

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

(0000s)

| <div>Life to Date</div>           |                        |   |           |               |                    |              |             |            |          |         |           |         |
|-----------------------------------|------------------------|---|-----------|---------------|--------------------|--------------|-------------|------------|----------|---------|-----------|---------|
| 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   | 656       | 686           | 6,318              | 6,288        | On Track    | Sep-18     | Jun-21   | Jul-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 July 15, 2021.   |           |               |                    |              |             |            |          |         |           |         |
|                                   | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |         |
| Casa Loma Phase 10                |                        | 3,048   | 832       | 2,764         | 3,800              | 1,584        | On Track    | Jan-19     | Dec-21   | 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 Q2 2021 and the contractor continues to make good progress. COVID quarantine protocols caused construction to be paused for two weeks. However, the on-site construction is still estimated to be complete by December 31, 2021. Correcting deficiencies and demobilising from site may extend into 2022. |           |               |                    |              |             |            |          |         |           |         |
|                                   | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |         |
| Senior Services & Long Term Care  |                        |   |           |               |                    |              |             |            |          |         |           |         |
| KIPLING ACRES SITE 2              |                        | 0   | 0         | 0             | 47,500             | 45,310       | Completed   | Sep-14     | Mar-16   | May-17  | Ⓒ         | Ⓒ       |
|                                   | Comments:              | Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims and anticipate these will be resolved by Q4.  |           |               |                    |              |             |            |          |         |           |         |
|                                   | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |         |
| CAREFREE LODGE REDEVELOPMENT      |                        | 10,875  | 20        | 1,000         | 175,970            | 20           | Minor Delay | Mar-20     | Dec-25   |         | Ⓒ         | Ⓡ       |
|                                   | Comments:              | Carefree Lodge Redevelopment project, planned to start in Q4 of 2020, has been delayed as a result of the divisions focus on the COVID-19 response. The division has recruited a Project Director to oversee this redevelopment who has started the tendering process for the project design. The project is still planned to be redeveloped and completed in 2025  |           |               |                    |              |             |            |          |         |           |         |
|                                   | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |         |

**APPENDIX 3**
**Major Capital Projects**
**For the period ending June 30, 2021**

(\$000s)

(\$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 |           |         |
|   |   |           |               |                    |              |                   |  |          |         |           |         |
| Parks, Forestry and Recreation  |   |           |               |                    |              |                   |  |          |         |           |         |
| Ferry Boat Replacement #1   | 9,080   | 0         | 322           | 12,500             | 1,920        | Significant Delay | Mar-15   | Dec-18   | Dec-23  | Ⓒ         | Ⓓ       |
| Comments:   | A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval incorporated recommendations from the KPMG report including for a hybrid-electric vessel design. Vessel designs review per Transport Canada requirements is complete. The technical specifications and drawings are complete. Initial costing, undertaken by Concept Naval, has determined that the cost to build the ferries as designed exceeds the available budget. |           |               |                    |              |                   |  |          |         |           |         |
| Explanation for Delay:  | Tender preparations are currently on hold as the staff team revisits the replacement plan. Next steps include obtaining additional cost estimates from international industry experts, reviewing the fleet replacement plan within the context of the recently released Marine Use Strategy, and ensuring that the appropriate budget (2022) is in-place prior to going to tender. Staff are also coordinating with the Energy Efficiency Division to investigate 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)<br>- New Community Centre (CC)<br>- TDSB & TCDSB Construction | 2,500   | 423       | 2,500         | 74,797             | 71,708       | Minor Delay       | Jan-2014 (Design)<br>July -2017 (Construction) | Jul-19   | Dec-21  | Ⓓ         | Ⓓ       |
| Comments:   | New Community Space Warming Kitchen is complete. Financial reconciliation is approaching completion. Canoe Landing turf field replacement to commence July 19, 2021 and complete by Labour Day (September 6, 2021); all stakeholders to contribute to the cost.   |           |               |                    |              |                   |  |          |         |           |         |
| Explanation for Delay:  | Delays to the project in 2020 & 2021 due to the COVID-19 pandemic. Additional work (e.g. Warming Kitchen & turf field replacement) contributing to delay in completion.   |           |               |                    |              |                   |  |          |         |           |         |
| Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage   | 28,643  | 9,109     | 23,393        | 84,859             | 48,735       | Significant Delay | 2013   | 2020     | Jun-22  | Ⓓ         | Ⓓ       |
| Comments:   | 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 continuing.   |           |               |                    |              |                   |  |          |         |           |         |
| 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   | 69        | 192           | 20,000             | 19,877       | 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.   |           |               |                    |              |                   |  |          |         |           |         |

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending June 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 |           |         |
| <b>Don Mills Community Recreation &amp; Arena Facility Design &amp; Construction</b>         | 500   | 0         | 150           | 85,200             | 0            | On Track    | Jan-16   | Dec-25   | Dec-26  | Ⓞ         | Ⓞ       |
| Comments:  | At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site ( Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in early 2022. |           |               |                    |              |             |  |          |         |           |         |
| Explanation for Delay:   | The RFP for consulting services is currently in progress for this facility.   |           |               |                    |              |             |  |          |         |           |         |
| <b>Davisville Community Pool Design and Construction</b>                                     | 1,000   | 126       | 500           | 23,000             | 126          | On Track    | Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022 | Sep-22   | Mar-25  | Ⓞ         | Ⓞ       |
| Comments:  | Community consultation is well underway. Schematic design is complete. Construction of the City Aquatic Centre is expected to commence 2022 Q3. Construction of the school project is approximately 95% complete as of 2021 Q2 and the TDSB advised the City that the school will be occupied by Fall 2021. City experiencing some difficulty obtaining approvals from the TDSB, such as review of City SPA application.  |           |               |                    |              |             |  |          |         |           |         |
| Explanation for Delay:   | The expected delay in construction completion of the TDSB Davisville Public School and TDSB required approvals for City pool design will likely delay the construction start of the City Aquatic Centre, by approximately 5 months.   |           |               |                    |              |             |  |          |         |           |         |
| <b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b> | 5,862   | -473      | 910           | 60,200             | 2,765        | 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 and re-submitted SPA documents by July 07, 2021. Applications for a minor variance and building permit have been submitted. The review process for the pre-qualification for contractors was completed by the end of June 2021, and 4 contractors were prequalified. The tender phase is currently underway, and anticipated closing date is August 17, 2021. Approvals and contract execution process will be complete by mid-October 2021. Ground breaking may take place by end of October or early November 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.  |           |               |                    |              |             |  |          |         |           |         |

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending June 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 |           |         |
| <b>Western North York New Community Centre and Child Care Centre Design and Construction</b> | 1,332   | 148       | 800           | 61,146             | 776          | Minor Delay       | Feb-16  | Fall 2021 | Dec-24  | Ⓞ         | Ⓨ       |
| Comments:  | The Design Development Phase is underway with documents submitted for a Class B Estimate Report anticipated mid July, 2021. Site Plan Control Application was submitted at the end of May, 2021 and documents are in circulation to all relevant departments for their review and comments. The Net Zero Energy Feasibility Studies report is completed. PFR Business Services and Capital Projects are still waiting for TCDSB's comments on the 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. A REOI to engage a public artist is being finalized. Contract Document phase to commence in Q3 2021 with Tender drawings advancing through Q1 2022 and 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 geo-thermal project opportunity and determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in some delays for the project.   |           |               |                    |              |                   |   |           |         |           |         |
| <b>40 Wabash Parkdale New Community Centre Design and Construction</b>                       | 1,247   | 134       | 500           | 63,500             | 663          | 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.  |           |               |                    |              |                   |   |           |         |           |         |
| <b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>                       | 4,969   | 1,185     | 4,590         | 29,788             | 14,380       | Significant Delay | Design Phase: May 2016<br>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. nRFP closed June 8th and is currently being evaluated. |           |               |                    |              |                   |   |           |         |           |         |
| Explanation for Delay:   | Delays are attributed to termination of contract with the Vendor (Legend Recreation Software).  |           |               |                    |              |                   |   |           |         |           |         |

**APPENDIX 3**
**Major Capital Projects**
**For the period ending June 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 |           |         |
| <b>IT-Enterprise Work Management System</b>   | 2,771  | 319       | 1,250         | 19,540             | 9,916        | Minor Delay | Jan-12   | Dec-20   | Dec-23  | Ⓞ         | Ⓢ       |
| Comments:   | The implementation of the Enterprise Work Management System for the Parks branch of PFR will be scheduled in the second phase of the EWMS Program. Significant preparatory activities are required prior to this engagement. These include requirements gathering, scoping of organizational change, asset data validation and collection, and the introduction of interim tools to manage key operational challenges in the interim while preparing operational staff for EWMS.   |           |               |                    |              |             |  |          |         |           |         |
| Explanation for Delay:  | The implementation of the EWMS system (Maximo) for the Parks and other branches of PFR (other than Urban Forestry) is pushed out due to the longer duration of current implementations by the EWMS Program. Additional analysis by PFR and the Program have adjusted the duration and timing of this implementation.   |           |               |                    |              |             |  |          |         |           |         |
| <b>318 Queens Quay West Park (Rees Street Park) Phase 1 Design &amp; Construction</b> | 865  |           | 865           | 10,800             | 319          | Minor Delay | Design Competition: Summer 2018<br>Design Validation: Summer 2020 - Summer 2021 (WIP)<br>Schematic Design: Summer/Fall 2021<br>Detailed Design: Spring/Summer 2022<br>Tender for Construction: Late 2022/ Early 2023 (Anticipated) | Dec-22   | Dec-23  | Ⓞ         | Ⓢ       |
| Comments:   | The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design was determined through an international design competition. 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 is required to align the design with the project budget and coordinate with the future Toronto Water stormwater management storage shaft planned for this site. Design validation process nearing completion - coordination with Toronto Water on-going. Delivery Agreement in progress and to be executed by August 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.  |           |               |                    |              |             |  |          |         |           |         |

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending June 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 |           |         |
| York Off Ramp/Love Park Design and Construction | 3,556  |           | 3,556         | 13,000             | 5,462        | On Track          | Design: June 2020<br>Construction Start: July 15 2021 Complete: December 2022 | Aug-20   | Dec-22  | Ⓒ         | Ⓒ       |
| Comments:                                       | The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of entire project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto and City approval in progress. Construction start is anticipated in July 2021 with completion in mid-2022. |           |               |                    |              |                   |   |          |         |           |         |
| Explanation for Delay:                          |  |           |               |                    |              |                   |   |          |         |           |         |
| Lower Yonge Street Community Centre Space       | 6,124  | 2,595     | 6,124         | 18,000             | 2,621        | On Track          |   | Mar-22   | May-22  | Ⓒ         | Ⓒ       |
| Comments:                                       | Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover are on track for Q2-2022.  |           |               |                    |              |                   |   |          |         |           |         |
| Explanation for Delay:                          | Fit-out begun Q1 2021 instead of Q4 2020.  |           |               |                    |              |                   |   |          |         |           |         |
| FMP-John Innes CRC Redevelopment Design         | 650  | 1         | 100           | 64,500             | 61           | On Track          |   | Dec-26   |         | Ⓒ         | Ⓒ       |
| Comments:                                       | Architect, Landscape Architect & Engagement Consultants have been retained 2021 Q2. Pre-consultation meetings have commenced. Coordination with Metrolinx Ontario Line team (along Queen St E) underway. Councillor concerned about relocation of programming during construction; recommending relocating CRC west of existing location.  |           |               |                    |              |                   |   |          |         |           |         |
| Explanation for Delay:                          |  |           |               |                    |              |                   |   |          |         |           |         |
| Moss Park - Park Redevelopment Design           | 195  | 1         | 100           | 500                | 6            | Significant Delay |   | Nov-26   | Nov-28  | Ⓒ         | Ⓔ       |
| Comments:                                       | Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was awarded in February 2021. The park schedule will be coordinated with the CRC and Metrolinx's Ontario Line, and will need to be delayed by 2 years to accommodate Metrolinx.  |           |               |                    |              |                   |   |          |         |           |         |
| Explanation for Delay:                          |  |           |               |                    |              |                   |   |          |         |           |         |

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

(\$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 |           |         |
| Shelter, Support & Housing Administration |  |           |               |                    |              |                   |            |          |         |           |         |
| George Street Revitalization              | 18,347   | 2,361     | 15,242        | 587,111            | 71,782       | Significant Delay | Jan-16     | Dec-23   | Feb-26  | Ⓞ         | Ⓡ       |
| Comments:                                 | <p>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 mid 2022. 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.</p> <p>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. 2299 Dundas might be delayed pending TLAB resolution</p> |           |               |                    |              |                   |            |          |         |           |         |
| Explanation for Delay:                    | <p>The following are generally explanations for the delays:</p> <p>1) The 354 George Street Site was being used as temporary response sites for Covid-related issues and securing the alternate replacement site (76 Church Street) added to the time delay;<br/>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<br/>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.</p>  |           |               |                    |              |                   |            |          |         |           |         |
| Addition of 1000 New Shelter Beds         | 44,710   | 9,053     | 23,719        | 112,140            | 65,136       | Significant Delay | Jan-18     | Dec-20   | Dec-24  | Ⓞ         | Ⓡ       |
| Comments:                                 | <p>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.</p>   |           |               |                    |              |                   |            |          |         |           |         |
| Explanation for Delay:                    | <p>The following are generally explanations for the delays:</p> <p>1) The project will extend to December 2024 due to complexities in both the acquisition and construction phases of the project life cycle;<br/>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<br/>3) Pending appeals on the Committee of Adjustment decision with TLAB, which has been delayed due to the Covid pandemic</p>  |           |               |                    |              |                   |            |          |         |           |         |

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

(0000s)

|  |                        |  |           |               |                    |              |             |            |          |         |           | Life to Date | Life to Date |
|--|------------------------|--|-----------|---------------|--------------------|--------------|-------------|------------|----------|---------|-----------|--------------|--------------|
| 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 |           |              |              |
| Toronto Employment & Social Services     |                        |  |           |               |                    |              |             |            |          |         |           |              |              |
| HSI Phase 2<br>CSS905-01                 |                        | 3,453  | 969       | 2,491         | 9,823              | 7,340        | Minor Delay | Jan-18     | Dec-21   | May-22  | Ⓢ         | Ⓢ            |              |
|  | 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.<br>Between Q3-Q4 2021, HSI is expected to deliver the following (a) Complete the extension of Fair Pass Transit Discount program to clients in receipt of housing supports (b) Integrate Welcome Policy and T5 Applications into Salesforce CRM (c) Refresh Fair Pass online form and launch document upload function (d) Identify priorities & opportunities to develop the HSI Online Strategy, Future State, and Strategic Roadmap. Further enhancement to Fair Pass (subject to budget approval) and Welcome Policy will be key deliverables in 2022. |           |               |                    |              |             |            |          |         |           |              |              |
|  | Explanation for Delay: | Project 2021 cash flows will be underspent by \$900K in 2021 (and deferred to 2022) due to 4 vacant contract positions (\$700K) and anticipated delay of the Verint implementation required to support ASC operations with call recording, staff performance and business analytics and reporting (\$200K).<br>The Project has absorbed additional scope including Fair Pass Discount Program Expansion and Automated Income Verification.   |           |               |                    |              |             |            |          |         |           |              |              |
| Toronto Paramedic Services               |                        |  |           |               |                    |              |             |            |          |         |           |              |              |
| MULTI-FUNCTION STATION #2 - CONSTRUCTION |                        | 1,039  | 120       | 997           | 40,245             | 581          | 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.<br><br>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.<br><br>On July 14-16, 2021, Council approved the commencement of expropriation proceedings to acquire a portion of 350 Progress Avenue for the purpose of providing a primary access route and site services via Schick Court to the new Toronto Paramedic Services multi-function station to be located at 300 Progress Avenue in Scarborough.<br><br>Project is on track for 2024 substantial completion.              |           |               |                    |              |             |            |          |         |           |              |              |
|  | Explanation for Delay: |  |           |               |                    |              |             |            |          |         |           |              |              |

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

(\$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 |           |         |
|  |  |           |               |                    |              |                   |            |  |         |           |         |
| 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: 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.<br><br>PS has met with TFS and CreateTO at the end of June 2021. PS has been granted use of the property.  |           |               |                    |              |                   |            |  |         |           |         |
| Fire Services  |  |           |               |                    |              |                   |            |  |         |           |         |
| Project Name : STATION B - Downsview (STN 144) KEELE / SHEPPARD  | 2294   | 1,068     | 2,294         | 11,685             | 10,623       | Significant Delay |            | Dec-16   | Dec-21  | Ⓒ         | Ⓒ       |
|  | Comments:  |           |               |                    |              |                   |            |  |         |           |         |
|  | Explanation for Delay: Construction of the station is progressing well and is expected to be completed by Q4 2021.   |           |               |                    |              |                   |            |  |         |           |         |
| Transportation Services  |  |           |               |                    |              |                   |            |  |         |           |         |
| F. G. Gardiner*  | 80,376   | 40,169    | 68,320        | 2,307,210          | 347,375      | On Track          | Apr-17     | TBD (subject to the completion of the award process) | N/A     | Ⓒ         | Ⓒ       |
|  | Comments: Projects are proceeding as scheduled.<br>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding on the revised schedule, planned completion by July 2021<br>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Owners Engineer assignment has been awarded and is underway.<br>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 |  |           |               |                    |              |                   |            |  |         |           |         |

**APPENDIX 3**
**Major Capital Projects**
**For the period ending June 30, 2021**

(\$000s)

( \$000s)

| <div>Life to Date</div>              |                        |  |           |               |                    |              |             |            |          |         |           |         |
|--------------------------------------|------------------------|--|-----------|---------------|--------------------|--------------|-------------|------------|----------|---------|-----------|---------|
| 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 |           |         |
| Waterfront Revitalization Initiative |                        |  |           |               |                    |              |             |            |          |         |           |         |
| Port Lands Flood Protection          |                        | 99,541   |           | 70,000        | 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.<br>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: |  |           |               |                    |              |             |            |          |         |           |         |
| Precinct Implementation Projects     |                        | 23,124   | 3,414     | 16,500        | 247,398            | 229,237      | Minor Delay | Jan-05     | Dec-22   | Jun-23  | Ⓒ         | Ⓜ       |
|                                      | 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 City, TTC and Waterfront Toronto are working on 30% preliminary design and engineering drawings for the Waterfront East LRT. Construction of the East Bayfront Community Centre commenced in October 2020; however delays were incurred as a result of Covid-19, delaying the project by about 3 to 6 months in 2020, the project is a multi-year project and is expected to be completed in 2023 instead of 2022. 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 contract for the construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been awarded and work has now commenced. Construction is on-going and is expected to be completed Q4 of 2021. |           |               |                    |              |             |            |          |         |           |         |
|                                      | Explanation for Delay: | Delays were incurred during 2020 due to the impact of Covid-19 on timing of obtaining approvals and coordinating with various stakeholders involved in the project   |           |               |                    |              |             |            |          |         |           |         |

**APPENDIX 3**

**Major Capital Projects**

**For the period ending June 30, 2021**

(\$000s)

(\$000s)

| <div>Life to Date</div>          |  |  |           |               |                    |              |                   |            |  |         |           |         |
|----------------------------------|--|--|-----------|---------------|--------------------|--------------|-------------------|------------|--|---------|-----------|---------|
| 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 |           |         |
| Corporate Real Estate Management |  |  |           |               |                    |              |                   |            |  |         |           |         |
| Union Station Revitalization     |  | 23,141   | 8,223     | 17,159        | 824,039            | 809,121      | Significant Delay | Sep-09     | Approved Plan - Mar-2019<br>(Original end date was May-2016) | Q3 2021 | Ⓢ         | Ⓡ       |
| Comments:                        |  | <p>Key elements completed to date include:</p> <ul style="list-style-type: none"><li>- Full design of all stages of work</li><li>- New VIA Panorama Lounge (2012)</li><li>- West Wing handover to Metrolinx (2013)</li><li>- NW PATH Phase 1 (2014)</li><li>- Implementation of new M&amp;E systems (2014)</li><li>- York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015)</li><li>- B2 Food Court handed over to Osmington in 2015 (Opened to the public in Dec 2018)</li></ul> <p>Stage 2/3 Substantial Performance was published June 21, 2021. Remaining work includes minor deficiency corrections determined by building inspector. Key elements completed to date include:</p> <ul style="list-style-type: none"><li>- Bay Concourse - Sale to Metrolinx completed on June 14, 2021.</li><li>- VIA Concourse Restoration - Occupancy granted May 28, 2021</li><li>- Great Hall Restoration - Will be closed off with completion of Moats and Balance of Works for July 2021</li><li>- East Wing retail space - Occupancy granted May 28, 2021</li><li>- Moat covers - York St., Bay St., and Front St. Moat cover installation 100% complete, Front St. and Bay St. all works completion expected July 2021</li></ul> |           |               |                    |              |                   |            |  |         |           |         |
| Explanation for Delay:           |  | <p>Issues throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks the project team have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Contractor performance issues that emerged in mid-2018 affected project progress. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues to bring the project back on track and was progressing towards a new completion timeline of Q3 2020. In Q2 2020, the COVID-19 pandemic impacted productivity on site due to increased safety procedures and has impacted the supply chain for Heritage hardware delivered from overseas. Despite these challenges, Substantial Performance was published June 21, 2021 and minor work on certain portions including the Bay and Front Street moats, and deficiency work will continue to July 2021 to ensure full project closure.</p>   |           |               |                    |              |                   |            |  |         |           |         |

**APPENDIX 3**
**Major Capital Projects**
**For the period ending June 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 |           |         |
| St. Lawrence Market North Redevelopment |                        | 46,994   | 7,289     | 34,042        | 118,821            | 44,697       | Significant Delay | July 2019<br>*Note this is a re-baselined start date based on latest approval from Council | Q2 2022<br>*Note this is a re-baselined end date based on latest approval from Council | Q4 2022 | Ⓒ         | Ⓓ       |
|   | Comments:              | Phase 1: Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015.<br>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.<br>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 June 2021, the building substructure and parking garage is complete. Construction of steel frame superstructure is underway along with the fabrication of the glass curtainwall system which will be installed in sequence with the superstructure. Ongoing work includes installation of mechanical and electrical systems. |           |               |                    |              |                   |  |  |         |           |         |
|   | 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 approximately 11 months including COVID-19 impacts. The contractor is currently reviewing work phasing and sequencing options to make up lost time. The project is now expected to be complete by Q4 2022 within the current Council approved budget.  |           |               |                    |              |                   |  |  |         |           |         |

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

(\\$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 |           |         |
| Technology Services                               |                        |  |           |               |                    |              |          |            |          |         |           |         |
| Project Name<br>Disaster Recovery Program         |                        | 785  | 150       | 435           | 4,532              | 2,523        | On Track | Jan-13     | Dec-24   | Dec-24  | Ⓢ         | Ⓢ       |
|   | Comments:              | The project addresses overdue audit recommendations from the Auditor General for a City-wide Technology Services Disaster Recovery (DR) 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 was initially delayed in 2020 because of COVID-19 and the redeployment and subsequent late assignment of resources to the Disaster Recovery program. The project has since caught up in 2021 to its delivery mandate and is currently on track.  |           |               |                    |              |          |            |          |         |           |         |
| Project Name<br>O365                              |                        | 5,034  | 477       | 4,970         | 8,784              | 477          | On Track | Jan-21     | Jun-23   | Jun-23  | Ⓢ         | Ⓢ       |
|   | Comments:              | Professional Services and Licence agreements with Microsoft have been completed. All other project activities are in planning mode. Professional Services and Unified Support agreements have been executed. Enterprise Enrollment agreement execution for M365 Licenses has been completed. Pre-work required to complete ahead of the Microsoft Statement of Work (SOW) engagement is completed (identifying appropriate resources, Privacy Impact Assessment Risk Treatment Plan, as well as Change Management strategy and adoption tactics). Microsoft workshops to start in July 2021. |           |               |                    |              |          |            |          |         |           |         |
|   | Explanation for Delay: | Current commitments (\$2.7 million) are for external professional services only (Project Management, Solution Architect and Microsoft Services). Further to this, the current resource plan consist of additional 28 resources (both external and internal), of which majority is still to be hired for the rest of the year.  |           |               |                    |              |          |            |          |         |           |         |
| Project Name<br>Enterprise Work Management System |                        | 9,053  | 1,346     | 6,520         | 19,478             | 1,346        | 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-19 in 2020.  |           |               |                    |              |          |            |          |         |           |         |
|   | Explanation for Delay: | Resources are taking longer than anticipated to hire and 2 large work packages will not be able to fully deliver by year end which will need to push over into 2023.   |           |               |                    |              |          |            |          |         |           |         |

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

(\$000s)

period ending June 30, 2021

Life to Date

Life to Date

| 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 |           |         |
| Project Name<br>Enterprise Documents and Records Management |                        | 2,542   | 422       | 2,542         | 8,358              | 6,110        | Significant Delay | Mar-21     | Dec-20   | Dec-21  | Ⓜ         | Ⓜ       |
|   | Comments:              | Team completed a reassessment of approaches for replacing LLRS. On June 2nd 2021, Steering Committee accepted the recommendation to procure a new solution for managing physical records rather than migrating to the T-Recs solution. The WebGENCAT Replacement project is being established to procure a new Archival Descriptive Database solution for Toronto Archives. Holds Management capability being tested, will be deployed to production at the end of July. Work has started on Disposition of electronic records, planned for deployment at the end of September. Cloud Assessment planned for T-Recs during Q4 2021. Plan to close the project at the end of 2021. |           |               |                    |              |                   |            |          |         |           |         |
|   | Explanation for Delay: | In response to COVID-19, the project was put on hold in March 2020. Most project activities, especially those needing OpenText resources, were deferred until 2021. Deferred activities planned for 2020 will be completed in 2021. The plan is to close the project at the end of 2021.  |           |               |                    |              |                   |            |          |         |           |         |
| Accounting Services   |                        |   |           |               |                    |              |                   |            |          |         |           |         |
| Financial Systems Transformation Project                    |                        | 62,311  | 526       | 10,000        | 137,195            | 526          | Minor Delay       | Jan-21     | Sep-23   | Sep-23  | Ⓜ         | Ⓜ       |
|   | Comments:              | 2021 spending includes System Integration (SI) Advisory Support, Change Management Support, Legal Negotiations Support, and awarding the RFP contract to the System Integrator (Deloitte).  |           |               |                    |              |                   |            |          |         |           |         |
|   | Explanation for Delay: | The System Integrator was expected to begin the Design Phase of the project in May 2021, however it has been delayed to Fall 2021 due to other competing priorities within the Financial Sustainability program. The plan is to complete the project on budget and on time by 2023.   |           |               |                    |              |                   |            |          |         |           |         |
| Exhibition Place  |                        |   |           |               |                    |              |                   |            |          |         |           |         |
| Beanfield Centre - Hotel X Bridge - Phase 2                 |                        | 502   | 502       | 502           | 3,180              | 3,180        | Completed         | Jan-20     | Dec-20   | Jun-21  | Ⓜ         | Ⓜ       |
|   | Comments:              | Construct an elevated pedestrian walkway that connects Hotel X to the Beanfield Centre. The bridge structure frame has been installed and the remaining construction work is well underway and expected to be complete by the end of Q2 2021. This is a major project because the bridge will improve service at the Beanfield Centre, address AODA concerns, and enable Exhibition Place to book more events and be more competitive in the high end Gala and Conference market.   |           |               |                    |              |                   |            |          |         |           |         |
|   | Explanation for Delay: | The project was delayed in 2020 due to COVID-19 but is now complete.  |           |               |                    |              |                   |            |          |         |           |         |



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

(\$000s)

Life to Date

Life to Date

| 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 |           |         |
| Toronto Police Service                   |   |           |               |                    |              |         |            |          |         |           |         |
| 54/55 Divisions Amalgamation             | 908   | 18        | 350           | 50,500             | 293          | 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 has prepared 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 third quarter of 2021. Facilities Management will engage the 54/55 Facility Steering Committee for continuation of the investigative/schematic design phase.<br>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, the Construction Management R.F.P. likely will not be awarded this year. Construction will start in 2022.  |           |               |                    |              |         |            |          |         |           |         |
| Transforming Corporate Support           | 1,376   | 16        | 200           | 9,242              | 6,574        | Delayed | Jan-14     | Dec-20   | Dec-22  | Ⓜ         | Ⓜ       |
| Comments:                                | Technical upgrade of the T.R.M.S. application is currently underway, lead mainly through Information Technology (I.T.) and a Project Manager resourced by I.T. Procurement of INFOR resources, creation of test sites and development of code was completed in the second quarter of 2021. Preparation for testing, assigning of resources for testing was completed and functional testing began on June 3, 2021. Continuous improvements to the T.R.M.S. system and new functionality are still being scoped, however, it appears that we may only be able to have a "like for like" implementation for the beginning of December 2021. The health status of this project is Red. COVID and resource constraints have hampered the planning for this project. As a result, as it is anticipated that from the available \$1.4M, \$200K will be utilized in 2021 and the rest will be carried forward to 2022 to complete the project upgrade. |           |               |                    |              |         |            |          |         |           |         |
| Explanation for Delay:                   | The impact of the COVID-19 pandemic and resource constraints.   |           |               |                    |              |         |            |          |         |           |         |
| ANCOE (Enterprise Business Intelligence) | 147   | 69        | 102           | 10,717             | 10,609       | On Time | Jan-15     | Dec-18   | Dec-23  | Ⓜ         | Ⓜ       |
| Comments:                                | The ANCOE program is mostly complete and will continue to improve the analytical reporting environments with new and enhanced Power B.I., geospatial and reporting technologies. It 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.  |           |               |                    |              |         |            |          |         |           |         |

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

(\$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  |           |         |
| Life to Date                 |                       |  |               |                    |              |         |            |          |          |           |         |
| Explanation for Delay:       |                       |  |               |                    |              |         |            |          |          |           |         |
| Radio Replacement            | 6,130                 | 2,916  | 6,130         | 38,051             | 32,482       | 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:       |                       |  |               |                    |              |         |            |          |          |           |         |
| Body Worn Camera - Phase II  | 2,800                 | 1,463  | 2,600         | 5,855              | 4,518        | On Time | Jan-17     | Dec-20   | Dec-21   | Ⓢ         | Ⓢ       |
| Comments:                    |                       | The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, 1,230 front-line police officers have been trained and issued body-worn cameras. Body-worn cameras continue to be rolled out to front-line officers with a blend of officers from various divisions. Electronic disclosure of body-worn camera videos to court has commenced at M.A.G. – Toronto West Court and will be expanding across all other locations over the summer months.  |               |                    |              |         |            |          |          |           |         |
| Explanation for Delay:       |                       |  |               |                    |              |         |            |          |          |           |         |
| State-of-Good-Repair         | 6,059                 | 1,127  | 4,002         | on-going           | on-going     | On Time | on-going   | on-going | on-going | Ⓢ         | Ⓢ       |
| Comments:                    |                       | S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.   |               |                    |              |         |            |          |          |           |         |
| Explanation for Delay:       |                       | The overall health status of this project is Yellow due to anticipated delays from COVID-19.   |               |                    |              |         |            |          |          |           |         |
| Next Generation (N.G.) 9-1-1 | 6,695                 | 344  | 5,699         | 8,985              | 999          | On Time | Jan-19     | Dec-23   | Dec-24   | Ⓢ         | Ⓢ       |
| Comments:                    |                       | As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by March 31, 2022 and Text Capable Networks by March 31, 2022. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by March 31, 2025.<br>A vendor for the NG911 solution was approved by the Board at its September 2020 meeting (Min. No. P133/2020 refers).<br>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. |               |                    |              |         |            |          |          |           |         |
| Explanation for Delay:       |                       |  |               |                    |              |         |            |          |          |           |         |

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ending June 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 |           |         |
| <b>Long Term Facility Plan - Facility and Process Improvement</b>         | 700   | 197       | 700           | 4,492              | 2,220        | On Time | Jan-18     | Dec-23   | Dec-22  | Ⓞ         | Ⓞ       |
| Comments:   | <p>The review of operational processes continues to focus on opportunities to improve service delivery. This work includes:</p> <ul style="list-style-type: none"> <li>o A service-wide investigative review has been undertaken in order to identify potential efficiencies and enhance service delivery in the area of criminal investigative processes.</li> <li>o Phases 2 and 3 of the alternative reporting and follow-up of non-emergencies project are in progress.</li> <li>o Members who are currently participating in the shift schedule pilot will have an opportunity to vote in the fall of 2021 to either extend their current shift schedule pilot, choose the other offered schedule of the pilot, or to return to the compressed work week schedule.</li> </ul>  |           |               |                    |              |         |            |          |         |           |         |
| Explanation for Delay:  |   |           |               |                    |              |         |            |          |         |           |         |
| <b>41 Division</b>  | 6,016   | 687       | 3,876         | 50,500             | 1,742        | Delayed | Jan-18     | Dec-22   | Jul-05  | Ⓢ         | Ⓢ       |
| Comments:   | <p>This new divisional build is being constructed on the existing 41 Division site, and operations will continue while the construction is occurring. Site Plan Approval has been initiated with the City. 100% Detailed Design Phase has been completed and budget updated. Additional value engineering sessions continuing with Construction Management firm and consultants. Cost containment remains a challenge due to the impact of the ongoing pandemic. The Construction Management firm is preparing the interior of the existing building to relocate staff to the north portion of the facility, allowing for demolition of the south portion anticipated to start in October 2021. Town Hall meetings have resumed. Facilities Management is liaising with local City councillors for future Town Hall information sessions with the community. 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.</p> |           |               |                    |              |         |            |          |         |           |         |
| Explanation for Delay:  | Delayed start due to lack of resources, competing priorities and effects on COVID-19.   |           |               |                    |              |         |            |          |         |           |         |
| <b>Automated Fingerprint Identification System (A.F.I.S.) Replacement</b> | 1,581   | 0         | 1,344         | 4,285              | 2,704        | On Time | Jan-19     | Dec-20   | Mar-22  | Ⓞ         | Ⓞ       |
| Comments:   | <p>The contract award to IDEMIA was approved by the Board Delegates on April 28, 2020 and contract negotiations were completed December 11, 2020. It is expected that the implementation of the new A.F.I.S. will take over 15 months. It is projected that 85% of the budget will be spent based on the revised milestone schedule. Remaining funds will be carried forward to 2022.</p>   |           |               |                    |              |         |            |          |         |           |         |
| Explanation for Delay:  |   |           |               |                    |              |         |            |          |         |           |         |
| <b>ANCOE (Global Search)</b>  | 872   | 725       | 772           | 1,811              | 1,231        | On Time | Jan-19     | Dec-23   | Dec-23  | Ⓞ         | Ⓞ       |
| Comments:   | <p>With the production implementation of the Global Search platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information. Planned deliverables for 2021 include the upgrade of the Global Search environment to address future demands and improvements in solution robustness, the inclusion of traffic related data, and ongoing enhancements based on member feedback and use experience best practices. Recent developments include refinements of C.O.P.S. datasets for the legacy data, new Linux environment introduced and implementation of Provincial Offences Act (P.O.A.) traffic tickets.</p>   |           |               |                    |              |         |            |          |         |           |         |
| Explanation for Delay:  |   |           |               |                    |              |         |            |          |         |           |         |

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

(\$000s)

|                            |                        |   |           |               |                    |              |             |            |          |         |           | Life to Date | Life to Date |
|----------------------------|------------------------|---|-----------|---------------|--------------------|--------------|-------------|------------|----------|---------|-----------|--------------|--------------|
| 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 |           |              |              |
|                            |                        |   |           |               |                    |              |             |            |          |         |           |              |              |
| Mobile Command Centre      |                        | 1,735   | 0         | 535           | 1,735              | 0            | On Time     | Jan-21     | Apr-22   | Apr-22  | Ⓡ         | Ⓢ            |              |
|                            | Comments:              | A Mobile Command Center is a necessity in a large metropolitan area for the management of large-scale and major events, for improving officer and community safety and increasing command and control efficiency. Recent events such as the Yonge Street van attack have proven there is a need to support and manage personnel and operations with proper equipment, in order to minimize confusion. |           |               |                    |              |             |            |          |         |           |              |              |
|                            | Explanation for Delay: | The Request for Quotation (R.F.Q.) is in final development and currently is with Purchasing Support. It is anticipated to be issued mid-July and vendor awarded a month after. Average build for the truck is approximately 5 to 6 months. It is anticipated that the vehicle will be in service by the first quarter of 2022. As a result, funding for the vehicle will be carried forward to 2022.  |           |               |                    |              |             |            |          |         |           |              |              |
|                            |                        |   |           |               |                    |              |             |            |          |         |           |              |              |
| Toronto Public Library     |                        |   |           |               |                    |              |             |            |          |         |           |              |              |
| Albert Campbell Library    |                        | 4,908   | 5,557     | 8,557         | 20,216             | 13,843       | 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-Bessarion Library  |                        | 5,171   | 1,621     | 5,171         | 15,322             | 8,873        | 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   | 6         | 1,016         | 2,749              | 83           | 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   | 162       | 1,313         | 12,718             | 11,566       | On Track    | Jan-18     | Dec-22   | Dec-21  | Ⓢ         | Ⓢ            |              |
|                            | Comments:              | Project is on track.  |           |               |                    |              |             |            |          |         |           |              |              |
|                            | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |              |              |
| Wychwood Library           |                        | 3,280   | 1,939     | 3,280         | 15,796             | 11,986       | On Track    | Jan-15     | Dec-22   | Dec-22  | Ⓢ         | Ⓢ            |              |
|                            | Comments:              | Project is on track.  |           |               |                    |              |             |            |          |         |           |              |              |
|                            | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |              |              |
| York Woods Renovation      |                        | 5,954   | 1,842     | 4,786         | 11,758             | 9,712        | On Track    | Jan-18     | Dec-22   | Dec-21  | Ⓢ         | Ⓢ            |              |
|                            | Comments:              | Project is on track.  |           |               |                    |              |             |            |          |         |           |              |              |
|                            | Explanation for Delay: |   |           |               |                    |              |             |            |          |         |           |              |              |



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

(\$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 |           |         |
| Comments:                                | <ul style="list-style-type: none"><li>Detailed design for Old Mill, High Park, Warden &amp; Islington Stations in progress.</li><li>Completed detailed design for Greenwood and Christie Stations.</li><li>Tender for Castle Frank, Rosedale, Glencairn and Summerhill Stations in progress.</li><li>Construction for station accessibility is on-going at 6 stations: Yorkdale, Lansdowne, Keele, Sherbourne, Donlands and College Stations.</li><li>Substantial Performance for Chester Station Easier Access combined with Second Exit/Entrance was achieved in March 2021.</li></ul>   |           |               |                    |              |          |            |            |         |           |         |
| Explanation for Delay:                   | <ul style="list-style-type: none"><li>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.</li><li>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.</li><li>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.</li><li>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.</li></ul> |           |               |                    |              |          |            |            |         |           |         |
| Fire Ventilation Upgrades & Second Exits | 32,776   | 10,202    | 32,776        | 512,792            | 305,598      | On Track | 40,544     | 31/12/2030 | TBD     | Y         | G       |
| Comments:                                | <ul style="list-style-type: none"><li>Donlands and College stations – Second Exit/Entrance combined with Easier Access: construction continues.</li><li>Construction continues at Sheppard West station and Clanton Park.</li><li>Substantial Performance for Chester Station Second Exit/Entrance combined with Easier Access was achieved in March 2021.</li></ul>   |           |               |                    |              |          |            |            |         |           |         |
| Explanation for Delay:                   | <ul style="list-style-type: none"><li>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.</li><li>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.</li><li>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).</li><li>Cashflow/budget burn rate impact: Timing of finalizing the Memorandum of Understanding (MOU) for projects managed by Metrolinx impacts expenditures (Dundas W.). Action Plan: Finalize MOU with Metrolinx and obtain approvals for payment authorization. Discussion is ongoing.</li></ul>  |           |               |                    |              |          |            |            |         |           |         |

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

(\$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 |           |         |
|                                   |                        |  |           |               |                    |              |             |               |            |         |           |         |
| Purchase of Buses                 |                        | 87,163   | 1,480     | 87,164        | 1,472,582          | 778,962      | Minor Delay | Jan-11        | 31/12/2035 | TBD     | Ⓢ         | Ⓢ       |
|                                   | Comments:              | <div>• Hybrid-Electric Buses – Request for Proposal targeted for Q2 2021. Deliveries expected to commence in 2022.</div> <div>• E-Buses – Request for Proposal targeted for Q4 2021. Deliveries expected between 2023 and 2025 (approximately 300 e-Buses).</div> <div>• Hybrid Electric Buses:</div> <div>- The RFP was released to the market on June 28, 2021. Scheduled RFP closing is July 28, 2021, with deliveries commencing in 2022.</div>  |           |               |                    |              |             |               |            |         |           |         |
|                                   | Explanation for Delay: | <div>• E-bus Reliability and Fleet Availability: Percentage of eBus availability and reliability is lower than expected Action Plan: Meet with vendors weekly to review repairs and report on availability and reliability daily.</div> <div>• 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.</div> |           |               |                    |              |             |               |            |         |           |         |
| Solid Waste Management Services   |                        |  |           |               |                    |              |             |               |            |         |           |         |
| GREEN LANE LANDFILL               |                        | 16,870   | 2,687     | 15,116        | 192,080            | 107,953      | On Track    | Prior to 2010 | Dec-21     | Dec-21  | Ⓢ         | Ⓢ       |
|                                   | Comments:              | Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.  |           |               |                    |              |             |               |            |         |           |         |
|                                   | Explanation for Delay: | Status: On Track   |           |               |                    |              |             |               |            |         |           |         |
| TRANSFER STATION ASSET MANAGEMENT |                        | 18,407   | 3,284     | 13,821        | 183,164            | 48,688       | On Track    | Prior to 2010 | Dec-24     | Dec-24  | Ⓢ         | Ⓢ       |
|                                   | Comments:              | These multi year projects include State of Good Repair work for roofing, paving, sprinkler systems, repairs to tipping floors, windows, electrical, and HVAC works.  |           |               |                    |              |             |               |            |         |           |         |
|                                   | Explanation for Delay: | Status: On Track   |           |               |                    |              |             |               |            |         |           |         |

**APPENDIX 3**
**Major Capital Projects**
**For the period ending June 30, 2021**

(\$000s)

(0000s)

| Division/Project name   | 2021 Cash Flow        |           |               | Total Project Cost |              | Status | Start Date | End Date |         | On Budget | On Time |
|---|-----------------------|-----------|---------------|--------------------|--------------|--------|------------|----------|---------|-----------|---------|
|   | Approved Capital Plan | YTD Spend | YE Proj Spend | Approved Budget    | Life to Date |        |            | Planned  | Revised |           |         |
| PERPETUAL CARE OF CLOSED LANDFILLS  |                       |           |               |                    |              |        |            |          |         |           |         |
| 8,7054,4709,82994,32642,349On TrackPrior to 2010Dec-30Dec-30ⓇⓈ  |                       |           |               |                    |              |        |            |          |         |           |         |
| Comments:Legislated project for the perpetual care of closed landfills.   |                       |           |               |                    |              |        |            |          |         |           |         |
| Explanation for Delay:Status: On Track  |                       |           |               |                    |              |        |            |          |         |           |         |
|   |                       |           |               |                    |              |        |            |          |         |           |         |
| Toronto Water   |                       |           |               |                    |              |        |            |          |         |           |         |
| St Claire - Reservoir Rehabilitation (CPW060-07)  |                       |           |               |                    |              |        |            |          |         |           |         |
| 19832,07934,51826,997CompletedJan-14Dec-22Dec-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)   |                       |           |               |                    |              |        |            |          |         |           |         |
| 33315818,1244,766CompletedJan-15Dec-22Dec-22ⓈⓈ  |                       |           |               |                    |              |        |            |          |         |           |         |
| Comments:Projects are nearing completion with reduced expenditures.   |                       |           |               |                    |              |        |            |          |         |           |         |
| Explanation for Delay:  |                       |           |               |                    |              |        |            |          |         |           |         |
| OUTFALL CONSTRUCTION (CWW039-06)  |                       |           |               |                    |              |        |            |          |         |           |         |
| 81,55317,47680,098278,899103,345On TrackJan-18Dec-25Dec-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)  |                       |           |               |                    |              |        |            |          |         |           |         |
| 62,93432,49770,000411,419253,002On TrackJan-18Jan-24Jan-24ⓈⓈ  |                       |           |               |                    |              |        |            |          |         |           |         |
| Comments:Construction started in 2018, and is proceeding ahead of the forecast in 2021.   |                       |           |               |                    |              |        |            |          |         |           |         |
| Explanation for Delay:  |                       |           |               |                    |              |        |            |          |         |           |         |
|   |                       |           |               |                    |              |        |            |          |         |           |         |
| <div>&gt;70% of Approved Project CostⓈOn/Ahead of Schedule</div> <div>Between 50% and 70%ⓈMinor Delay &lt; 6 months</div> <div>&lt; 50% or &gt; 100% of Approved Project CostⓇSignificant Delay &gt; 6 months</div> |                       |           |               |                    |              |        |            |          |         |           |         |