⓜ | Ⓜ |
| Comments: | Legislated project for the perpetual care of closed landfills. | | | | | | | | | | |
| Explanation for Delay: | Status: Less than 6 Months Delay for KVL flare upgrade project due to contractor issues. Additionally the covid pandemic impacted procurement and progress of several projects. | | | | | | | | | | |

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Major Capital Projects
For the period ending December 31, 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 | | | | | | | | | |
| Toronto Water | | | | | | | | | | | | | | | | | | | | |
| St Claire - Reservoir Rehabilitation (CPW060-07) | 428 | 62 | | 32,466 | 26,993 | 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. Project is nearing completion with reduced expenditures in 2020. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| ROSEHILL PS REHAB (CPW060-11) | 1,553 | 1,262 | | 7,299 | 4,751 | On Track | Jan-15 | Dec-21 | Dec-21 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Project nearing completion, post construction services are on-going. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| OUTFALL CONSTRUCTION (CWW039-06) | 38,420 | 38,156 | | 281,278 | 85,869 | On Track | Jan-18 | Dec-25 | Dec-25 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction started in early 2019, and is proceeding on track in 2020. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| Don & Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03) | 80,050 | 80,050 | | 411,255 | 220,505 | On Track | Jan-18 | Jan-24 | Jan-24 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction started in 2018, and is proceeding on track in 2020. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| <table border="0"> <tr> <td>>70% of Approved Project Cost</td> <td>Ⓞ</td> <td>On/Ahead of Schedule</td> </tr> <tr> <td>Between 50% and 70%</td> <td>Ⓜ</td> <td>Minor Delay < 6 months</td> </tr> <tr> <td>< 50% or > 100% of Approved Project Cost</td> <td>Ⓡ</td> <td>Significant Delay > 6 months</td> </tr> </table> | | | | | | | | | | | | >70% of Approved Project Cost | Ⓞ | On/Ahead of Schedule | Between 50% and 70% | Ⓜ | Minor Delay < 6 months | < 50% or > 100% of Approved Project Cost | Ⓡ | Significant Delay > 6 months |
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