

APPENDIX 3
Major Capital Projects
For the period ending April 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	572	686	6,318	6,204	On Track	Sep-18	Jun-21		Ⓒ	Ⓒ
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. Substantial completion was reached March 12, 2021. Landscaping completion is pushed to May 2021 for 100 % completion by end of June 2021.										
Explanation for Delay:											
Casa Loma Phase 10	3,048	164	2,764	3,800	917	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 had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continues in Q1 2021 and the contractor is making good progress. The on-site construction is still estimated to be complete by 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	10,875	0	1,000	175,970	0	Minor Delay	Mar-20	Dec-25		Ⓒ	Ⓜ
Comments:	Carefree Lodge Redevelopment project, planned to start in Q2 2021, 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	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.										

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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.										
Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	2,500	314	2,500	74,797	71,599	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Dec-21	Ⓜ	Ⓜ
Comments:	New Community Space Fit-Out work was added to the project scope and is well underway. Financial reconciliation is approaching completion. Third party Audit work complete. Tender of turf field replacement work is scheduled for mid-May 2021 and is expected to be 100% complete by the end of August 2021. The end date notes December 31, 2021 for close out of all invoicing.										
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. Boards have requested early replacement of turf field.										
Bessarion Community Centre, Community Centre,	28,643	5,506	23,443	84,859	44,898	Significant Delay	2013	2020	Jun-22	Ⓜ	Ⓜ
Comments:	Project is under construction with 53% of contract work completed (by dollar value). Construction of the three-story underground parking garage structure is completed. At the south end, the Level 3 roof structure has been completed. At the north end, the Level 4 (gym) roof structure is completed. Exterior cladding, interior masonry, and mechanical and electrical rough-in is underway.										
Explanation for Delay:	Delays to the project schedule have been due to the COVID-19 pandemic, as well as days lost due to weather.										
Wellesley Community Centre Pool - Design & Construction	192	67	192	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.										

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Don Mills Community Recreation & Arena Facility Design & Construction	500	0	150	85,200	0	Minor Delay	Jan-16	Dec-25		Ⓞ	Ⓞ
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.										
Davisville Community Pool Design and Construction	1,000	54	500	17,135	54	Minor Delay	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-25	Ⓞ	Ⓞ
Comments:	Community consultation and schematic design commenced 2021 Q1. Construction of the City Aquatic Centre is expected to commence 2022 Q4. Construction of the school project is approximately 85% complete as of 2021 Q2 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	5,972	-508	910	60,200	2,730	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 May 2021. Applications for a minor variance and building permit have been submitted. The review process for the prequalification for contractors is currently underway and should be completed by end of May in anticipation to tender in June 2021. Approvals and contract execution process will be complete by end of September 2021. Ground breaking may take place by end of October 2021. The construction phase is still anticipated to be complete by the end of 2024.										
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	3	800	60,200	692	Minor Delay	Feb-16	Fall 2021	Dec-24	Ⓞ	Ⓜ
Comments:	The Second 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 parking and shared park amenity and the Final Appraisal Report for the Easement Agreement on the shared access driveway are being reviewed by the 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. A preliminary meeting with MECP has been carried out and preliminary design to commence. Biomass Energy Feasibility Study, Geotechnical and Hydro Geotechnical Reports are completed. Site Plan Application to be submitted end of May, 2021. A REOI to engage a public artist is being finalized. Tender drawings will be advancing through Q1 2022 with Tender anticipated in late Q1 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 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	1,247	118	500	63,500	647	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 under way. 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.										
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)	4,969	642	4,590	25,299	12,650	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	2,771	333	1,250	19,540	9,689	Minor Delay	Jan-12	Dec-20	Dec-22	Ⓞ	Ⓢ
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:											
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: Summer/Fall 2021 Detailed Design: Spring/Summer 2022 Tender for Construction: Late 2022/ Early 2023 (Anticipated)	Dec-23	Dec-24	Ⓞ	Ⓢ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver this project. The winning team, WHY Architecture and Brook Mollroy, 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 project. Design validation process nearing completion. Delivery Agreement in progress and to be executed by July 2021. 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		3,556	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 start is anticipated in June 2021 with completion in mid-2022.										
Explanation for Delay:											

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Lower Yonge Street Community Centre Space	6,124	2,539	6,124	18,000	26	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		450	64,500	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. Architect, Landscape Architect & Engagement Consultants have been retained 2021 Q2. Consultant Contracts processing is underway.										
Explanation for Delay:											
Moss Park - Park Redevelopment Design	195		145	500	5	Minor Delay		Nov-26		Ⓞ	Ⓞ
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.										
Explanation for Delay:											
Shelter, Support & Housing Administration											
George Street Revitalization	18,347	680	15,027	587,111	70,101	Significant Delay	Jan-16	Dec-23	Feb-26	Ⓞ	Ⓡ
Comments:	The 705 Progress Avenue project is expected to meet its year-end projected spend and is substantially complete. The 354 George project has been converted to 76 Church St. and design is underway. Construction is expected to be completed by the end of 2021. The 2299 Dundas project continues to be delayed due to an appeal on the Committee of Adjustment decision. The appellant has agreed to a Minutes of Settlement and we are awaiting a TLAB hearing/settlement date. Expected that construction will commence in 2021. The GSR-Main project is expected to meet its year-end projected spend. The completion of the output specifications for the release of RFP is moving ahead and will be released in summer 2021.										
Explanation for Delay:	The following are generally explanations for the delays: 1) The 354 George Street Site is being used as temporary response sites for Covid-related issues and securing the alternate replacement site (76 Church Street) added to the time delay; 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 was delayed due to the Covid pandemic.										

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Addition of 1000 New Shelter Beds	44,710	5,205	30,000	112,140	61,288	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 233 Carlton that went to TLAB, we are still awaiting a decision. Construction cannot commence at 233 Carlton until that decision is made which delays the construction of 67 Adelaide as the drop in centre will be moving to 233 Carlton.										
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										
Toronto Employment & Social Services											
HSI Phase 2 CSS905-01	3,453	663	3,320	9,823	7,034	On Track	Jan-18	Dec-21		Ⓒ	Ⓒ
Comments:	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, business process redesign and roll-out of Virtual Caseworker pilot program for processing Ontario Works applications through video conferencing. Policy and technology development work on the extension of Fair Pass Transit Discount Program to Toronto residents in receipt of housing supports is underway. Between Q2-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) Complete transition of Emergency Energy Fund (EEF) Application Process to ASC, (c) migrate data from EEF Mate, Yardi, Welcome Policy and T5 Applications into Salesforce CRM (d) refresh Fair Pass online form and launch document upload function (e) Identify priorities & opportunities to develop the HSI Online Strategy, Future State, and Strategic Roadmap (f) Roll-out various Toronto Grant Rebate and Incent Programs processes within SmartSimple system. We forecast to spend about 96% of the approved project cost by year end.										
Explanation for Delay:											

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Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1,039	67	997	40,245	555	On Track	Jan-17	Dec-24		Ⓒ	Ⓒ
Comments:	<p>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.</p> <p>The Architectural contract for the Design was awarded in June 2020. Project design was slightly delayed due to COVID-19 scheduling and Net Zero Energy Feasibility Study. Detailed Design Phase is currently underway with development submission expected in Q2-Q3 of 2021.</p> <p>Project is on track for 2024 substantial completion.</p>										
Explanation for Delay:											
AMBULANCE POST - 30 Queens Plate Dr.	375	0	50	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:	<p>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.</p> <p>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.</p>										
Fire Services											
Project Name : STATION B - Downsview (STN 144) KEELE / SHEPPARD	2294	595	2,294	11,685	9,821	On Track		Dec-16	Dec-21	Ⓒ	Ⓒ
Comments:											
Explanation for Delay:	The timing of the project delivery was previously revised due to delays associated with the site plan and building plan approvals. The construction of the station is progressing well and is expected to be completed by Q4 2021.										

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Transportation Services											
F. G. Gardiner*	80,376	32,273	68,320	2,307,210	339,479	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 - Owners Engineer assignment has been awarded and is underway. 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. Interim repairs works anticipated to begin in 2021.										
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											
Port Lands Flood Protection	99,541		80,000	394,816	200,602	On Track	Nov-16	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	The Parks, Public Realm design is 90% complete and River designs are at 100% complete. 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 Cherry Street South Bridge was completed along with foundation work for the full Commissioner Street Bridge. Excavation and river liner is complete in the Central River Valley. Excavation is underway in the Spillway and Ice Management Area, which will form the rest of the river valley. Shallow excavation and the clearing of obstructions has been completed over the majority of the site.										
Explanation for Delay:											

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Precinct Implementation Projects	23,124	2,977	17,100	247,398	229,237	On Track	Jan-05	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Ongoing development of the East Bayfront precinct, including 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 in 2020, however overall the project is a multi-year project and is expected to still be completed in 2022. 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 was 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 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.										
Explanation for Delay:											
Corporate Real Estate Management											
Union Station Revitalization	22,896	2,636	22,896	824,039	803,780	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 work includes deficiency corrections determined by building inspector - Bay Concourse itself has been granted occupancy but inspector needs to pass exits, anticipated end of May 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 										

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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 were completed by Q1 2021 and are currently under review by the building inspector to grant occupancy. Substantial completion is expected by the end of May 2021 and 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>										
St. Lawrence Market North Redevelopment	46,994	6,153	34,042	118,821	43,560	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:	<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 April 2021, the building substructure and parking garage is complete. Ongoing work includes construction of the steel frame superstructure, curtain wall, and installation of mechanical and electrical.</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 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 Plan.</p>										

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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		
Life to Date											
Technology Services											
Project Name Disaster Recovery Program	784	87	777	4,532	2,459	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.										
Explanation for Delay:	The project is currently in the planning phase, the scope is well contained and undergoing the review of the Master Disaster Recovery Strategy with the organizations' management teams. The next steps are partnering with OC and OEM teams to review existing business continuity plans for gaps. Work packages will be developed to address these gaps ensuring that all audit requirements are met. Last year the Project Director had worked on redefining and bringing structure to the whole program. In addition, the project was also delayed because of COVID-19 and the redeployment and subsequent later assignment of resources to the Disaster Recovery program.										
Project Name O365	5,034	39	4,970	8,784	39	On Track	Jan-21	Jun-23	Jun-23	Ⓞ	Ⓞ
Comments:	Professional Services and Licence agreements with Microsoft to be completed in May 2021. All other project activities are in planning mode. Planning of Project Implementation targeting the commencement at the beginning of Q2 2021. Professional Services and Unified Support agreements have been executed, Purchase Order is pending. Enterprise Enrollment agreement execution for M365 Licenses is pending. Pre-work required to complete ahead of the Microsoft SOW engagement is ongoing (identifying appropriate resources, Privacy Impact Assessment Risk Treatment Plan, as well as Change Management strategy and adoption tactics).										
Explanation for Delay:											
Project Name Enterprise Work Management System	9,053	626	9,053	19,478	626	On Track	Jan-13	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	1) Commenced workshops to configure system for Solid Waste Management rollout targeted for December 2021; 2) Commenced readiness/preparation activities for remaining three divisions; 3) Consolidated Program budget from four individual divisional budget to a single Program budget. The project is now on track subsequent to a minor delay due to COVID in 2020.										
Explanation for Delay:											

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Project Name Enterprise Documents and Records Management	2,542	301	835	8,358	5,989	Significant Delay	Mar-14	Dec-20	Dec-21	Ⓡ	Ⓡ
Comments:	Phase 1 of development of a training curriculum & training materials to train CIMS staff to use IM readiness materials completed. Updates to T-Recs training videos completed. Development of Holds Management model continues. T-Recs team is assessing alternate solutions for managing the City's physical records holdings. Recommendation on next steps endorsed by Project Sponsor on April 26th.										
Explanation for Delay:	Scope of work for the latter half of 2021 to be confirmed in May, partially dependent upon the outcome of the assessment of alternate solutions for managing the City's physical records holdings and assuming the project will continue to be responsible for migrating from LiveLink Records Server (LLRS) to a new solution in managing physical records as well as deploying a replacement solution for the legacy WebGENCAT archival solution. EDRMS is still under a major delay as decision is still outstanding on moving forward with a new solution to replace LLRS which is used to manage physical records. If Steering Committee decides to procure a new solution instead of using T-Recs then existing commitment will be cancelled and procurement will need to be re-evaluated.										
Accounting Services											
Financial Systems Transformation Project	62,311	359	10,000	137,195	359	Minor Delay	Jan-21	Sep-23	Sep-23	Ⓢ	Ⓢ
Comments:	RFP completed.										
Explanation for Delay:	Delays in project resources and Vendor on-boarding issues in 2021, but the plan is to complete the project on budget and on time by 2023. .										
Exhibition Place											
Beanfield Centre - Hotel X Bridge - Phase 2	502	476	502	3,180	3,151	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 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 substantially complete.										
Enercare Centre - Replace & Retrofit Chillers	1,970	731	1,970	2,000	761	Significant Delay	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.										

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Electrical Underground High Voltage Utilites - Replace Priority Feeders (2020 Cash Flow S2)	1,970	89	1,970	2,000	119	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:	The project was put on hold in 2020 due to COVID-19 and the reduction in CFC funded projects. The project is currently on schedule to be completed in 2021 in coordination with other projects.										
Toronto and Region Conservation Authority											
LONG TERM ACCOMMODATION - 5 SHOREHAM Dr. & INTEREST (CRC103-03 and CRC103-04)	1,283	1,283	1,283	31,860	4,290	Significant Delay	Jan-20	Dec-21	Jul-22	Ⓢ	Ⓡ
Comments:	<p>1. Construction began January 2020 with the substantial performance expected September 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 Q3 with building watertight by Q1 2022.</p> <p>3. Completed approvals for building permit and Site Plan Agreement (SPA). Shared use agreement with Tennis Canada is executed with the City of Toronto lease agreement for use of western portion of Murray Ross Pkwy ROW pending. Once lease agreement is executed City will issue draft of Site Plan Agreement. TRCA will request full building permit when draft SPA issued.</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	908	15	550	50,500	290	Delayed	Jan-17	Dec-24	Dec-26	Ⓢ	Ⓢ
Comments:	The process of rezoning and an environmental assessment of site and soil conditions are complete. The architectural firm is currently preparing a design brief complete with schematic block plans for use in the Construction Management Request for Proposal (R.F.P.) that will be tendered in the second quarter of 2021. Facilities Management will engage the 54/55D Building Committee for continuation of the investigative/schematic design phase. Construction will commence by the second quarter of 2022. Once the building is operational, the 54 & 55 divisional properties will be returned to the City. Timeline and construction cost is adjusted for 2021. However, due to new COVID-19 restrictions, it is anticipated that there will be some delays in the project. Therefore, the overall status of this project is Yellow at this point.										
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.										

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Transforming Corporate Support	1,376	0	1,176	9,242	6,558	On Time	Jan-14	Dec-20	Dec-22	Ⓞ	Ⓞ
Comments:	The Service will update the time and labour system through a technical upgrade of the current TRMS application. A project charter and high-level implementation plan has been developed and approved by all parties. Project start up and procurement activities are currently underway. Continuous improvements to the H.R.M.S. functionality, reports and processes are continuing in 2021 to address gaps and increase process maturity.										
Explanation for Delay:											
ANCOE (Enterprise Business Intelligence)	147	40	97	10,717	10,609	On Time	Jan-15	Dec-18	Dec-23	Ⓢ	Ⓞ
Comments:	The program is mostly complete and will continue to improve the analytical reporting environments with new and enhanced Power B.I., geospatial and reporting technologies. The A.N.C.O.E. program has 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. Planned deliverables include the second phase of the Situational Awareness solution, which includes improvements in Computer Aided Dispatch (C.A.D.) reporting, the re-engineering of the Geographic Information System (G.I.S.) platform for improved robustness and accessibility and the promotion and implementation of additional G.I.S. services and dashboards.										
Explanation for Delay:											
Radio Replacement	6,130	86	6,130	38,051	29,652	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
Comments:	The Service's Telecommunications Services Unit (T.S.U.) maintains 4,697 mobile and portable radio units. The replacement lifecycle of the radios was extended from seven years to ten years, a number of years ago, in order to reduce the replacement cost of these important assets.										
Explanation for Delay:											
Body Worn Camera - Phase II	2,800	1,336	2,600	5,855	4,391	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) and implementation of the solution commenced in 23 Division immediately thereafter. To date, 770 front-line police officers in 23 Division, 12 Division, 11 Division, 22 Division, those assigned to the Community Response Unit at 52 Division and the Public Safety Response Team have been trained and issued body-worn cameras. Training was halted in February due to Covid-19 concerns but has resumed in a limited capacity. Body-cameras continue to be rolled out to front-line officers in 31 Division, 14 Division, 52 Division and 13 Division.										
Explanation for Delay:											
State-of-Good-Repair	6,059	313	3,947	on-going	on-going	On Time	on-going	on-going	on-going	Ⓢ	Ⓢ

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<p>Comments:</p> <p>S.O.G.R. funding is utilized to maintain the safety, condition and requirements of existing Service buildings. This funding source is also used by the Service for technology upgrades in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Long-Term Facility Plan, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint. Some examples of S.O.G.R. work in 2021 are security/access control maintenance in various locations, light emitting diode (L.E.D.) retrofits, realignment of headquarter (H.Q.) units, Marine Unit dock replacement, Mounted Unit horse stall repairs, Police Dog Services canopy, etc.</p> <p>The health status of this project is Yellow due to anticipated delays from COVID-19.</p>											
<p>Explanation for Delay:</p> <p>Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management as well as anticipated delays from COVID-19.</p>											
Next Generation (N.G.) 9-1-1	6,695	41	5,695	8,985	696	On Time	Jan-19	Dec-23	Dec-24	Ⓞ	Ⓞ
<p>Comments:</p> <p>As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by March 31, 2021 and Text Capable Networks by March 31, 2022. The existing, soon to be legacy, 9-1-1 network is slated to be decommissioned by March 31, 2024.</p> <p>The new N.G. 9-1-1 solution, as proposed by Comtech Solacom (Solacom), was approved by the Board at its September 2020 meeting (Min. No. P133/20 refers). The Detail Design phase is in progress.</p> <p>Pending any COVID-related delays or unplanned interruptions, it is 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 performance of a Public Safety Answering Point (P.S.A.P.) is measured against the National Emergency Number Association (N.E.N.A.) standards (90% of all incoming 9-1-1 calls answered within 15 seconds). The implementation of Real Time Text (R.T.T.) will however presents a significant challenge with respect to the ability to meet the N.E.N.A. standards. Although the technical components of R.T.T. are yet to be finalized, the processing of text calls will take significantly longer than traditional voice calls. Limited data from across Canada from the present text to 9-1-1 calls with the deaf and hard of hearing community suggest that the processing time is approximately 15 times longer than a traditional voice call. In order to meet the N.E.N.A. standards, the Service will very likely need additional Communications Operators to handle the text and voice calls. It is not possible, at this time, to determine the number of additional Communications Operators that will be required.</p> <p>To accommodate the implementation of N.G. 9-1-1 and to house the additional call-taking positions; the call-taking space on the operational floor is being expanded during renovations. At this point there is no funding for additional equipment or staffing. Space is being created to prepare for the anticipation of increased demand which would then require additional equipment and staff.</p> <p>The Status of this project is changed to Green as the overall implementation timeline and budget have been adjusted for COVID-19 impacts and legal-related delays in 2020.</p>											
<p>Explanation for Delay:</p>											

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Long Term Facility Plan - Facility and Process Improvement	700	130	700	4,492	2,153	On Time	Jan-18	Dec-23	Dec-22	Ⓞ	Ⓞ
Comments:	The remote appearance video bail pilot project was implemented at 14 and 23 Divisions in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The expansion of the video bail pilot to 43 and 55 Divisions is now underway. 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, 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, proactively engage the community, and support policing initiatives that promote community safety.										
Explanation for Delay:											
41 Division	6,016	158	4,176	50,500	1,214	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 schematic design was approved by Command in November 2020. The project has moved into the Detailed Design Phase. The 50% Detailed Design Set was completed in March. The budget has been prepared by the construction management firm and cost consultants. Additional value engineering sessions will be conducted for cost containment purposes. F.C.M. is continuing to develop the enabling site preparation work in conjunction with the architectural and construction management firms, as well as the divisional move committee. The enabling work package is currently out for tender. Renovation work to be completed in May/June 2021 with relocation of staff scheduled shortly thereafter. Phase 1 of demolition is expected to start in August 2021. Community engagement has been initiated with a Town Hall meeting being scheduled for the second quarter of 2021. Timeline and construction cost is adjusted for 2021. However, due to COVID-19 restrictions the overall status of this project is Yellow at this point.										
Explanation for Delay:	Due to COVID-19 restrictions.										
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	0	1,344	4,285	2,704	On Time	Jan-19	Dec-20	Mar-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). Due to delays in contract negotiations and the continuing impact of COVID-19 with travel restrictions and logistics with shipping and receiving of materials, the implementation timeline has been extended from 8 months to 15 months. In February 2021, planning documents were created and forwarded to the Forensic Identification Services unit for review. The planning phase was commenced and is continuing through to June 2021. The status of this project is changed to Green as the project baseline was adjusted to reflect the revised timeline and lower than budgeted cost (funding of \$1.47M was returned to the City at the end of 2020). The new A.F.I.S. is expected to be fully operational in the first quarter of 2022.										
Explanation for Delay:											
ANCOE (Global Search)	872	696	772	1,811	1,231	On Time	Jan-19	Dec-23	Dec-23	Ⓞ	Ⓞ
Comments:	When the Service's Records Management System (R.M.S.) was changed from e.C.O.P.S. to Versadex in 2013, users could not concurrently perform an integrated search of the current Versadex R.M.S. and the legacy databases through a single interface. With the production implementation of this 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.										
Explanation for Delay:											

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Mobile Command Centre	1,735	0	1,335	1,735	0	On Time	Jan-21	Apr-22	Apr-22	Ⓞ	Ⓞ
Comments:	The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role and fulfill the need to readily support any and all operations and occurrences within the City. The design will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations. Additionally, the vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of police responses. A project management team and working group have been established. A project charter is being developed and milestones defined. Stakeholders have been engaged to assist in defining the communications, technological and structural requirements.										
Explanation for Delay:											
Toronto Public Library											
Albert Campbell Library	4,908	3,346	5,863	20,216	11,633	On Track	Jan-19	Dec-22	Dec-22	Ⓜ	Ⓞ
Comments:	Construction is progressing very well and it is expected that 2021 expenditures will be ahead of schedule.										
Explanation for Delay:											
Bayview-Bessaron Library	5,171	821	5,171	15,322	8,073	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 under construction.										
Explanation for Delay:											
Maryvale Relocation	1,571	5	1,015	2,749	82	Minor Delay	Jan-20	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Construction tender is expected in summer 2021 with construction to commence in early fall.										
North York Central Phase 2	1,313	145	1,313	12,718	11,550	On Track	Jan-18	Dec-22	Dec-21	Ⓞ	Ⓞ
Comments:	Project is on track.										
Explanation for Delay:											
Wychwood Library	3,280	971	3,280	15,796	11,018	On Track	Jan-15	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Project is on track.										
Explanation for Delay:											
York Woods Renovation	3,888	1,027	5,954	11,758	8,897	On Track	Jan-18	Dec-22	Dec-21	Ⓜ	Ⓞ
Comments:	An in-year budget adjustment of \$2.066 million will be requested as part of the four month variance report for the construction cost escalation primarily related to site conditions, and the impacts of the Cross Town Metrolinx Project and COVID-19 pandemic. The \$2.066 million gross budget increase will be funded by \$0.301 million of development charges and a reallocation of \$1.765 million from the Multi-branch renovation project.										
Explanation for Delay:											

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Toronto Transit Commission											
Automatic Train Control (ATC) Resignalling project (Line 1)	57,760	13,098	50,000	737,000	577,324	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 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 										
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 including recent Toronto Public Health Section 22 Order 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. Backup plan for critical activities has been identified where possible. 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: Supply chain issues are currently being managed and the project's critical path has not been impacted to date, continue monitoring. • Closure cancellations potentially impacting project completion. Mitigation: Prioritization and planning of alternate closure weekends have been implemented and will continue throughout the remaining phases. 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. 										
Easier Access - Phase III	80,148	14,619	80,496	1,080,726	397,262	On Track	Jan-06	31/12/2025	TBD	Ⓞ	Ⓜ
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. 										

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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	23,719	4,030	35,459	521,139	299,426	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. • Year to date underspending with an anticipated increase in construction expenditures and progress higher than budgeted in the current year for Donlands, Eglinton, Sheppard West and College Stations. 										

APPENDIX 3
Major Capital Projects
For the period ending April 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	14,687	818	87,164	1,472,777	778,301	Minor Delay	Jan-11	31/12/2035	TBD	Ⓢ	Ⓜ
Comments:	<ul style="list-style-type: none"> • Hybrid Electric Buses: <ul style="list-style-type: none"> - At the October 2020 Board meeting, the TTC Board delegated authority to the TTC CEO to: a) undertake a public procurement through issuance of a Negotiated Request For Proposal; b) enter into up to two contracts for the supply of approximately 300 hybrid-electric buses. - The draft RFP for hybrid-electric buses is under final review and is planned for release in June 2021 with deliveries beginning in 2022. • e-Buses: <ul style="list-style-type: none"> - At the April 2021 Board meeting, the TTC Board delegated authority to the TTC CEO to: a) undertake a public procurement through issuance of a Negotiated Request For Proposal; b) enter into up to two contracts for the supply of 300 long-range e-Buses within the approved funding of \$300M; and c) apply lessons learned through the e-Bus Head-to-Head Evaluation to inform must-have requirements. - The head-to-head evaluation which commenced in October 2020 is ongoing with the next update scheduled for Q1 2022. - The RFP for e-Buses is in development and is planned for release Q4 2021 with deliveries beginning in 2023. 										
Explanation for Delay:	<ul style="list-style-type: none"> • Vehicle Reliability and Fleet Availability: Only one (New Flyer Industries) of 3 vendors for e-Buses are meeting availability and reliability targets. Action Plan: TTC is working with all vendors on a daily basis to improve both vehicle availability and reliability to address these issues through root cause analysis, vehicle modifications and improvements for the supply chain. • New technology adoption: Business transformation will include route design, planning and dispatching, training of operators and maintainers. Engage all stakeholders to minimize disruption to operations while ensuring that the benefits of full fleet electrification are achieved. • 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. 										
Solid Waste Management Services											
GREEN LANE LANDFILL	27,290	176	12,591	192,080	105,444	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:											
TRANSFER STATION ASSET MANAGEMENT	19,707	1,136	10,778	183,164	46,569	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:											

APPENDIX 3
Major Capital Projects
For the period ending April 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
PERPETUAL CARE OF CLOSED LANDFILLS	8,705	2,139	9,782	94,326	40,217	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 due to feedback and request for design change from the Ministry of the Environment Conservation and Parks on the Keele Valley Flare project. Additionally: Brock West Test Wells construction delayed to 2021 (pending MECP and TRCA approvals) Change in scope as several projects were moved to the new account structure CSW930 resulting in lower year end forecast in CSW312.										
Toronto Water											
St Claire - Reservoir Rehabilitation (CPW060-07)	198	2	198	34,518	26,996	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.										
Explanation for Delay:											
ROSEHILL PS REHAB (CPW060-11)	333	10	81	8,124	4,761	Completed	Jan-15	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Projects are nearing completion with reduced expenditures.										
Explanation for Delay:											
OUTFALL CONSTRUCTION (CWW039-06)	81,553	7,011	80,098	278,899	92,879	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)	62,934	16,026	62,934	411,419	236,530	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ
Comments:	Construction started in 2018, and is proceeding on track in 2021.										
Explanation for Delay:											
>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											