

APPENDIX 3
Major Capital Projects
For the period ending September 30, 2022
(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|---|--|-----------|--------------------|---|--------------|-------------------|--|----------|---------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Economic Development & Culture | | | | | | | | | | | |
| Casa Loma Phase 10 | 647 | 380 | 647 | 3,980 | 3,712 | On Track | Jan-19 | Jul-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continued in Q3 2021 and the contractor made good progress. The perimeter wall and front courtyard were fully completed at the end of November 2021. Due operational requirements and material temperature constraints, the asphalt replacement in the west parking lot was deferred to 2022. As of September 30, 2022 the project is complete and release of holdback will be issued soon. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Senior Services & Long Term Care | | | | | | | | | | | |
| Project Name: 4610 Finch Ave East | 2,554 | 112 | 1,000 | 172,970 | 258 | On Track | Mar-20 | Dec-26 | | Ⓞ | Ⓞ |
| Comments: | RFP/Tender awarded in October 2022. Site and demolition work to start immediately. Project is renamed from Carefree Lodge Redevelopment to avoid confusion with current Carefree Lodge LTC home. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Parks, Forestry and Recreation | | | | | | | | | | | |
| Ferry Boat Replacement #1 | 1,752 | 427 | 427 | 65,392 | 2,568 | Significant Delay | Mar-15 | Dec-18 | Jun-26 | Ⓞ | Ⓞ |
| Comments: | An 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. Upon completion of design drawings and specifications, Concept Naval, determined that the cost to build the ferries as designed exceeded the available budget. After a supplemental review in 2020 based on the Green Strategies adopted by Council, it was determined to proceed with fully electric vessels along with the necessary supporting shore side infrastructure. The additional funds required for design and construction were assessed with Concept Naval and are included in the 2022 budget. | | | | | | | | | | |
| Explanation for Delay: | Concept Naval's scope has been amended to suit the design and associated construction administration of the amended scope of work. An Agreement has now been fully executed with Concept Naval to proceed with the design of vessels with fully electric propulsion along with the necessary shore side infrastructure. Designs for two fully electric ferries, passenger and a passenger/vehicle, are proceeding in 2022 along with a design for the necessary supporting infrastructure on shore at the Jack Layton Ferry Terminal. Upon completion of these designs, a construction tendering process for both designs will commence. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives. | | | | | | | | | | |
| Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction | 412 | 23 | 412 | 75,451 | 70,927 | Significant Delay | Jan-2014 (Design) July -2017 (Construction) | Jul-19 | Dec-22 | Ⓞ | Ⓞ |

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| Comments: | Canoe Landing hub building has been operating; schools/childcare since January 2019 and the community centre since Summer 2020. Additional environmental work was completed in August 2022. An amendment to the CPU was submitted to the Ministry of the Environment where the fill cap did not meet the CPU dimensional requirements (located at the far south end of the site outside of the property line). The Ministry approved the amendment September 2022. The project is expected to be complete by the end of 2022. Outstanding work includes final environment report submission to the Ministry & invoicing. | | | | | | | | | | |
| Explanation for Delay: | The additional testing requested by the Ministry of the Environment has resulted in a delay in final project completion. | | | | | | | | | | |
| Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage | 20,959 | 12,004 | 23,798 | 81,349 | 73,954 | Significant Delay | 2013 | 2020 | Mar-23 | Ⓜ | Ⓜ |
| Comments: | The contractor is advancing the exterior building landscaping and interior finishes in the pool and building. Mechanical and electrical rough in work is 98% and 91% complete respectively. The work completed to date represents approximately 91% of the contract. | | | | | | | | | | |
| Explanation for Delay: | Delays to the project schedule have been due to the work stoppages due to strikes and supply chain issues related to material delivery. | | | | | | | | | | |
| Wellesley Community Centre Pool - Design & Construction | 120 | 0 | 6 | 20,000 | 994 | Significant Delay | 2013 | May-19 | Dec-22 | Ⓢ | Ⓜ |
| Comments: | Awaiting final invoicing and completion of warranty work. | | | | | | | | | | |
| Explanation for Delay: | Minor deficiency work outstanding to be completed in 2022. | | | | | | | | | | |
| Don Mills Community Recreation & Arena Facility Design & Construction | 1,180 | 103 | 400 | 85,200 | 103 | 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 Road) 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 2022 (date to be determined). Conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City is delayed to 2023, pending completion of site remediation. | | | | | | | | | | |
| | The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up has begun May 2022. The stakeholder workshop was done July 2022 and the Community Engagement consultant was retained in September 2022. Public engagement is scheduled to begin in fall 2022 along with the associated schematic design work. | | | | | | | | | | |
| Explanation for Delay: | RFQ/RFP Delayed. Conveyance of land at 844 Don Mills Road (Block 3A/3B) from Aspen Ridge Homes to the City is delayed to 2023, pending completion of site remediation. | | | | | | | | | | |

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| Davisville Community Pool Design and Construction | 1,010 | 696 | 696 | 29,450 | 1,561 | On Track | Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022 | Sep-22 | Mar-25 | ⊕ | ⊕ | |
| Comments: | The consultant has responded to the first round of SPA comments. The building permit and variance application has been submitted to the City. | | | | | | | | | | | |
| Explanation for Delay: | TDSB has signed all applications to date. The delay in signing has impacted the construction start of the City Aquatic Centre, by approximately 5 months. Delay also affected by TDSB delay in conveying land to City for street right-of-way widening. | | | | | | | | | | | |
| North East Scarborough Community Centre and Child Care Centre Design and Construction | 10,200 | 8,387 | 16,110 | 79,936 | 11,347 | Minor Delay | Design Phase - 2017 to 2020 Construction Phase - Q4 2021 to Q2 2025 | Jun-23 | Dec-25 | ⊕ | ⊖ | |
| Comments: | Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. A formal ground breaking ceremony was held on April 14, 2022. Construction work is proceeding and is at 10% complete. | | | | | | | | | | | |
| Explanation for Delay: | The project schedule has been impacted by the labour strikes and site conditions. | | | | | | | | | | | |
| Western North York New Community Centre and Child Care Centre Design and Construction | 4,149 | 1,407 | 1,052 | 61,146 | 2,403 | Minor Delay | | Feb-16 Fall 2021 | Dec-27 | ⊖ | ⊕ | |
| Comments: | The Construction Documents Phase is in progress. Site Plan Control Application review is ongoing with the various departments. The City and consultant plan to submit 2nd submission in response to the comments provided by the various departments. The draft Easement Agreement has been forwarded to the TCDSB for their approval. The Letter of Understanding (LOU) for the shared parking and shared park amenity has been finalized with the City and the TCDSB for signature of approval. The Purchase Order was issued to the successful contractor for the Installation and development of the supply and injection Open Loop Geothermal wells. Construction preparation has commenced. Technical Reviews of the public artists' submissions are completed. Final Public Art presentation and Jury Deliberations are scheduled in October. Construction Documents are anticipated to be completed in Fall 2022 and Tender is projected in Q1 2023 with construction Q3 2023. | | | | | | | | | | | |
| 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. Review with various Divisions to arrive at resolution on Site Plan related items has contributed to the delay. In addition, re-tendering of phased portion of the project contributes to the delay. | | | | | | | | | | | |
| 40 Wabash Parkdale New Community Centre Design and Construction | 2,208 | 633 | 1,000 | 63,500 | 1,437 | Significant Delay | | 2017 | Dec-23 | Apr-27 | ⊕ | ⊖ |

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| 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 4 of community engagement, now underway. A consultant has been hired to provide guidance and a Railway Risk Mitigation study. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Schematic Design Stage is complete and accompanying Report / Class C cost estimate has been provided for review and approval to proceed to design development. Site Plan Approval pre-application meeting with City Planning is complete in anticipation of Fall-2022 SPA application. Design Review Panel completed April 14th, 2022 and Phase 4 (final) public engagement scheduled for October 2022. Indigenous Engagement is ongoing. The Public Art process has been initiated. A value engineering exercise has been undertaken involving City staff and the consultant team to find savings and reduce the below-noted Cost Estimate overage. This work was completed in September 2022 and a Staff report is now being drafted with recommendations in order to approve the adjusted Schematic Design and proceed to the next stage - Design Development. The final stage of Public Consultation is scheduled for Fall 2022 and the Indigenous Consultation with the Mississaugas of the Credit First Nation (MCFN) is also in progress. | | | | | | | | | | |
| Explanation for Delay: | The public engagement process, which informs the design process, has been delayed due to COVID-19. The extensiveness of the consultation and the requirement for design guidance from a consultant regarding the Railway Risk Mitigation strategies slowed the schematic design process. As of September 2022, the consultants are awaiting COT approval to proceed to Design Development, pending approval of the Schematic Design Report and Class C Cost Estimate. | | | | | | | | | | |
| IT-Registration, Permitting & Licensing (CLASS Replacement) | 7,014 | 2,129 | 4,438 | 29,138 | 17,665 | Significant Delay | Design Phase: May 2016 Implementation: July 2018 | Sep-19 | Dec-26 | Ⓢ | Ⓢ |
| Comments: | The negotiable Request for Proposal (nRFP) was issued on April 6th, 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 City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. nRFP closed June 8th, 2021 and negotiation is underway. | | | | | | | | | | |
| Explanation for Delay: | Delays are attributed to termination of contract with the Vendor (Legend Recreation Software). | | | | | | | | | | |
| IT-Enterprise Work Management System | 3,062 | 793 | 1,300 | 19,540 | 9,084 | Significant Delay | Jan-12 | Dec-20 | Dec-26 | Ⓢ | Ⓢ |
| Comments: | The implementation of the Enterprise Work Management System (EWMS) 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. Requirements gathering and project planning for this phase has begun and will continue in collaboration with the EWMS program into 2023. | | | | | | | | | | |
| 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. | | | | | | | | | | |

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| 318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction | 466 | 17 | 466 | 10,800 | 1,521 | Minor Delay | Design Competition: Summer 2018 Design Validation: Summer 2020 - Dec 2022 (WIP) Detailed Design: 2023 Tender for construction 2023/2024 Construction Start: 2024 Construction Complete: 2026 (Anticipated) | Dec-22 | Dec-26 | ⊙ | ⊙ |
| Comments: | The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design established through an international design competition. Winning team announced October 2018; wHY Architecture and Brook McLroy. Design contract awarded by Waterfront Toronto in Q1 2020. Delivery Agreement executed December 2021. Schematic Design and Design Validation process to be completed by year-end 2022. Coordination with Toronto Water on-going. On-going consultation includes: Review by City Technical Advisory Committee (TAC) 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) Aligning project design with approved budget (additional budget required) 2) Toronto Water for infrastructure upgrades to Water Service; 3) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 4) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 5) Coordination of environmental investigations and remediation required for parkland construction. | | | | | | | | | | |
| York Off Ramp/Love Park Design and Construction | 2,827 | 54 | 2,827 | 13,000 | 10,245 | On Track | Design: June 2020 Construction Start: July 15 2021 Complete: December 2022 | Aug-20 | Dec-22 | ⊙ | ⊙ |
| Comments: | The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of the project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto with City approval. Construction Kick-off July 8th, 2021 and mobilization on July 16th, 2021. Substantial Completion is anticipated for December 2022 and park opening in Spring 2023. Community Liason Committee (CLC) meetings are on-going. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Lower Yonge Street Community Centre Space | 12,999 | 4,277 | 12,999 | 18,000 | 9,278 | Minor Delay | | Mar-22 | Dec-22 | ⊙ | ⊙ |

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| Comments: | Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover anticipated delay from Q2-2022 to Q4-2022, pending Developer project delivery updates. Construction is nearing completion, with close out checklist items in progress and the draft Shared Facilities Agreement in progress in coordination with the Developer, Legal Services and CREM. Also, furniture and equipment has been ordered for December delivery and anticipated December project completion. | | | | | | | | | | |
| Explanation for Delay: | Fit-out begun Q1 2021 instead of Q4 2020. Developer project delivery is setback approximately 4-5 months and currently indicating September 2022 occupancy instead of May 31, 2022 due to material supply/delivery issues. To account for invoicing, the end date has been updated to December 2022. As of May 2022, labour disruption by LIUNA Local 183 is affecting trades on site that could cause further delay and delay opening. At the end of June 2022, the labour disruption is over and work has resumed on site, with expected project completion and handover scheduled for December 2022. Full completion is estimated in February 28, 2023 to account for some soft cost items like fees and close out items of work. | | | | | | | | | | |
| FMP-John Innes CRC Redevelopment Design | 420 | 229 | 355 | 64,500 | 469 | On Track | | Dec-26 | Jun-27 | Ⓞ | Ⓞ |
| Comments: | Public consultation and schematic design is underway. | | | | | | | | | | |
| Explanation for Delay: | Project delayed due to 6 month pause as City continued discussions with Metrolinx and stakeholders. | | | | | | | | | | |
| Moss Park - Park Redevelopment Design | 147 | 31 | 67 | 8,000 | 85 | Significant Delay | | Nov-27 | Nov-29 | Ⓞ | Ⓡ |
| Comments: | Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was awarded in February 2021. The park construction schedule will be coordinated with the John Innes CRC and Metrolinx's Ontario Line, and is currently projected to be delayed by 3 years to accommodate Metrolinx's construction of the Ontario Line, as well as accommodating staging area in the park for CRC construction. Concept design and community engagement is underway, in coordination with the John Innes CRC project. | | | | | | | | | | |
| Explanation for Delay: | Coordination with other projects | | | | | | | | | | |
| Wallace Emerson (Galleria) CRC and Park Development | 6,350 | 82 | 817 | 81,790 | 214 | Minor Delay | | Apr-25 | Dec-25 | Ⓞ | Ⓞ |
| Comments: | Construction on the Wallace Emerson community recreation centre, child care centre and park improvements began on June 20, 2022. | | | | | | | | | | |
| Explanation for Delay: | Construction on the Wallace Emerson community recreation centre, child care centre and park improvements was anticipated to start in January 2022; however, it was delayed and didn't start until June 20th due to the significant delays for Site Plan Application review and approval by other City Divisions, budget approval by City Council in winter 2022, the award of construction to the successful bidder by the 2470347 Ontario Inc. (the "Developer"), and the execution of a Construction Project Agreement between the City the Developer. As per the Construction Project Agreement dated March 25th, 2021, the City will begin transfer funds to the Developer during the course of construction after they meet their community benefit obligations. | | | | | | | | | | |
| Shelter, Support & Housing Administration | | | | | | | | | | | |
| George Street Revitalization | 18,062 | 6,116 | 9,049 | 671,609 | 82,471 | Significant Delay | Jan-16 | Dec-23 | Sep-27 | Ⓞ | Ⓡ |

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| Comments: | The project has been delayed due to difficulties experienced in acquiring and renovating sites required to transition clients out of Seaton House. The renovation of 705 Progress Avenue, a transition site, is now complete. The site commenced operations on May 16, 2022. Design for 76 Church St is complete and construction at this location is expected to begin in Q1 of 2023, with completion planned for the end of Q3 of 2023. The renovation of 2299 Dundas, the last transition site, has been delayed to incorporate redesigned requirements necessary to comply with new net-zero mandates directed by City Council. Construction is anticipated to commence in Q1-2023, with completion planned for Q2-2024. | | | | | | | | | | |
| Explanation for Delay: | The following are general explanations for the delays: 1) The Dundas St. project was delayed due to appeals on the Committee of Adjustment decision with TLAB, which was unusually backlogged; 2) The GSR Main Project is delayed, as the completion of output specifications for release of the RFQ/RFP was delayed; and 3) Due to new Council-Directed net-zero mandates, redesign is underway to achieve net-zero mandate. | | | | | | | | | | |
| Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds) | 8,455 | 1,919 | 3,420 | 112,139 | 77,721 | Significant Delay | Jan-18 | Dec-20 | Dec-24 | Ⓢ | Ⓡ |
| Comments: | 67 Adelaide has been delayed due to complexities experienced in the construction phase. Construction at 233 Carlton, the precursor site for 67 Adelaide, is expected to commence construction in Q4 of 2022 and be completed by Q4 of 2023. The Adelaide site remains on track for completion in December 2024. | | | | | | | | | | |
| Explanation for Delay: | The following are general explanations for the delays: 1) The project will extend to December 2024 due to complexities in both the acquisition and construction phases of the project; 2) Procurement of major components may be difficult due to supply chain issues and will affect the timeline and budget; 3) TLAB was unusually backlogged. However, the decision was made in City's favour, and construction can proceed; and 4) One site is dependent upon the completion of the other. | | | | | | | | | | |
| Toronto Employment & Social Services | | | | | | | | | | | |
| HSI Phase 2 | 1,556 | 963 | 1,079 | 9,823 | 9,230 | Significant Delay | Jan-18 | May-22 | Jul-23 | Ⓢ | Ⓡ |
| Comments: | In Q3 2022, the project team launched the online form with document upload for Welcome Policy, successfully creating a new application channel for residents. Co-design workshops with staff, agencies, and residents for the HSI Online Hub have been completed and will help inform the prototype design, which will begin in Q4 of 2022. Efforts have begun on the design of in-person pilot which is expected to be implemented in 2023. The project is expected to be completed in July 2023. | | | | | | | | | | |
| Explanation for Delay: | The delay in completing the project is due to additional scope of work, with deliverables added for the Toronto Grant Rebate and Incentive Program, Fair Pass Program Expansion, Welcome Policy Modernization, HSI Online Hub and the proposed enhancement in AIV. The project is expected to be completed in July 2023. | | | | | | | | | | |
| Toronto Paramedic Services | | | | | | | | | | | |
| MULTI-FUNCTION STATION #2 - 300 Progress Ave. | 740 | 482 | 650 | 66,495 | 1,692 | Minor Delay | Jan-17 | Dec-24 | Dec-26 | Ⓢ | Ⓡ |
| Comments: | This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities. A second feasibility study was done by CREM's architect and was completed in July 2019. | | | | | | | | | | |

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| Explanation for Delay: | <p>The Architectural contract for the Design was awarded in June 2020. The Conceptual Design Phase, Schematic Design Phase and Net Zero Energy Feasibility Study is complete. The Detailed Design Phase is complete, the development submission was issued to City Planning in December 2021. The Contract Documentation will be developed for construction services tender and is expected in fall of 2022. Due to on-going supply-chain issues, as well as material and labour cost escalation, a targeted market survey is being initiated by Procurement Services in spring of 2022 to gauge interest in specialized products and high volume materials being used in the design.</p> <p>On July 15, 2021 (2021.GL24.12), Council approved the expropriation proceedings to acquire a portion of 350 Progress Avenue for the purpose of constructing a primary access route to 300 Progress Avenue as well as for providing site services including domestic water, sanitary, storm water, hydro, telecommunications and ancillary works for the new Toronto Paramedic Services multi-function station. Stage 1 of the expropriation report was approved in November 2021. The 30 day notice period is complete, with no requests for a Hearing of Necessity. Stage 2 report was adopted by GGLC on July 4, 2022 (2022. GL32.27); it was approved by City Council on July 19, 2022.</p> <p>CREM/PMO is proceeding with the expropriation of lands from 350 Progress Avenue, as well on-going coordination with Toronto Police to mitigate parking impacts from the proposed access plan. Stage 2 Notices will be issued to the Owner of 350 Progress Avenue on October 26, 2022. The Offer of Possession for the expropriation will be served prior to the proposed Date of Possession, which is currently targeted for February 16, 2023.</p> <p>The expropriation proceedings and supply-chain issues are expected to extend the completion date to 2026.</p> | | | | | | | | | | |
| AMBULANCE POST - 30 Queens Plate Dr. | 208 | 32 | 158 | 1,848 | 272 | Significant Delay | Jan-19 | Dec-21 | Dec-23 | Ⓞ | Ⓜ |
| Comments: | Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project. | | | | | | | | | | |
| Explanation for Delay: | <p>In 2019, TFS initiated a POA for a change in scope of the project with an increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019. In early 2020, City Planning requested TFS to meet Toronto Green Standard (TGS) Tier 2.</p> <p>On Oct 20, 2020, TFS announced the deferral of the 30 Queen's Plate Dr. station and corresponding fire apparatus projects to outside of their 10-year plan, given that community development has not occurred as planned.</p> <p>At the Operational Program Management Committee (OPMC) in June 2021, PS met with TFS and CreateTO and made a proposal regarding the property utilization. As a result of this meeting, PS has been granted use of the property. An RFQ to assign a consultant is in progress.</p> <p>A project charter from CREM/PMO is in progress. Substantial completion date is estimated to be Q3 2023.</p> | | | | | | | | | | |
| MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase 1) | 800 | 5 | 550 | 1,500 | 5 | On Track | Jan-22 | Dec-25 | | Ⓞ | Ⓞ |
| Comments: | <p>610 Bay St will be used as an Interim Ambulance Station, Administration office, temporary space to relocate staff from other stations undergoing SOGR and AODA construction and to stage/locate logistical and medical supplies in downtown Toronto. The Interim Ambulance Station will provide crowding relief for approximately 8 ambulances operating out of the surrounding ambulance stations. Additional space will be used for administrative and logistical support to ambulance crews working in the downtown area. The Interim Ambulance Station and administrative/logistical support will occupy part of 610 Bay St until redevelopment is approved and a development partner is ready to commence construction.</p> <p>CREM/PMO is anticipating Paramedics on site by mid-2023, with project completion by end of 2025.</p> | | | | | | | | | | |
| Explanation for Delay: | N/A | | | | | | | | | | |
| MULTI-FUNCTION STATION #5 (Phase 1) | 200 | 0 | 150 | 10,000 | 0 | On Track | Jan-22 | Dec-27 | | Ⓞ | Ⓞ |

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For the period ending September 30, 2022
(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | Life to Date | |
|---|---|-----------|--------------------|---|--------------|----------|------------|--|---------|--------------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| Comments: | <p>To consolidate 4 existing PS locations to Multi-Function Station #5. The property will be used by Community Paramedicine and D5.</p> <p>In addition, Toronto Paramedic Services (TPS) Central Ambulance Communications Centre (CACC) requires an increase in Emergency Medical Dispatcher (EMD) and corresponding oversight staffing in order to continue the delivery of safe, efficient and consistent service to the city of Toronto. Staffing increases will also require an increase in space for CACC operations, including Communications Centre floor space, IT space and staff facility/respice space. This space will also be required due to on-going distancing requirements and the ability to scale up/down in response to the pandemic.</p> <p>PS will be meeting with CREM/PMO/CreateTO/Modern TO Architects to discuss project feasibility in Oct 2022.</p> | | | | | | | | | | |
| Explanation for Delay: | N/A | | | | | | | | | | |
| Transportation Services | | | | | | | | | | | |
| F. G. Gardiner* | 48,701 | 13,593 | 34,091 | 2,307,210 | 384,463 | On Track | Apr-17 | TBD (subject to completion of the award process) | N/A | Ⓢ | Ⓢ |
| Comments: | <p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reached substantial completion. Efforts underway to close out project.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender to be issued in Fall 2022.</p> <p>Gardiner East:</p> <p>1) 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.</p> <p>2) DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Work commenced in 2021 and is anticipated to continue through 2022- 2024.</p> | | | | | | | | | | |
| Explanation for Delay: | N/A | | | | | | | | | | |
| *The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan | | | | | | | | | | | |
| Waterfront Revitalization Initiative | | | | | | | | | | | |
| Port Lands Flood Protection | 95,223 | | | 394,825 | 260,602 | On Track | Nov-16 | Dec-24 | Dec-24 | Ⓢ | Ⓢ |

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(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|--|-----------|--------------------|---|--------------|-------------------|--|--|---------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | The realigned Cherry Street south of Commissioners to Polson Streets, including the bridge is now open to vehicular, cyclist and pedestrian traffic. The other bridges within the PLFP area (vehicular and transit Cherry Street North bridges, and Commissioners Street bridge) are now in place and undergoing finishing work. Excavation and installation of the river liner is complete in the Central River Valley and excavation of the river valley towards the south plug at the Polson slip is now underway. Excavation of Ice Management Area and "elbow" area under Commissioners Street Bridge have been completed, as has the watermain relocation through Sediment and Debris Management Area. In consultation with Waterfront Toronto and the other government partners (Federal&Provincial) no funding is expected to be required from the City and the \$95M funding amount budgeted for 2022 is being deferred into 2023. The deferral of spending into 2023 is the result of weather and supply chain issues causing some bridge work to be rescheduled. As well the delays to design, approval, and construction of third-party utilities and to ground improvements meant that the new Cherry Street alignment south of Commissioners Street; the new Commissioners Street resulted in a delayed opening causing the resequencing of some earthworks and construction of the parks and public realm originally planned for 2022 to now run into 2023. | | | | | | | | | | |
| Explanation for Delay: | In consultation with Waterfront Toronto and the other government partners (Federal&Provincial) no funding is expected to be required from the City and the \$95M funding amount budgeted for 2022 is being deferred into 2023. The deferral of spending into 2023 is the result of weather and supply chain issues causing some bridge work to be rescheduled. As well the delays to design, approval, and construction of third-party utilities and to ground improvements meant that the new Cherry Street alignment south of Commissioners Street; the new Commissioners Street resulted in a delayed opening causing the resequencing of some earthworks and construction of the parks and public realm originally planned for 2022 to now run into 2023. | | | | | | | | | | |
| Precinct Implementation Projects | 13,225 | 1,223 | 7,000 | 250,883 | 237,158 | On Track | Jan-05 | Jun-23 | Feb-25 | ⊕ | Ⓜ |
| Comments: | Construction of the East Bayfront Community Centre is a multi-year project that commenced in October 2020 and its completion has been delayed to 2025 due to the disruption of in the supply chain of materials from the continued impact of Covid and labour dispute in 2022 that lasted 3 months. This project is jointly funded with PF&R and Waterfront Secretariat. The funding portion from the Waterfront Revitalization Capital Budget is to be spent first and is now expected to be exhausted by the end of 2023. The water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay was completed in Q1 of 2022 and the project has entered the 2 year warranty period. | | | | | | | | | | |
| Explanation for Delay: | Construction of the East Bayfront Community Centre is a multi-year project that commenced in October 2020 and its completion has been delayed to 2025 due to the disruption of in the supply chain of materials from the continued impact of Covid and labour dispute in 2022 that lasted 3 months. This project is jointly funded with PF&R and Waterfront Secretariat. The funding portion from the Waterfront Revitalization Capital Budget is to be spent first and is now expected to be exhausted by the end of 2023. | | | | | | | | | | |
| Corporate Real Estate Management | | | | | | | | | | | |
| St. Lawrence Market North Redevelopment | 30,222 | 11,775 | 24,618 | 117,728,647 | 70,999 | Significant Delay | July 2019 *Note this is a re-baselined start date based on latest approval from Council | Q2 2022 *Note this is a re-baselined end date based on latest approval from Council | Q3 2023 | ⊕ | Ⓜ |

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(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|-------------------------------------|--|-----------|--------------------|---|--------------|-----------|------------|--|--|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | <p>Phase 1: Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015.</p> <p>Phase 2: Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017.</p> <p>Phase 3: Design, tender and construction of New North Market Building. The construction contract was awarded in May, 2019 to the Buttcon Limited / The Atlas Corporation Joint Venture. Construction started in July 2019. Construction progress to the end of September 2022 includes completion of the underground parking garage and the 5 storey high structural steel framing for the superstructure including concrete floor slabs. Ongoing work includes installation of the glass curtain wall, with integrated aluminum sunshade fins, framing of the central atrium space including pedestrian bridge connections between east and west wings of the building, and to the 2nd Floor of St. Lawrence Hall. The building is expected to be fully enclosed by Q4 2022 with interior mechanical and electrical work ongoing.</p> <p>Note: Payments to the General Contactor were on hold due to a lien against the project which has now been posted. Invoices that have been held will now start to be processed. Invoices for July - Dec 2022 are estimated to total approx 12.6M.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>Project schedule and budget has been re-baselined based on the latest approvals from Council in May 2019. COVID-19 caused reduced productivity levels due to additional safety procedures, impacts to the labour force availability and delays in the supply chain for construction materials. Also, the contractor has advised that the province wide labour disruption caused further progress delay. The overall project delay is currently tracking at approximately 19 months. The contractor has submitted a revised work phasing and sequencing plan identifying concurrent construction work to make up lost time. The project is now expected to be complete by Q3 2023 within the current Council approved budget.</p> | | | | | | | | | | |
| Union Station Revitalization | 23,141 | 13,594 | 13,594 | 824,039 | 814,492 | Completed | Sep-09 | Approved Plan - Mar-2019 (Original end date was May-2016) | Substantial Completion granted Sept-2021, Total Completion achieved Oct-2021 | Ⓢ | Ⓢ |
| Comments: | <p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) - B2 Food Court handed over to Osmington in 2015 (Opened to the public in Dec 2018) <p>Stage 2/3 key elements completed to date include:</p> <ul style="list-style-type: none"> - Bay Concourse - Sale to Metrolinx completed on June 2021 - VIA Concourse Restoration - Occupancy granted May 2021 - Great Hall Restoration - Occupancy has been granted October 2021 - East Wing retail space - Occupancy granted May 2021 - Moat covers - York St., Bay St., and Front St. Moats, final inspection and occupancy granted October 2021 | | | | | | | | | | |

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(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|---|--|-----------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Explanation for Delay: | <p>Issues throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks the project team have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Contractor performance issues that emerged in mid-2018 affected project progress. In mid-to-late 2018, the City worked with the contractor's surety company and third-party consultants to resolve these issues to bring the project back on track and was progressing towards a new completion timeline of Q3 2020. In Q2 2020, the COVID-19 pandemic impacted productivity on site due to increased safety procedures and has impacted the supply chain for Heritage hardware delivered from overseas. Despite these challenges, Substantial Performance was published June 21, 2021 and Substantial Completion of the project was granted September 21, 2021. Deficiencies are 100% complete with all life safety systems commissioned and passed. Final occupancy inspection for the Moats and Balance of Works areas for Total Project Completion was achieved on October 30, 2021.</p> | | | | | | | | | | |
| Technology Services | | | | | | | | | | | |
| Disaster Recovery Program | 543 | 73 | 150 | 4,532 | 2,687 | Significant Delay | Jan-13 | Dec-24 | Dec-24 | Ⓡ | Ⓡ |
| Comments: | <p>Disaster Recover (DR) program has three streams of work packages in progress - One stream of work packages is to set up the DR best practices and centre of excellence. The DR program has created the 1st DR Policy, currently it is in the circulation of gathering inputs from Deputy Chiefs and Directors, Office of Emergency Management, and Office of Chief Information Security Officer. In addition, the program is developing the 1st DR Standard and agreement of establishing a joint program Committee which is also currently under development.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>Project had delayed due to insufficient resources and more than expected time being required to gather inputs from the stakeholders on Disaster Recover (DR) policy and developing DR standards.</p> | | | | | | | | | | |
| O365 | 5,006 | 1,737 | 2,380 | 8,784 | 4,047 | Significant Delay | Jul-21 | Jun-23 | Mar-24 | Ⓡ | Ⓡ |
| Comments: | <p>M365 deployment for approx. 720 users (across 10 divisions) is completed. Also, completed kick-off meetings with Division Heads for wave 3, 4 & 5 resulting in user list created (approx. 4000 users) and reviewed by Divisional Change Ambassadors. Mailbox migration for batch 1 & 2 in wave 2 also completed along with engagement with Paramedic and Long Term Care teams for legislated requirements. Team is continuing meeting with Divisions that have IT units and performing compatibility checks for wave 3, 4 & 5.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>The project is experiencing a City-wide technical challenges including large mailbox migration, on-premise to cloud technology interdependencies and governing policies. As a result, the vendor (Microsoft) will not be able to deliver as expected in 2022 and these deliverables are pushed to 2023.</p> | | | | | | | | | | |
| Enterprise Work Management Solution | 7,700 | 6,926 | 9,753 | 23,622 | 12,934 | Minor Delay | Mar-21 | Jun-21 | Dec-23 | Ⓢ | Ⓡ |
| Comments: | <p>Completed the Maximo License purchase and implementation for Transportation Services and PF&R. Statement of Work for Toronto Water being finalized, projected forecast for the year to go beyond approved budget.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>Prior scope changes and consolidation of multiple division has led to delays. Project will be delivered with a phased approach with Phase-1 of the project being on schedule to end by Q2 of 2023 and phase 2 of 3 expected to start in Q3/Q4 of 2023.</p> | | | | | | | | | | |
| Controllership | | | | | | | | | | | |
| Financial Systems Transformation Project | 83,732 | 11,518 | 20,000 | 137,686 | 12,697 | Minor Delay | Jan-21 | Dec-23 | May-24 | Ⓡ | Ⓢ |

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(\$000s)

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|---|---|-----------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | The project is preparing for Build Phase for early Fall 2022. Projected underspending is primarily attributed to longer than anticipated preparation to start the Build phase and the required pause in capital spending, pending confirmation of adequate 2022 COVID-19 intergovernmental support funding. | | | | | | | | | | |
| Explanation for Delay: | Minor delay is due to refine the planning process and replan the implementation for the project pursuant to updated requirements. | | | | | | | | | | |
| Exhibition Place | | | | | | | | | | | |
| Duct Bank Relocation | 9,100,000 | 886,382 | | 9,100,000 | 886,382 | Minor Delay | Jan-22 | Dec-22 | May-23 | Ⓢ | Ⓢ |
| Comments: | To facilitate new Hotel X Phase 2 development, there is a need to relocate and rerouting of existing underground high and low voltage electrical cables (13,800 Volts and 600 Volts) and their associated equipment for isolation such as switchgears and grounding. Project construction is currently in progress. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Soil Remediation at Lot 851 | 5,000,000 | 41,000 | | 5,000,000 | 41,000 | Significant Delay | Jan-22 | Dec-22 | Dec-23 | Ⓢ | Ⓢ |
| Comments: | This project involves the removal and disposal of contaminated soil from the Parking Lot 851 to support the Phase 2 Hotel development, which follows the Province of Ontario Regulation 153/04. Exhibition Place is responsible for these costs under the existing Phase 1 Lease provisions. | | | | | | | | | | |
| Explanation for Delay: | Delayed- Developer hasn't started excavation/construction work. | | | | | | | | | | |
| Greek Gods Relocation | 500,000 | 163,290 | | 500,000 | 163,290 | On Track | Jan-22 | Dec-22 | | Ⓢ | Ⓢ |
| Comments: | This project is to relocate existing twenty (20) Greek Gods Statues, which were removed the fenced south courtyard of Horticultural Building and has been relocated to the Rose Garden at Exhibition Place. Project construction is almost complete. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Toronto and Region Conservation Authority | | | | | | | | | | | |
| LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST (CRC103-03) | 963 | 803 | 963 | 38,617 | 7,074 | Significant Delay | Jan-20 | Dec-21 | Jun-23 | Ⓢ | Ⓢ |
| Comments: | <ol style="list-style-type: none"> 1. Construction began January 2020 with the substantial performance expected May 2023. 2. Mass timber installation completed in Q1 of 2022. Envelope proceeding from Q1 2022 with building watertight by Q4 2022. 3. Lease agreement was adopted through City of Toronto's Etobicoke York Community Counsel on June 27th, 2022. | | | | | | | | | | |
| Explanation for Delay: | <p>The delay is the result of three factors:</p> <ol style="list-style-type: none"> 1. Mass timber trade and construction manager under performing 2. Various union labour strikes and supply chain issues related to COVID19 3. Glazing fabrication, supply and delivery delays | | | | | | | | | | |

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(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|---|---|-----------|--------------------|---|--------------|---------|------------|----------|----------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Life to Date | | | | | | | | | | | |
| Toronto Police Service | | | | | | | | | | | |
| Long Term Facility Plan - 54/55 Amalgamation; New Build | 1,054 | 103 | 300 | 50,500 | 519 | On hold | Jan-17 | Dec-24 | TBD | Ⓡ | Ⓡ |
| Comments: | The cost consultant has identified that the cost of construction has increased considerably due to the increased costs of labour and materials from the ongoing pandemic as well as other factors such as the high cost of constructing a very deep, waterproof underground parking structure in a location with a high water table. The Project is put on hold while staff evaluate options for moving forward, given the significant cost pressures facing the Service. A proper evaluation of any alternative options will be conducted to ensure adequate and appropriate information is presented to make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. | | | | | | | | | | |
| Explanation for Delay: | This project is on hold as staff evaluate options for moving forward due to considerable increased costs. | | | | | | | | | | |
| Transforming Corporate Support (HRMS, TRMS) | 1,722 | 156 | 238 | 8,435 | 6,869 | Delayed | Jan-14 | Dec-20 | Dec-23 | Ⓡ | Ⓡ |
| Comments: | The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources-related activities, including employee record management, payroll, benefits administration, and time and labour recording. The H.R.M.S. system implementation portion of this project is complete. The technical upgrade of T.R.M.S is also complete. Additional T.R.M.S. reports were created in T.R.M.S. for Budgeting and Court Attendance. Enhanced functionality was added to the Court Kiosk function (including mobile capabilities), automation of carry-over vacation rules and implementation of secure communication protocols. Some major enhancements include the integration piece between T.R.M.S. and H.R.M.S. as well as automation of shift schedule adjustments. These enhancements are on track to be delivered by the end of the year. The majority of work was done by utilizing existing Information Technology (I.T.) staffing. The I.T. consultant will continue working on the T.R.M.S. reports along with functionality enhancements. The process to secure additional external resources will begin prior to 2022 year end. Both a technical and functional assessment will be done to identify potential system enhancements as well as improvements to current business processes. | | | | | | | | | | |
| Explanation for Delay: | The impact of the COVID-19 pandemic and resource constraints have hampered the planning for this project. | | | | | | | | | | |
| Radio Replacement | 2,729 | 162 | 879 | 38,051 | 35,484 | Delayed | Jan-16 | on-going | on-going | Ⓡ | Ⓡ |
| Comments: | The Service's Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. The replacement lifecycle of the radios was extended from seven years to ten years a number of years ago, in order to reduce the replacement cost of these important and expensive assets. There have been supply chain issues that have impacted the spend rate of this project. | | | | | | | | | | |
| Explanation for Delay: | supply chain issues | | | | | | | | | | |
| Body Worn Camera - Phase II | 921 | 57 | 921 | 5,887 | 4,991 | On Time | Jan-17 | Dec-20 | Dec-22 | Ⓢ | Ⓢ |
| Comments: | The contract award to Axon Canada was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, the Service has issued all 2,350 body cameras, and has trained 2,800 frontline officers (accounting for the rotation of officers assigned to frontline roles). Digital disclosure of body-worn camera, along with most other digital media, evidence (photos, videos, audio) has been successfully piloted at 23 Division to the M.A.G. Toronto West Court location. An Evidence.com disclosure training course has been developed for all the active Case Managers/Investigators. In June 2022, a new training course for Case Managers and Investigators focussing on Evidence Management and Disclosure was created. This course encapsulates all of the body-worn camera training, and leverages our Evidence.com cloud-based platform as a digital evidence management system with the purpose of creating efficiencies and streamlining disclosure workflows to court. To date, all Case Managers / Investigators from Divisions 12, 22, and 23 as well as Hold Up Squad and the Homicide Unit have been Disclosure trained. Disclosure training is estimated to be 20% complete, with the remainder of the Service being trained by the end of the year. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |

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|---|--|-----------|--------------------|---|--------------|---------|------------|----------|----------|-----------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| State-of-Good-Repair - Police | 6,018 | 1,618 | 3,413 | on-going | on-going | Delayed | on-going | on-going | on-going | ⊖ | ⊖ |
| Comments: | S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. In light of the future plans for Service facilities, use of these funds will be closely aligned with the Long-Term Facility Plan, with priority being given to previously approved and ongoing projects that must continue through to completion. This funding source is also used by the Service for technology upgrades in order to optimize service delivery and increase efficiencies. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Next Generation (N.G.) 9-1-1 | 7,000 | 687 | 6,008 | 10,256 | 1,956 | On Time | Jan-19 | Dec-23 | Dec-24 | ⊕ | ⊕ |
| Comments: | The extensive detail design phase is near completion, resulting in some changes such as a network re-design, whereby Solacom, the new N.G. 9-1-1 solution, will be isolated from the rest of the Service's network. Currently details on Call Flow Configuration, Report Structure, Support and Maintenance aspects, etc. are being finalized. AECOM, the engineering design firm, has finalized the architectural, mechanical, electrical, and structural drawings required for the construction phase of the new training room at the Primary Site, which will also serve as a full Production Tertiary site. The R.F.Q. for the construction phase has been issued and it is expected that the work will be completed by the end of year. Construction of the new N.G. Training Room, contracted to Stevens & Black Electrical Contractors Limited, will be completed by the last quarter of the year. The remaining work in the Training room will be completed in April 2023 once the required parts are secured. AECOM has finalized renovations drawings for the backup site. Those will be much smaller in scope and entail electrical and data cables as well as adjustment to the existing servers' cage. The work is scheduled to be completed by the end of the year. AECOM has completed 80% of the drawings for the renovations at the remaining portion of the Primary Site. The plan is to expand the existing Primary Operation floor to help accommodate the implementation of N.G. 9-1-1, as well as to allow for a potential future expansion for additional call-taking positions. The renovations will also create much-needed rest areas and meeting space, as well as consolidated management, administration and support areas. This portion of the renovations is expected to be completed by the fourth quarter of 2023. It is anticipated that the new N.G. 9-1-1 solution will be fully implemented by the third quarter of 2023. Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. platform are ongoing. Real Time Text (R.T.T.) is expected to be rolled out at some point in 2024. While the impact of R.T.T. is unknown at this time, it is widely anticipated to require increased staff levels to accommodate longer processing time of R.T.T. calls. | | | | | | | | | | |
| Explanation for Delay: | The original go live date has been pushed out due to construction delays from supply chain issues. | | | | | | | | | | |
| Long Term Facility Plan - Facility and Process Improvement | 1,083 | 142 | 400 | 3,458 | 2,517 | Delayed | Jan-18 | Dec-23 | Dec-23 | ⊖ | ⊖ |
| Comments: | Aligned with both The Way Forward report and the police reform recommendations approved by the Board, this project funds the review of operational processes, focusing on opportunities to improve the efficiency and effectiveness of service delivery. The review of operational processes continues to focus on opportunities to improve service delivery. The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. Due to supply chain challenges related to the required equipment, the installation of video bail equipment at 32 Division is delayed and is now scheduled for completion by the end of 2023. Transitioning the video bail pilot project into a permanent program is underway. Work on the Service-wide investigative review continues, including a review of the Community Investigative Support Unit (C.I.S.U.), with a focus to identify potential efficiencies, standardizing functions across the divisions and enhancing service delivery in the area of criminal investigative processes. To ensure alignment with our Service's leadership vision, work on the final report will commence once the newly appointed Chief and Command have had an opportunity to provide feedback on the Interim report. | | | | | | | | | | |
| Explanation for Delay: | There was some delay in the implementation of video bail in some divisions while senior leaders are considering other impacts on the divisions. | | | | | | | | | | |
| Long Term Facility Plan - 41 Division; New Build | 19,925 | 1,928 | 5,950 | 52,864 | 4,342 | Delayed | Jan-18 | Dec-22 | Dec-25 | ⊖ | ⊖ |

Life to Date
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APPENDIX 3
Major Capital Projects
For the period ending September 30, 2022
(\$000s)

| Division/Project name | 2022 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|---|---|-----------|--------------------|---|--------------|---------|------------|----------|---------|--------------|---------|
| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| | | | | | | | | | | Life to Date | |
| Comments: | This new divisional building is being constructed in phases on the existing 41 Division site. Operations will continue on the site while construction is ongoing. Sequential tendering has been completed and contracts are awarded. There has been a significant cost escalation due to inflationary factors which will be included in the 2023-2031 capital program. Working drawings are completed and tendering of the balance of trades is expected to be complete by the last quarter of 2022. The Site Plan approval process is ongoing. A full building permit has been applied for and is expected to be received in the fourth quarter of 2022. With the ground-breaking ceremony completed, demolition is underway. Abatement and interior demolition is complete. Structural demolition will be completed by October 2022. At the request of the City's Environment and Energy Department, the project team has spent the past several months modifying and value engineering the building's design in order to achieve Net Zero Emissions. All Net Zero Emissions costs (excluding escalation costs) will be recovered through the sustainable Energy Plan Financing resulting in a net-zero impact on the Service's capital program. The Service is working with the City's Environment and Energy Department on the completion of the application for funding to be submitted by the last quarter of 2022. The new 41 Division will be the first Net Zero Emissions building in the Service's asset base and the first of its kind in Ontario. In addition, the new building will have a green roof / solar photovoltaics (P.V.) combination on the north side of the building with a biodiverse roof on the south portion of the building. | | | | | | | | | | |
| Explanation for Delay: | Delays due to permitting the Site Plan Approval process and the redesign requirements to achieve Net Zero Emissions. | | | | | | | | | | |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 1,107 | 0 | 237 | 3,162 | 474 | Delayed | Jan-19 | Dec-20 | Dec-22 | Ⓜ | Ⓜ |
| Comments: | The current A.F.I.S. is a 2011 model that was first deployed in January 2013, and has reached end of life as of December 31, 2020. The A.F.I.S. system is based on a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. The contract award to IDEMIA was approved in April 2020 and contract negotiations were completed in December 2020. The Planning phase was completed and the project plan was delivered in August 2021. Throughout the design phase the vendor has been experiencing limited resources, primarily due to COVID-19, and this impacted the preparation and delivery of documents for review and approval. Due to this delay in the design phase, the remaining milestones were moved from 2021 to 2022. The Design Phase is undergoing final reviews and approval of the design documents and is anticipated to be finalized in the fourth quarter of 2022. The vendor is continuing to work through the configuration of the new system in tandem with the Design Phase completion. As well, efforts are continuing with the planning of migration and integration of the system. The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 impacts including materials, shipping and human-resource constraints continue to be evaluated. The vendor is restructuring its teams and has been able to assign a dedicated team to the Toronto contract. The vendor provided a timeline that completes the Design phase in 2022 and moves the completion of remaining events into 2023. The Service is expecting the system to be fully operational by the end of April 2023. | | | | | | | | | | |
| Explanation for Delay: | Continue to experience delay due to limited resources and supply chain issues. | | | | | | | | | | |
| ANCOE (Global Search) | 313 | 126 | 126 | 1,811 | 1,393 | On Time | Jan-19 | Dec-23 | Dec-23 | Ⓜ | Ⓜ |
| Comments: | A.N.C.O.E. is a business-led analytics and innovation program, which oversees and drives analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) as well as Global Search. The program focuses on improving the analytical reporting environments with new and enhanced Power B.I. and geospatial and reporting technologies, and will deliver streamlined service processes that will make data and analytics products available to front-line members, management, and the public. The E.B.I. portion of the project is complete and provides for increased use of Power B.I. for reporting on persons in crisis, monitoring and reporting of the 81 Police Reform recommendations, etc. Production and implementation of the Global Search platform is completed for Service-wide use. The Service's Geographic Information System (G.I.S.) platform is completed and will ensure data, maps, apps and other items can be shared with internal members and with the public. Ongoing support and enhancement activities will continue for the life of the platform ensuring information can be shared with internal members and with the public. The use of spatial analysis enables better decision making for operations and planning activities. It is anticipated that the improvements to the Global Search program such as advanced search functionality and addition of images will be completed by the end of 2022. Global Search was built on the Attivio platform, which was purchased by Service Now in 2020. It has been confirmed that the current Attivio platform is scheduled for replacement. Service staff will be reviewing options for moving the Global Search functionality to a new platform. | | | | | | | | | | |
| Explanation for Delay: | Global Search was built on an Attivio platform, which was acquired by a new company. It has been confirmed that the current Attivio platform is scheduled for replacement. Service staff will be reviewing options for moving the Global Search functionality to a new platform. | | | | | | | | | | |
| Mobile Command Centre | 1,735 | 0 | 966 | 2,325 | 0 | Delayed | Feb-21 | Apr-22 | Jun-23 | Ⓜ | Ⓜ |

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| | Appr. | YTD Spend | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role in fulfilling the need to readily support any and all operations and occurrences within the City. The design of this vehicle will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations. The vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of public safety responses. The R.F.Q. for the Mobile Command Vehicle was completed in 2021 and P.K. Van Welding and Fabrication was the successful bidder. After initial consultation with the successful bidder, it was identified that the project would have several delays due to the ongoing world-wide vehicle chip shortage. Delivery of the chassis is expected by the end of the year and the Service will move into the build phase immediately. The Service is working with P.K. Van Welding and Fabrication as well as internal staff to finalize plans and drawings in preparation for the build. The Mobile Command Vehicle will be fully functional to respond to and support operational requirements by the second quarter of 2023. | | | | | | | | | | |
| Explanation for Delay: | This project has experienced delays due to ongoing world wide vehicle chip shortage. | | | | | | | | | | |
| Toronto Public Library | | | | | | | | | | | |
| Albert Campbell Library | 2,799 | 2,642 | 2,799 | 21,352 | 21,195 | On Track | Jan-16 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Construction is complete. Branch re-opened in July. Minor deficiencies to be addressed. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Bridlewood Branch Relocation | 2,552 | 149 | 531 | 8,987 | 222 | Minor Delay | Jan-20 | Dec-23 | Dec-23 | Ⓞ | Ⓢ |
| Comments: | | | | | | | | | | | |
| Explanation for Delay: | Construction tender awarded in October. Construction anticipated to start in December. | | | | | | | | | | |
| Centennial Renovation & Expansion | 381 | 47 | 47 | 17,242 | 736 | Minor Delay | Jan-18 | Dec-25 | Dec-25 | Ⓞ | Ⓢ |
| Comments: | | | | | | | | | | | |
| Explanation for Delay: | Waiting for site plan approval | | | | | | | | | | |
| Ethennonhawahstihnen' Library - Bayview Library Relocation | 3,884 | 2,742 | 3,884 | 15,957 | 14,315 | On Track | Jan-14 | Dec-22 | Mar-23 | Ⓞ | Ⓞ |
| Comments: | This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is on track. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Maryvale Relocation | 1,974 | 1,215 | 1,469 | 3,333 | 2,574 | On Track | Jan-20 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Construction is complete. Branch re-opened in September. Minor deficiencies to be addressed. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| North York Central Phase 2 | 1,850 | 1,494 | 1,850 | 13,462 | 13,106 | On Track | Jan-18 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |

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| Comments: | Project is under construction. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Perth Dupont Relocation | 1,398 | 80 | 80 | 4,797 | 120 | Significant Delay | Jan-18 | Dec-23 | Dec-23 | Ⓞ | Ⓢ |
| Comments: | | | | | | | | | | | |
| Explanation for Delay: | Working drawings underway. Construction start dependent on landlord's schedule | | | | | | | | | | |
| Wychwood Library | 2,069 | 848 | 1,099 | 15,796 | 14,575 | On Track | Jan-14 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Construction is complete. Branch re-opened in October. Minor deficiencies to be addressed. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| York Woods Renovation | 1,429 | 1,181 | 1,429 | 13,824 | 13,576 | On Track | Jan-18 | Dec-22 | Dec-22 | Ⓞ | Ⓞ |
| Comments: | Project is under construction. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Solid Waste Management Services | | | | | | | | | | | |
| GREEN LANE LANDFILL | 17,813 | 8,372 | 15,874 | 197,422 | 126,888 | On Track | Prior to 2010 | Dec-26 | Dec-26 | Ⓞ | Ⓞ |
| 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; and buffer land acquisition. | | | | | | | | | | |
| Explanation for Delay: | Status: On Track | | | | | | | | | | |
| TRANSFER STATION ASSET MANAGEMENT | 20,257 | 7,222 | 19,998 | 204,496 | 61,853 | On Track | Prior to 2010 | Dec-31 | Dec-31 | Ⓞ | Ⓞ |
| Comments: | These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation. | | | | | | | | | | |
| Explanation for Delay: | Status: On Track. Projected overspending is due to certain projects progressing faster than originally anticipated and higher procurement award values than initially planned. | | | | | | | | | | |
| PERPETUAL CARE OF CLOSED LANDFILLS | 9,683 | 5,036 | 7,232 | 101,243 | 49,139 | On Track | Prior to 2010 | Dec-30 | Dec-30 | Ⓞ | Ⓞ |
| Comments: | Legislated project for the perpetual care of closed landfills. | | | | | | | | | | |
| Explanation for Delay: | Status: On Track | | | | | | | | | | |

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| Toronto Water | | | | | | | | | | | | | | | | | | | | |
| St Claire - Reservoir Rehabilitation (CPW060-07) | 71 | 49 | 65 | 34,372 | 28,956 | Completed | Jan-14 | Dec-23 | Dec-23 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction works have been completed. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| ROSEHILL PS REHAB (CPW060-11) | 74 | 22 | 74 | 8,424 | 4,794 | Completed | Jan-15 | Dec-23 | Dec-23 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction works have been completed. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| OUTFALL CONSTRUCTION (CWW039-06) | 38,839 | 25,589 | 42,460 | 278,931 | 199,951 | On Track | Jan-18 | Dec-25 | Dec-25 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction started in early 2019, and proceeded ahead of schedule in 2022. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| Don & Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03) | 63,356 | 25,314 | 36,067 | 436,465 | 308,035 | On Track | Jan-18 | Jan-24 | Jan-24 | Ⓞ | Ⓞ | | | | | | | | | |
| Comments: | Construction started in 2018, and is proceeding on track in 2022. | | | | | | | | | | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | | | | | | | | | |
| <table border="0"> <tr> <td>>70% of Approved Project Cost</td> <td>Ⓞ</td> <td>On/Ahead of Schedule</td> </tr> <tr> <td>Between 50% and 70%</td> <td>Ⓜ</td> <td>Minor Delay < 6 months</td> </tr> <tr> <td>< 50% or > 100% of Approved Project Cost</td> <td>Ⓡ</td> <td>Significant Delay > 6 months</td> </tr> </table> | | | | | | | | | | | | >70% of Approved Project Cost | Ⓞ | On/Ahead of Schedule | Between 50% and 70% | Ⓜ | Minor Delay < 6 months | < 50% or > 100% of Approved Project Cost | Ⓡ | Significant Delay > 6 months |
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