

APPENDIX 3  
Major Capital Projects  
For the period ending December 31, 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		
<b>Economic Development &amp; Culture</b>											
Project Name: Casa Loma Phase 10	647	550	550	3,980	3,882	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 December 31, 2022 the project is substantially complete, only some minor deficiencies remain to be resolved and release of holdback has been processed.										
Explanation for Delay:											
<b>Senior Services &amp; Long Term Care</b>											
Project Name: 4610 Finch Ave East	2,554	354	354	172,970	500	Significant Delay	Mar-20	Dec-26	Dec-27	Ⓡ	Ⓡ
Comments:	RFP/Tender awarded in October 2022. Site and demolition work ongoing.										
Explanation for Delay:	Previous delays due to prioritization of COVID response.										
<b>Parks, Forestry and Recreation</b>											
Ferry Boat Replacement #1	2,404	754	754	65,392	3,046	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. The RFP for an Electrical Integrator was issued into the marketplace in September by Concept Naval and closed in December with contract award in 2023. RFP for the vessels to be issued for tender is being drafted.										
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.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	412	-254	-254	75,451	71,650	Completed	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Dec-22	Ⓜ	Ⓜ
Comments:	Canoe Landing hub building has been operating; schools/childcare since January 2019 and the community centre since Summer 2020. All additional environmental work required by the Ministry of the Environment is complete and has been invoiced. Canoe Landing Hub project is complete.										
Explanation for Delay:	The additional testing requested by the Ministry of the Environment resulted in a delay in final project completion.										
Ethennonhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonhawahstihnen Library Branch, and Underground Parking Garage	15,209	11,929	11,929	81,349	74,390	Significant Delay	2013	2020	Apr-23	Ⓜ	Ⓜ
Comments:	Substantial completion for the project is on target for Q2 2023 with an anticipated opening in Q3 2023.										
Explanation for Delay:	Delays to the project schedule have been due to the non-City labour work stoppages, ongoing supply chain issues related to material delivery and extended time related to changes in the work.										
Wellesley Community Centre Pool - Design & Construction	120	0	0	20,000	19,880	Completed	2013	May-19	Dec-23	Ⓜ	Ⓜ
Comments:	The facility is complete and open to the public.										
Explanation for Delay:	Outstanding minor deficiency work to be completed in 2023.										
Don Mills Community Recreation & Arena Facility Design & Construction	1,180	336	336	85,200	336	On Track	Jan-16	Dec-25	Dec-31	Ⓜ	Ⓜ
Comments:	<p>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 &amp; 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&amp;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.</p> <p>The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in Fall 2022 and is planned to be completed in March 2023. Schematic design is in progress and Phase 2 Public Engagement is scheduled to start in Spring 2023.</p>										

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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, however this does not affect the public engagement and schematic design schedule.  The construction phase has been deferred from 2025 to 2027 and the overall project cost has increased from \$85.2 million to \$166.2 million for the twin-pad arena, community centre and pool. Debt financing of \$31.6 million has been identified on the capital constraints during the 2023 budget process.										
Davisville Community Pool Design and Construction	1,010	982	982	29,450	1,858	On Track	Pre-Design / Investigation - February 2017 Design - October 2020	Sep-22	Jul-25	Ⓒ	Ⓒ
Comments:	Construction tender to four pre-qualified general contractors is planned for end of April 2023. Construction expected to commence early July 2023. Right-of-Way conveyance work and TDSB lease re-negotiation underway by Business Services and CREM. Site Plan Approval and building permit expected by early June 2023.										
Explanation for Delay:	TDSB conveyance of land to City for street right-of-way widening and a complex street tree design has delayed the approval of the Site Plan Approval application.										
North East Scarborough Community Centre and Child Care Centre Design and Construction	17,099	17,000	17,000	79,936	22,132	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 progressing, and at 2022 year-end, it is estimated that construction is 25% completed.										
Explanation for Delay:	The project schedule was impacted by several non-City labour work stoppages and site conditions.										
Western North York New Community Centre and Child Care Centre Design and Construction	3,649	2,129	2,129	61,146	3,710	Minor Delay	Feb-16	Fall 2021	Dec-27	Ⓜ	Ⓡ
Comments:	The Construction Documents Phase is in progress. Site Plan Control Application (SPA) review is ongoing with the various departments. The 2nd SPA submission in response to the comments provided by the various departments have been submitted to Planning. Committee of Adjustment application is anticipated to be submitted in December, 2022. 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 is currently with the TCDSB for their approval. Construction for the supply and injection Open Loop Geothermal wells is underway. Public Artists have been selected and Contract Agreements are in progress. The RFSQ for Pre-qualification of General Contractors is under review. Subject to receiving SPA approvals, Tender is projected in Q3 2023 with construction Q1 2024.										

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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.										
<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	882	882	882	63,500	1,690	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 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 was completed and accompanying Report / Class C cost estimate was provided for review and approval to proceed to design development. A value engineering exercise was undertaken involving City staff and the consultant team to find savings and reduce the Class C Cost Estimate overage. The value engineering work was completed in September 2022 and a Staff report was issued and approved in December 2022. The Schematic Design was approved and the consultants were advised to proceed to the next stage - Design Development, now in progress. The fifth (final stage) of Public Consultation is scheduled for Spring 2023 and the Indigenous Engagement is ongoing. Design Review Panel occurred on April 14th, 2022. Site Plan Approval pre-application meeting with City Planning is complete in anticipation of Spring-2023 SPA 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 regarding the Railway Risk Mitigation strategies slowed the schematic design process. As of Fall 2022, the consultants were awaiting COT approval to proceed to Design Development, pending approval of the Schematic Design Report and Class C Cost Estimate. This was approved to proceed in December 2022.										
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	7,500	2,872	2,872	29,138	18,409	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).										
<b>IT-Operational Modernization (former Enterprise Work Management System)</b>	3,062	1,254	1,254	19,540	9,545	Significant Delay	Jan-12	Dec-20	Dec-26	Ⓞ	Ⓢ

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Comments:	The implementation of the Enterprise Work Management System (EWMS) for the Parks and PDCP branches of PFR will be addressed 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 the Phase 1 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>	811	811	811	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 (1) was completed year-end 2022. January 2023 Toronto Water to advise on whether the storm shaft is needed in the park. Schematic Design (2) being revisited without the storm shaft and will go to Waterfront Toronto DRP in May 2023. Detailed Design to be completed by year-end 2023. Tender anticipated Q1 2024. 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. Stakeholder Advisory (SAC) meetings will also continue to be part of the design review process through to Tender.										
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.										
<b>York Off Ramp/Love Park Design and Construction</b>	2,827	1,069	1,069	13,000	11,259	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: June 2023	Aug-20	Jun-23	ⓐ	ⓐ
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 has shifted to May/June 2023. Community Liaison Committee (CLC) meetings are on-going. Park Opening anticipated in June 2023.										
Explanation for Delay:	Supply chain issues have impacted the delivery of the pond water feature and pond mechanicals in the park. Despite frequent schedule updates and other construction efficiencies the time delays could not be made-up and Substantial Completion has been pushed out to 2023.										

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<b>Lower Yonge Street Community Centre Space</b>	5,478	5,478	5,478	18,000	11,607	Minor Delay		Mar-22	Sep-23	Ⓒ	Ⓒ
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. Furniture is being delivered to site as of December 5, 2022 and final inspections are in progress before handover. Shared Facilities Agreement is in progress. The Interim Occupancy Agreement and facility handed over to City Staff anticipated by end of the first quarter in 2023. The full property conveyance and Shared Use Agreement are currently being drafted in 2023 in coordination with City staff (Legal and CREM) and the Developer, for anticipated completion in Q2-2023. Anticipated soft opening to the public in Summer 2023.										
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.										
<b>FMP-John Innes CRC Redevelopment Design</b>	420	381	381	64,500	683	On Track		Dec-26	Dec-29	Ⓒ	Ⓒ
Comments:	Design development and community consultation is well underway. The Design Review Panel presentation is planned for May 2023 and site plan approval application will be submitted summer 2023.										
Explanation for Delay:	Project delayed due to 6 month pause as City continued discussions with Metrolinx and stakeholders.  The construction phase has been deferred from 2024 to 2026 and the overall project cost has increased from \$64.5 million to \$106.7 million. Debt financing of \$42.2 million has been identified on the capital constraints list during the 2023 budget process.										
<b>Moss Park - Park Redevelopment Design</b>	147	109	109	8,000	162	Minor Delay		Nov-27	Nov-29	Ⓒ	Ⓜ
Comments:	Concept design and community engagement is underway, in coordination with the John Innes CRC replacement project. The park construction schedule has been reset from original date to accommodate Metrolinx's construction of the Ontario Line and its use of the park for staging, as well as accommodating staging area in the park for CRC construction.										
Explanation for Delay:	Coordination with other projects										
<b>Wallace Emerson (Galleria) CRC and Park Development</b>	920	570	570	81,790	711	Minor Delay	Jun-22	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.										

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<b>Shelter, Support &amp; Housing Administration</b>											
<b>George Street Revitalization</b>	18,062	8,633	8,633	671,609	84,998	Significant Delay	Jan-16	Dec-23	Feb-28	Ⓞ	Ⓡ
Comments:	Project has been delayed due to difficulties experienced in the acquisition and renovation of sites required to transition clients out of Seaton House. 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 commence by in Q2 of 2023, with completion planned for the end of Q2 of 2024. The project RFP for the construction phase of the project was released in August 2022 and would remain open till July-2023. Project completion is now anticipated in 2028.										
Explanation for Delay:	The following are general explanations for the delays: 1) The GSR Main Project is delayed, as the Completion of output specifications for the release of the RFQ/RFP was delayed; and 2) Due to new Council-Directed net-zero mandates, redesign is underway to achieve net-zero mandate.										
<b>Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)</b>	8,455	2,576	2,576	112,139	78,378	Significant Delay	Jan-18	Dec-20	Dec-25	Ⓞ	Ⓡ
Comments:	Commence of the construction work at '67 Adelaide has been delayed due to complexities experienced in the construction phase. Delays resulted from the development of a precursor site (233 Carlton) requiring the resolution of a TLAB appeal which is now complete. Construction began in Q4 of 2022 at 233 Carlton with completion anticipated by Q1 of 2024. The RFP for construction work at 67 Adelaide, the last site of this project, is expected to be released in Q2-2022 with project completion at this site is anticipated in 2025.										
Explanation for Delay:	The following are general explanations for the delays: 1) The project will extend to December 2025 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.										
<b>Toronto Employment &amp; Social Services</b>											
<b>Project Name: HSI' Phase 2 CSS905-01</b>	1,556	930	930	9,823	9,197	Significant Delay	Jan-18	May-22	Jul-23	Ⓞ	Ⓡ
Comments:	In Q3 2022, three prototype designs have been developed based on outputs from co-design sessions involving staff, agencies, and residents for the HSI Online Hub. In Q1 2023, prototypes will be tested with community intermediaries, front line staff and residents for feedback and help to refine prototypes. Planning for the in-person service delivery model is underway and site visits have been scheduled to help determine suitable locations. Pilot is expected to launch in 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, The Fair Pass Program (expansion), Welcome Policy Modernization (integration), HSI Online Hub, limitations to implementing the proposed AIV enhancement and a change to locations planned for the In Person pilot. The project is expected to be completed in July 2023.										
<b>Toronto Paramedic Services</b>											
<b>Project Name: MULTI-FUNCTION STATION #2 - 300 Progress Ave.</b>	740	702	702	66,495	1,915	On Track	Jan-17	Dec-24	Dec-26	Ⓞ	Ⓞ

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<p>Comments:</p> <p>Explanation for Delay:</p>	<p>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.</p> <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 were completed. The Detailed Design Phase was completed and the development request was submitted to City Planning in December 2021. The Contract Documentation will be developed for a construction services tender and is expected to be issued to market for bids in summer 2023. Due to on-going supply-chain issues, as well as material and labour cost escalation, a targeted market survey was 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 was completed, with no requests for a Hearing of Necessity. Stage 2 report was adopted by GGLC on July 4, 2022 (2022. GL32.27) and approved by City Council on July 19, 2022.</p> <p>The expropriation of lands at 350 Progress Avenue, and coordination with Toronto Police to mitigate parking impacts from the proposed access plan are ongoing. Stage 2 Notices were issued to the owner of 350 Progress Avenue on October 26, 2022. Land Transfer Tax for the 350 Progress Avenue expropriation was paid by the City of Toronto to the Ministry of Finance on November 25, 2022. The offer of possession for the expropriation will be served prior to the proposed February 16, 2023, date of possession.</p> <p>The expropriation proceedings and supply-chain issues are expected to extend the completion date to 2026.</p>										
<p><b>Project Name: AMBULANCE POST - 30 Queens Plate Dr.</b></p>	208	34	34	1,848	274	Significant Delay	Jan-19	Dec-21	Dec-23	Ⓞ	Ⓜ
<p>Comments:</p> <p>Explanation for Delay:</p>	<p>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.</p> <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>										
<p><b>Project Name: MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)</b></p>	800	5	550	1,500	11	Minor Delay	Jan-22	Dec-25		Ⓞ	Ⓜ
<p>Comments:</p>	<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>										



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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:	The planned construction start date of January 2023 has been delayed since the 610 Bay property has not been transferred from Toronto Coach Terminal Inc. (TCTI) to the City of Toronto. CREM Transaction Services is working on a Lease Agreement with TCTI, which is expected to be signed by their Board by mid-April 2023. Since the General Contractor (GC) bid is expiring at the end of March 2023, CREM PMO is anticipating that the GC procurement call will need to be re-issued once the Lease Agreement gets executed in April. If there are no further delays, CREM/PMO is anticipating project completion by the end of 2023.										
<b>Project Name: MULTI-FUNCTION STATION #5 (Phase 1)</b>	200	0	0	10,000	0	Minor Delay	Jan-22	Dec-27		Ⓢ	Ⓢ
Comments:	To consolidate 4 existing PS locations to Multi-Function Station #5. The property will be used by Community Paramedicine (CP) and District 5 (D5).										
Explanation for Delay:	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/respite 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. In October 2022, PS discussed project feasibility with CREM/PMO/CreateTO/ModernTO Architects. It was therefore concluded that only Community Paramedicine and District 5 Operations can be accommodated at the same location.  There is an on-going study to have the fuel site from Oriole yard transferred to 18 Dyas Road. CREM is working with the Traffic Consultant to determine the space available for a fuel site at 18 Dyas Road. A Feasibility study will proceed when the traffic study is complete. ModernTO has proposed touchdown offices for various City of Toronto divisions at this location.										
<b>Transportation Services</b>											
<b>F. G. Gardiner*</b>	36,260	36,260	36,260	2,294,769	407,130	On Track	Apr-17	TBD (subject to completion of the award process)	N/A	Ⓢ	Ⓢ
Comments:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reached substantial completion. Efforts underway to close out project. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender to be issued in 2023.  Gardiner East: 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. 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.										
Explanation for Delay:	N/A										
<b>*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan</b>											
<b>Waterfront Revitalization Initiative</b>											
<b>Port Lands Flood Protection</b>	95,223			394,825	260,602	On Track	Nov-16	Dec-24	Dec-24	Ⓢ	Ⓢ

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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. Opening of Commissioners Street west of Cherry Street and installation of the River Valley and Pedestrian Bridges. 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. Removal of the south side of the Lake Shore Bridge and construction of new piers. 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 will be deferred to 2023.										
Explanation for Delay:	However, as reported in the May Council Report Port Lands Flood Protection-Update, due to significant challenges facing the project such as supply chain disruptions, cost inflation and labour issues in the construction industry and global economic uncertainty brought on by continued COVID-19 impacts and geopolitical instability, it was recommended that an additional \$55.2 million will be required to complete the project.										
Explanation for Delay:	In consultation with Waterfront Toronto and the other government partners (Federal&Provincial) no funding was required from the City and the \$95M funding amount budgeted for 2022 has been deferred into 2023 and 2024. The deferral of spending 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.										
<b>Precinct Implementation Projects</b>	13,225	1,579	1,579	250,883	240,864	Significant Delay	Jan-05	Jun-23	Feb-25	Ⓜ	Ⓜ
Comments:	Construction of the East Bayfront Community Centre 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 exhausted by the end of Q1 2024. The water works component 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 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.										
<b>Corporate Real Estate Management</b>											
<b>St. Lawrence Market North Redevelopment</b>	30,222	25,870	25,870	117,729	87,345	Significant Delay	July 2019	Q2 2022	Q3 2023	Ⓜ	Ⓜ
Comments:	Phase 1:Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015. Phase 2:Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017. Phase 3: Design, tender and construction of New North Market Building. The construction contract was awarded in May, 2019 to the Butcon Limited / The Atlas Corporation Joint Venture. Construction started in July 2019. Construction progress to the end of December 2022 includes completion of the full 5 storey building superstructure including curtain wall glazing and aluminum sunshade fins. The building is now fully enclosed, with Interior mechanical, electrical finishing work ongoing including to the pedestrian bridge connection between east and west wings of the building, to the 2nd Floor of St. Lawrence Hall. Mechanical and electrical systems distribution work in the 4 level underground parking garage nearing completion. Overall the building is approximately 75% complete.										
Explanation for Delay:	The pandemic 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 in 2021 caused further progress delay. The overall project delay is currently tracking at approximately 21 months, including design changes required to incorporate a new Case Management Courtroom and further virtualization of Court proceedings in accordance with orders from the Ontario Court of Justice, and the Toronto Police Service information and technology requirements. The revised design also incorporates the latest workplace modernization principles.										

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<b>Technology Services</b>											
<b>Disaster Recovery Program</b>	543	160	160	4,532	2,687	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓜ	Ⓢ
Comments:	Disaster Recover 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 CTOs and Directors, OEM, and Office of CISO. In addition, the program is developing the 1st DR Standard and agreement of establishing BCDR joint program Committee which is also currently under development.										
Explanation for Delay:	Project had delayed due to insufficient staff resources and more than expected time being required to gather inputs from the stakeholders on DR policy and developing DR standards.										
<b>O365</b>	5,006	2,712	2,712	8,784	4,047	Significant Delay	Jul-21	Jun-23	Mar-24	Ⓜ	Ⓜ
Comments:	M365 deployment for approx. 2,350 users (across 12 divisions) is completed. Also, completed kick-off meetings with Division Heads for wave 3, 4, 5, 6 & 7. User lists for all City divisions have been completed (approx. 29,000 users). Mailbox migration for waves 1, 2 and 3 completed along with engagement with Paramedic and LTC teams for legislated requirements (use of ORT for technical readiness). Team is continuing meeting with Divisions that have IT units and performing ORT compatibility checks for wave 3, 4 & 5.										
Explanation for Delay:	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 project timeline was adjusted and deliverables are pushed to 2023.										
<b>Enterprise Work Management Solution</b>	10,637	9,909	9,909	23,622	12,934	Minor Delay	Mar-21	Jun-21	Dec-23	Ⓢ	Ⓜ
Comments:	Completed the Maximo License purchase and implementation for Transportation Services and PF&R.										
Explanation for Delay:	Prior scope changes and consolidation of multiple division has lead 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.										
<b>Office of the Controller</b>											
<b>Financial Systems Transformation Project</b>	83,732	18,990	18,990	137,686	20,170	Minor Delay	Jan-21	Dec-23	Jun-24	Ⓜ	Ⓢ
Comments:	The project has started Build Phase in early Fall 2022. Project 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 refinement of the planning process and replanning of the implementation for the project pursuant to updated requirements.										
<b>Exhibition Place</b>											
<b>Duct Bank Relocation</b>	9,100	5,163	5,163	9,100	5,163	Significant Delay	Jan-22	Dec-22	Sep-23	Ⓢ	Ⓜ
Comments:	To facilitate new Hotel X Phase 2 development, there is a need to relocate and reroute 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. Phase I for Civil component substantially complete; Phase II for Electrical component is in progress.										

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Explanation for Delay:	Supply chain issues - High voltage electrical equipment delivery time between 37 to 47 weeks.										
<b>Soil Remediation at Lot 851</b>	5,000	200	200	5,000	200	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- Third party developer hasn't started excavation/construction work.										
<b>Greek Gods Relocation</b>	500	495	495	500	495	Completed	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 complete. Minor invoicing remains.										
Explanation for Delay:											

**Toronto and Region Conservation Authority**

<b>LONG TERM ACCOMODATION - 5 SHOREHAM &amp; INTEREST (CRC103-03)</b>	963	963	963	38,617	7,074	Significant Delay	Jan-20	Dec-21	Nov-23	Ⓞ	Ⓜ
Comments:	1. Construction began January 2020 with the substantial performance expected Q4 2023/Q1 2024. 2. Mass timber installation completed in Q1 of 2022. Envelope proceeding from Q1 2022 with building watertight by Q2 2023. 3. Lease agreement was adopted through City of Toronto's Etobicoke York Community Counsel on June 27th,2022.										
Explanation for Delay:	The delay is the result of three factors: 1. Mass timber trade and construction manager under performing 2. Various non-City union labour strikes and supply chain issues related to COVID19 3. Glazing fabrication, supply and delivery delays										

**Toronto Police Service**

<b>Long Term Facility Plan - 54/55 Amalgamation; New Build</b>	1,054	269	269	50,500	685	On hold	Jan-17	Dec-25	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.										

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<b>Transforming Corporate Support (HRMS, TRMS)</b>	1,722	228	228	8,435	6,941	Delayed	Jan-14	Dec-22	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 T.R.M.S database upgrade is in progress. Scheduled completion is in the last quarter of 2023. Integration enhancements between T.R.M.S. and H.R.M.S. as well as the automation of shift schedule adjustments have been completed and implemented in the 4th quarter of 2022. The health status of this project is Red due to the spending rate of 13%. Most of the work was completed utilizing internal resources, with minimal consulting services. Of the available funding of \$1.7M, \$228K was utilized in 2022. Of the remaining \$1.5M, \$865K will be carried forward to 2023 for the TRMS database upgrade, Applicant Testing System implementation, Applicant Tracking software and a Workforce Management integrator. \$629K will be carried forward to 2024.										
Explanation for Delay:	The impact of the COVID-19 pandemic and resource constraints have hampered the planning for this project.										
<b>Radio Replacement</b>	2,729	780	780	38,051	36,102	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										
<b>Body Worn Camera - Phase II</b>	921	149	149	5,887	5,083	Delayed	Jan-17	Dec-20	Dec-23	Ⓡ	Ⓢ
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 and deployed 2,350 body cameras, and has trained 3,100 frontline officers (accounting for the rotation of officers assigned to frontline roles). 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, 80% of all Case Managers/Investigators from all units have been trained. Training of all Case Managers/Investigators will continue through 2023 as we actively have officers moving into new roles. The status of this project is Red due to a low spending rate of 16%. Of the available funding of \$921K, \$149K was utilized in 2022. Of the remaining \$772K, \$560K will be carried forward to 2023 for a developer for the B.W.C. transition phase, Drone Video Management integration, staff training and for costs related to the migration from Digital Photo and Viewing Management System (D.P.V.M.S.) to										
Explanation for Delay:											
<b>State-of-Good-Repair - Police</b>	6,018	2,645	2,645	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:	Internal resource constraints										
<b>Next Generation (N.G.) 9-1-1</b>	7,000	3,228	3,228	10,256	4,497	Delayed	Jan-19	Dec-23	Dec-24	Ⓡ	Ⓢ

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Comments:	The detail design phase of the technological portion 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 are being finalized. Construction of the new N.G. Training Room at the Primary Site, contracted to Stevens & Black Electrical Contractors Limited, has been 95% completed, with some heating, ventilation, and air conditioning (H.V.A.C.) upgrades remaining and scheduled for completion by mid-May 2023. The construction for the Secondary Site which includes addition of new network drops for the future N.G. softphones as well as an adjustment to the existing servers' cage has been completed. Two new Requests for Services (R.F.S) are being issued, for a Privacy Impact Assessment (P.I.A.) resource and an Information Technology Quality Assurance resource, respectively, to help create a comprehensive Test Plan. It is anticipated that the new N.G. 9-1-1 technological solution will be 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. Due to construction delays on the new N.G. Training room, new Motorola radios were not yet acquired. Also, delivery and installation of Solacom servers as well as Audio-Video equipment were delayed due to supply chain issues.										
Explanation for Delay:	The original go live date has been pushed out due to construction delays from supply chain issues.										
<b>Long Term Facility Plan - Facility and Process Improvement</b>	1,083	233	233	3,458	2,608	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 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 was delayed. The final phase of installation began in the last quarter of 2022 and the site will be ready to launch in the second quarter 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 on identifying potential efficiencies, standardizing functions across the divisions and enhancing service delivery of criminal investigative processes.										
Explanation for Delay:	Supply-chain and vendor-related delays										
<b>Long Term Facility Plan - 41 Division; New Build</b>	19,925	5,322	5,322	52,864	7,736	Delayed	Jan-18	Dec-26	Dec-26	Ⓜ	Ⓜ
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. There has been significant cost escalation due to inflationary factors and the redesign requirements to achieve Net Zero Emissions, which were included in the 2023-2032 capital program. At the request of the City's Environment and Energy Department, the project team has modified and value engineered 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 application for funding was submitted to the City's Environment and Energy Department in 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. Working drawings are completed and tendering of the balance of trades is expected to conclude in the first quarter of 2023. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors, and any pressures will be included as part of the 2024-2033 capital program. Site Plan approvals are expected in the first quarter of 2023. The full building permit is expected to be received in the second quarter of 2023. Conditional permits (i.e., Foundations) have been received so work may continue. Excavation is complete and formwork/footings are underway. The structure will be above grade by the end of the second quarter of 2023.										
Explanation for Delay:	Delays for the Site Plan Approval process and the redesign requirements to achieve Net Zero Emissions										
<b>Automated Fingerprint Identification System (A.F.I.S.) Replacement</b>	1,107	0	0	3,162	474	Delayed	Jan-19	Dec-20	Dec-23	Ⓜ	Ⓜ

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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. IDEMIA is working on the challenges of limited resources and the impact it has on the preparation and delivery of documents for review and approval. Due to continued delays in the design phase, the remaining milestones have been moved to 2023. The Design Phase is undergoing final reviews and approval of the design documents is anticipated to be finalized in the first quarter of 2023. Throughout 2022, much work has been done towards the implementation of the new system with configuration, migration and acceptance testing. This work was conducted in tandem with the Design Phase in efforts to mitigate further delays. The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 global impacts including hardware procurement, shipping and human-resource constraints continue to be evaluated. There are some risks involved with maintaining our current A.F.I.S. system while implementing the new solution and utilizing the same staffing in both areas. Steps are being taken to manage this risk. The project plan and resourcing is continuously reviewed for impact with delays incurred to date and the implementation work ahead.										
Explanation for Delay:	Continue to experience delay due to limited resources and supply chain issues.										
<b>ANCOE (Global Search)</b>	313	147	147	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 has been completed along with the Service's Geographic Information System (GIS) platform. The service continues to increase the use of Power BI and the GIS technologies for monitoring and reporting on operational and strategic initiatives. The use of spatial analysis enables better decision making for operations and planning activities. Improvement in data sharing, as TPS can now share information in the forms of maps, application and interactive dashboard internally and with the public. Improvements to the Global Search program for 2022 included the addition of images and links to supporting applications. Planned improvement for 2023 include the addition of new datasets such as parking data and additional search features such as Advanced Searching and researching the migration of 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.										
<b>Mobile Command Centre</b>	1,735	126	126	2,325	126	Delayed	Feb-21	Apr-22	Dec-23	Ⓢ	Ⓢ
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 end of 2023.										
Explanation for Delay:	This project has experienced delays due to ongoing world wide vehicle chip shortage.										
<b>Toronto Public Library</b>											
<b>Albert Campbell Renovation</b>	2,915	2,915	2,915	21,469	21,469	Completed	Jan-19	Dec-22	Dec-22	Ⓢ	Ⓢ

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Comments:	Construction is complete. Branch re-opened in July. Minor deficiencies to be addressed. Budget adjustment requested in Appendix 2 included in numbers.										
Explanation for Delay:											
<b>Bridlewood Branch Relocation</b>	2,552	505	505	8,987	579	Significant Delay	Jan-20	Dec-24	Dec-24	Ⓡ	Ⓡ
Comments:											
Explanation for Delay:	Construction tender awarded in October. Construction to start in 2023										
<b>Centennial Renovation &amp; Expansion</b>	381	194	194	17,242	883	Significant Delay	Jan-18	Dec-25	Dec-25	Ⓢ	Ⓡ
Comments:											
Explanation for Delay:	Waiting for site plan approval										
<b>Ethenonhawahastihnen' Library - Bayview Library Relocation</b>	3,884	3,884	3,884	15,957	15,457	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:											
<b>Maryvale Relocation</b>	1,974	1,353	1,353	3,333	2,712	Completed	Jan-20	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	Construction is complete. Branch re-opened in September. Minor deficiencies to be addressed.										
Explanation for Delay:											
<b>North York Central Library Phase 2</b>	2,232	2,232	2,232	13,844	13,844	Completed	Jan-18	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	Construction is complete. Minor deficiencies to be addressed. Budget adjustment requested in Appendix 2 included in numbers.										
Explanation for Delay:											
<b>Perth Dupont Relocation</b>	1,398	1,281	1,281	4,797	1,320	On Track	Jan-18	Dec-23	Dec-23	Ⓢ	Ⓢ
Comments:	Working drawings underway.										
Explanation for Delay:											
<b>Wychwood Library</b>	2,069	1,015	1,015	15,796	14,742	Minor Delay	Jan-14	Dec-22	Dec-23	Ⓢ	Ⓢ
Comments:	Construction is complete. Branch re-opened in October. Minor deficiencies to be addressed.										



**APPENDIX 3**  
**Major Capital Projects**  
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	Appr.	YTD Spend	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Explanation for Delay:	Lawn bowling still needs to be constructed.										
<b>York Woods Renovation</b>	1,550	1,550	1,550	13,945	13,945	On Track	Jan-18	Dec-22	Mar-23	Ⓞ	Ⓞ
Comments:	Project is under construction. Budget adjustment requested in Appendix 2 included in numbers.										
Explanation for Delay:											

<b>Toronto Transit Commission</b>											
<b>Fire Ventilation Upgrades &amp; Second Exits</b>	44,158	40,546	40,546	554,683	379,121	On Track	1998	Post 2030	Post 2031	Ⓞ	Ⓞ
Comments:	<p><b>Fire Ventilation Upgrade:</b>  To date, upgrades have been completed at York Mills, Sheppard, Finch, Union and Lawrence stations. Subway Ventilation Equipment Replacement has been completed at Bloor Fan #2, Sheppard West, and Sherbourne stations. Installation of fan assemblies for Dundas West was completed in December 2022, and the construction contract for Sheppard West &amp; Clanton Park Emergency Service Building (ESB) was completed in January 2023. The construction upgrades at the Eglinton station are being done as part of Eglinton Crosstown LRT project.  Planning/Design are currently underway for the St. Clair West station, Markdale and Lytton ESB as part of the Line 1 Capacity program and at Bloor-Yonge station as part of the Bloor-Yonge Capacity Improvement project.</p> <p><b>Second Exits:</b>  To date, second exits have been constructed at Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley and Chester stations while construction of Second Exit/Entrance is ongoing at Donlands, College and Museum stations. The Greenwood and Dundas stations are currently in the Planning/ Property search Phase while the Dundas West is in the Procurement phase and the Summerhill station is in the Detailed Design Phase. A Memorandum of Understanding (MOU) between TTC and Metrolinx has been negotiated for the design and construction of the Dundas West Second Exit/Entrance. Board approval was obtained for the Dundas West Second Exit/Entrance and Metrolinx/Bloor GO/UP Express Interconnection in February 2023.</p>										
Explanation for Delay:	N/A										
<b>Purchase of Buses</b>	180,647	125,622	125,622	892,093	337,554	Minor Delay	2018	31/12/2036	31/12/2036	Ⓞ	Ⓞ
Comments:	<p><b>Hybrid-Electric Buses:</b>  • Pre-production meetings with the vendors have been completed and the buses are currently in production with deliveries to commence in Q2 2023.  • The First Article Inspection for the NOVA 40ft hybrid was completed on March 10, 2023, the New Flyer 40ft and 60ft Hybrid inspections are scheduled for March 20, 2023.</p> <p><b>eBuses:</b>  • All stages of the procurement process for e-buses have been completed and the contract is ready to be awarded, subject to federal funding approval.</p>										
Explanation for Delay:	<p><b>Hybrid-Electric:</b>  Scheduled vehicle deliveries have been delayed by both vendors due to supply chain challenges. All buses are now projected to be delivered by Q2 2024. The TTC continues to closely monitor the schedule with both vendors and update key stakeholders.</p> <p><b>eBuses:</b>  The TTC submitted an application to the Zero Emission Transit Fund (ZETF) in April 2022, to obtain matching funding towards the purchase of 340 eBuses and install the additional 248 charge points required.</p>										

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	Appr.	YTD Spend	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Streetcar - Purchase (Growth)</b>	37,811	37,797	37,797	1,613,068	1,238,482	On Track	2019	31/12/2026	TBD	Ⓢ	Ⓢ
Comments:	<p>The first (of four) Canadian Content audits was conducted in September 2022 by an independent auditor. The project's Canadian Content value is projected to be approximately 46 percent, exceeding contract requirement of 25%. The audit report also identified that the procurement of the 60 streetcars is anticipated to have a net positive job creation impact (approximately 150+ additional full-time Canadian jobs) within the Canadian economy over the base contract. Further audits will continue to be conducted annually until the end of vehicle delivery.</p> <p>The first car splice (the first major structural milestone) was achieved on December 15, 2022.</p> <p>The setup of the Transfer Payment Agreement (TPA) with the Ministry of Transportation (MTO) and Contribution Agreement (CA) with Infrastructure Canada (INFC) are in progress, with a target of completion in Q1 2023 and Q3 2023, respectively.</p> <p>Production work of major sub-assemblies continues at Alstom locations.</p>										
Explanation for Delay:	N/A										
<b>Yonge-Bloor Capacity Improvements</b>	33,327	33,327	33,327	1,515,304	60,075	On Track	2015	30/09/2033	TBD	Ⓢ	Ⓢ
Comments:	<p>The Early Works demolition package for the removal of existing structures on 81 Bloor Street, 40/42 Hayden Street and 830 Church Street (TTC owned carwash building) was released to the market on November 11, 2022, closed on December 19, 2022 and awarded March 15, 2023. These properties will be utilized for the construction of a new accessible entrance and electrical building on Bloor Street and a fan plant building on Church Street under the main construction work.</p> <p>A Request for Information (RFI) was issued on November 16, 2022 for the project's Progressive Design-Build pricing structure and closed on November 29, 2022. This information is being used in the development of the RFP procurement documents. A Request For Pre-Qualification (RFPQ) for a Progressive Design-Builder was released on December 6, 2022 which will be closing in Q2 2023. This process allows for greater efficiency to make easy comparisons and short list vendors from a list of qualified proponents. TTC will be undertaking evaluations and short-listing 3 proponents before issuing the Request For Proposal (RFP) in Q2/Q3 2023.</p>										
Explanation for Delay:	N/A										
<b>Line 1 Capacity Enhancement</b>	40,747	40,313	40,313	1,371,745	40,313	On Track	2019	Post 2031	TBD	Ⓢ	Ⓢ
Comments:	<p>The Program Management Plan, which communicates the Program framework, integrates the Program plans and defines how the Program will be managed, executed, integrated, monitored, and controlled, was completed in Q3 2022.</p> <p>Projects within the Line 1 CEP continue to progress through the stage gating process with the following highlights:</p> <ul style="list-style-type: none"> <li>• The contract for the St. Andrew Station modifications was awarded in Q4 2022 and construction has commenced.</li> <li>• The Stage Gate 2 (Approved for Design) for the King Station concourse expansion and addition was approved in Q1 2023.</li> <li>• The Stage Gate 2 (Approved for Design) for the Markdale Emergency Service Building Fire Ventilation Upgrade and St. Clair West Station was approved in Q1 2023.</li> </ul>										
Explanation for Delay:	N/A										
<b>Solid Waste Management Services</b>											
<b>GREEN LANE LANDFILL</b>	17,813	15,255	15,255	221,674	133,827	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.										

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Explanation for Delay:	Status: On Track										
<b>TRANSFER STATION ASSET MANAGEMENT</b>	20,124	15,634	15,634	243,519	72,287	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										
<b>PERPETUAL CARE OF CLOSED LANDFILLS</b>	9,683	8,337	8,337	95,681	53,583	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										
<b>Toronto Parking Authority</b>											
<b>Structural Maint. &amp; Tech. Green Plus 2020-2029</b>	8,355	4,043	4,043	37,100	4,188	On Track	Jan-20	Jan-22	Dec-29	ⓐ	ⓐ
Comments:	State Of Good Repairs across TPA owned facilities.										
Explanation for Delay:	Building conditional assessments prioritize areas of high needs.										
<b>St. Lawrence Market</b>	14,500	0	0	14,500	0	Significant Delay	Jan-17	Sep-22	Sep-23	ⓐ	ⓐ
Comments:	Spend will not occur until "Substantial Completion".										
Explanation for Delay:	Waiting for construction to be completed to get access to garage.										
<b>Acquisition - Bessarion Community Centre</b>	4,502	24	24	4,702	4,013	On Track	Jan-22	Sep-22	Jun-23	ⓐ	ⓐ
Comments:	On track to complete by June 2023										
Explanation for Delay:	Waiting for construction to be completed to get access to garage.										
<b>Toronto Water</b>											
<b>St Claire - Reservoir Rehabilitation (CPW060-07)</b>	71	54	65	34,372	28,978	Completed	Jan-14	Dec-23	Dec-23	ⓐ	ⓐ
Comments:	Construction works have been completed.										

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Explanation for Delay:																				
<b>ROSEHILL PS REHAB (CPW060-11)</b>	74	29	74	8,424	4,813	Completed	Jan-15	Dec-23	Dec-23	ⓐ	ⓐ									
Comments:	Construction works have been completed.																			
Explanation for Delay:																				
<b>OUTFALL CONSTRUCTION (CWW039-06)</b>	38,839	36,129	42,460	278,931	218,714	On Track	Jan-18	Dec-25	Dec-25	ⓐ	ⓐ									
Comments:	Construction started in early 2019, and on track in 2022.																			
Explanation for Delay:																				
<b>Don &amp; Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)</b>	48,314	31,072	36,067	436,465	327,312	On Track	Jan-18	Jan-24	Jan-24	ⓐ	ⓐ									
Comments:	Construction started in 2018, the works are approximately 80% complete (as of Feb 2023).																			
Explanation for Delay:																				
<table border="0"> <tr> <td>&gt;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 &lt; 6 months</td> </tr> <tr> <td>&lt; 50% or &gt; 100% of Approved Project Cost</td> <td>Ⓡ</td> <td>Significant Delay &gt; 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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