

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Economic Development & Culture											
Casa Loma Phase 10	98	0	98	3,980	3,882	On Track	Jan-19	Jun-23	Jun-23	Ⓞ	Ⓞ
Comments:	Capital Assets closed the tender for Phase 10, 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 April 30, 2023 the project is 100% complete, all deficiencies have been corrected. Final invoicing is being processed.										
Explanation for Delay:											
Senior Services & Long Term Care											
Project Name: 4610 Finch Ave East	3,200	11	3,200	172,970	511	On Track	Mar-20	Dec-27		Ⓞ	Ⓞ
Comments:	Project on track with work occurring on detail plans, design and preparing the site plan.										
Explanation for Delay:											
Parks, Forestry and Recreation											
Ferry Boat Replacement #1	12,963	518	12,000	79,392	3,413	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.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Ethennonhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonhawahstihnen Library Branch, and Underground Parking Garage	7,319	337	7,319	81,349	74,215	On Track	2013	2020	Jul-23	Ⓜ	Ⓜ
Comments:	Substantial completion for the project is on target for Q2 2023 with an anticipated opening in Q3 2023.										
Explanation for Delay:	The project is on track for opening in 2023. The contractor is currently addressing minor occupancy deficiencies that will permit staff to enter the building and start setting up for a soft opening in July 2023. Contractor working on correcting deficiencies. Grand opening slated for October 2023.										
Don Mills Community Recreation & Arena Facility Design & Construction	164	104	164	135	440	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 & 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 2023 (date to be determined). Conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City is delayed, 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 was completed in April 2023. Phase 2 Public Engagement began in Spring 2023 (pre-planning in progress). The Schematic Design Report was completed in May 2023, ready for review by PFR, now in progress.</p>										
Explanation for Delay:	<p>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 (date to be determined), however this does not affect the public engagement and schematic design schedule.</p> <p>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 list during the 2023 budget process.</p>										
Davisville Community Pool Design and Construction	6,188	222	5,920	42,000	2,069	On Track	Pre-Design / Investigation - February 2017 Design - October 2020	Sep-22	Dec-25	Ⓜ	Ⓜ
Comments:	Construction tender to four pre-qualified general contractors is planned for end of April 2023. Construction expected to commence following award of contract, which has to go to General Management Committee on July 10, 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.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Explanation for Delay:	The project is on track for contract award in 2023. 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	8,399	5,771	18,298	79,936	25,731	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 2023 year-end, it is estimated that construction will be 63% completed.										
Explanation for Delay:	The project schedule was impacted by several labour strikes and site conditions.										
Western North York New Community Centre and Child Care Centre Design and Construction	7,021	655	809	104,646	3,780	Minor Delay	Feb-16	Fall 2021	Dec-27	⊕	⊖
Comments:	Construction Documents are progressing at 95%. Committee of Adjustment meeting has been scheduled in spring 2023. The 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 to be in Q3 2023 with construction beginning in Q2 2024.										
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	2,127	48	1,200	116,000	1,734	Significant Delay	2017	Dec-23	Dec-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 Railway Risk Mitigation study was completed and reviewed in advance with Metrolinx, ready for submission and review as part of the Site Plan Approval. 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. 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 began in Spring 2023 and is ongoing. The Indigenous Engagement is also ongoing. Design Review Panel occurred on April 14th, 2022. Site Plan Approval pre-application meeting with City Planning is complete in anticipation of July 2023 SPA application.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Explanation for Delay:	The public engagement process, which informs the design process, was 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. Sustainable (Net Zero) design standards were upgraded during the Schematic design (to TGS V4), requiring additional time. Environmental conditions on site require extended coordination / additional submissions with Ministry of Environment, due to existing industrial / landfill type soil and high water table – this process is ongoing.										
IT-Registration, Permitting & Licensing (CLASS Replacement)	9,865	1,008	5,414	29,138	20,052	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. Contract award is going to the General Management Committee in May with approval by City Council in June 2023.										
Explanation for Delay:	The delay in 2023 spending is attributable to timing on the contract award, with General Management Committee on May 30th, 2023 and City Council on June 14-16th, 2023, with the contract awarded in 2023 Q3.										
IT-Operational Modernization (former Enterprise Work Management System)	2,283	531	2,283	19,676	10,075	On Track	Jan-12	Dec-20	Dec-26	Ⓞ	Ⓜ
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:	Variety of work streams have been initiated and progress to prepare PFR for operational modernization. The project is on track for spending in 2023.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	155	-742	5,706	15,800	1,572	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 McIlroy. Design contract awarded by Waterfront Toronto in Q1 2020. Delivery Agreement executed December 2021. Schematic Design (1) was completed year-end 2022. Schematic Design (2) being revisited without the storm shaft and will go to Waterfront Toronto Design Review Panel (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:	The project is on track for spending for 2023 and takes into consideration co-ordination with other projects on/adjacent to the site: Toronto Water for infrastructure upgrades to Water Service (Toronto Water has removed the requirement for Central Waterfront Storm water management facilities in this location resulting in partial re-design of the park); coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and coordination of environmental investigations and remediation required for parkland construction.										
York Off Ramp/Love Park Design and Construction	1,759	829	1,759	13,000	12,088	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: June 2023	Aug-20	Sep-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. Final Community Liaison Committee (CLC) meeting June 1st 2023. Substantial Completion is anticipated for June 2023 and the park opening planned for June 23rd, 2023. The end date of September 30, 2023 is to account for final invoicing for the project.										
Explanation for Delay:											
Lower Yonge Street Community Centre Space	7,522	1,818	7,522	19,149	12,296	Minor Delay		Mar-22	Dec-23	Ⓞ	Ⓢ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	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 was delivered to site as of December 31, 2022 and furniture installation is wrapping up as of May 2023. Property Conveyance and Shared Facilities Agreement are in progress. The Interim Occupancy Agreement was executed on March 31, 2023 - the facility has been handed over to City staff to prepare for opening to the public. The full property conveyance and Shared Use Agreement are currently being drafted as of May 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 and the end date of December 2023 accounts for project invoicing to be completed by the end of the year.										
Explanation for Delay:	The project is on track for completion in 2023. Technical issues with the pool have delayed pool completion as of May 2023; full completion is anticipated for June 2023.										
FMP-John Innes CRC Redevelopment Design	239	245	383	64,500	866	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 as City continued discussions with Metrolinx and stakeholders. In addition, 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.										
Moss Park - Park Redevelopment Design	38	38	60	8,000	201	Minor Delay		Nov-27	Nov-29	Ⓞ	Ⓡ
Comments:	Preferred Concept design will be presented in June 2023 as part of the community engagement program, 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										
Wallace Emerson (Galleria) CRC and Park Development	9,680	346	9,680	81,790	1,048	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.										

Shelter, Support & Housing Administration

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
George Street Revitalization	19,087	2,965	15,435	671,009	87,964	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. Design for 76 Church St is complete and construction at this location is underway and is expected completion by Q2 of 2024. 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. The project RFP for the construction phase of the project was released in August 2022 and would remain open till Q3 of 2023. The contract award is anticipated in Q2 of 2024. 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.										
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	9,948	1,552	8,277	120,139	79,930	Significant Delay	Jan-18	Dec-20	Dec-25	Ⓞ	Ⓡ
Comments:	Construction delays at the last two sites, 233 Carlton and 67 Adelaide, contributed to delays in 2022. Construction at 233 Carlton, the precursor for 67 Adelaide, began in Q1 of 2023 with completion slated for Q1-2024. The design tender package for 67 Adelaide is being finalized and expected to be released in Q2-2023. 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; and 3) One site is dependent upon the completion of the other.										
Housing Secretariat											
Housing Now	53,183	2,382	53,183	502,343	16,783	Significant Delay	Jan-19	Dec-25	Dec-29	Ⓡ	Ⓡ
Comments:	The Housing Now Initiative is a key program under the HousingTO 2020-2030 Action Plan aimed at creating new affordable rental housing within mixed-income, transit rich, complete communities. Creating new affordable housing through the Housing Now Initiative will increase the opportunity for structurally vulnerable and marginalized individuals, including indigenous peoples, black people, people of colour, seniors, women, and members of the LGBTQ2S+ community to access safe, healthy and adequate homes. More housing opportunities for essential workers and families will also be created through the Housing Now Initiative. Between 2020 and 2030, the Housing Now Initiative aims to deliver 10,000 new affordable rental homes within transit-oriented, mixed-income, mixed-use, complete communities by leveraging City-owned land.										
Explanation for Delay:	Many of the activities planned to support pre-development work for 27 sites were able to move forward. However, some projects were delayed primarily as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.										
Supportive Housing	245,140	9,835	162,172	609,708	386,313	Significant Delay	various	various	various	Ⓢ	Ⓡ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	The program is providing permanent, affordable rental housing with support services on-site primarily for homeless people. Between 2020 and 2030, the City aims to approve 18,000 new supportive homes, to be delivered through partnerships with the federal and provincial governments. This target includes 1,000 modular supportive homes. Supported Housing Development are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Action (EHA) and Housing & Homelessness Response (H&SR).										
Explanation for Delay:	Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI) and Housing & Homelessness Response (H&SR). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities) and will be completed in 2023, with the exception of 2 projects with planned completions in 2024 and 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion.										
Toronto Employment & Social Services											
HIS Phase II	626	114	626	9,823	9,311	Significant Delay	Jan-18	May-22	Dec-23	ⓐ	ⓑ
Comments:	In Q1 2023, prototype designs for the HSI Online Hub were tested with community intermediaries, front line staff and residents for feedback and to help refine prototypes. Q2 will focus on the feasibility and sustainment components to support the development and launch of the Online Hub. Visioning for the in-person service delivery model is underway and will be an initial focus of the HSI Operational Manager Working Group created in May 2023 and supported the Customer Experience Division (resident engagement strategy). Phase 3 of Fair Pass expansion continues to progress which will extend the program to low-income Torontonians whose income falls below LIM+ 15%. Phase 3 of the project is expected to launch in Q2 2023.										
Explanation for Delay:	The HSI capital project end date has been pushed to Dec 31, 2023, due to additional scope of work, with deliverables added for the Toronto Grant Rebate and Incentive Program, The Fair Pass Program (expansion to residents/ non-SARS), HSI Online Hub, changes to the HSI In Person Strategy and the addition of the Bike Share Low Income Program. Timelines were impacted by COVID 19, council direction to support COVID 19 recovery and have also been impacted by insufficient technology resources and procurement/resource issues.										
Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - 300 Progress Ave.	17,138	110	13,630	80,585	2,022	On Track	Jan-17	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.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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>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 was served and acceptance of Offer was issued on February 23, 2023.</p> <p>The expropriation proceedings and supply-chain issues are expected to extend the completion date to 2026.</p> <p>In Feb 2023, City Planning required redesign and additional site investigation. CREM submitted a revised development to City Planning on May 1, 2023 and it is currently under review.</p>										
AMBULANCE POST - 30 Queens Plate Dr.	1,574	6	1,181	1,848	280	On Track	Jan-19	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>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.</p> <p>In Q1 2023, a Purchase Order was issued for architectural and engineering design services. CREM anticipates the design can be completed by Sep 2023, with the tender for a general contractor estimated in Q1 2024. Green standards and heating for the office space are part of the requirements of this project.</p>										
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)	1,295	6	906	1,500	0	Minor Delay	Jan-22	Dec-25		Ⓞ	Ⓢ
Comments:	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.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Explanation for Delay:	<p>Ongoing work with CREM/CreateTO and TTC to review management responsibilities.</p> <p>PS worked with EDC on integrated public artwork at the station. RFP for artist was issued in May 2022 and the selection of artist in Q3 2022. The artwork was funded by PS.</p> <p>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.</p> <p>The General Contractor (GC) bid expired 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 is executed, we expect a substantial project completion of 12-18 months thereafter.</p>										
MULTI-FUNCTION STATION #5 (Phase 1)	1,200	0	900	10,000	0	On Track	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:	<p>A Feasibility Study/Test fit has started in April 2022 which is funded by CreateTO and PS. Temporary residence of Paramedic Services Community Paramedicine program. Supporting a phased in approach timeframe with anticipated full Paramedic Occupancy 2025.</p> <p>Toronto Paramedic Services (PS) 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. In October 2022, PS discussed project feasibility with CREM/PMO/CreateTO/ModernTO Architects. It was therefore concluded that Community Paramedicine, District 5 Operations and other support operations can be accommodated at this location.</p>										
Transportation Services											
F. G. Gardiner*	60,000	4,507	54,000	2,294,769	411,637	On Track	01-Apr-2017	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 reach 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 scheduled to be awarded in 2023.</p> <p>DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate 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											

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Port Lands Flood Protection	70,000	0	62,000	394,825	260,602	On Track	Nov-16	Jun-25	Jun-25	Ⓞ	Ⓞ
Comments:	Issued for construction design and award contract for demolition of existing Cherry Street lift bridge. Began construction of Keating Channel dock wall. Finalized design for Villiers Street gas main crossing of the River Valley. Completed construction, commissioning and city acceptance of new watermain, Cherry south of Commissioners. Completed construction of wet utilities on Munitions, Saulter and Polson Street. Complete wet utilities on the south side of Lake Shore Boulevard. Completed Wet Land and River Valley pedestrian bridges. Completed construction of the islands in Canoe Cover. As approved by Council on May 10th through the 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 additional funding be included in the 2024 Capital Budget submission to complete the project.										
Explanation for Delay:											
Quayside Transportation Infrastructure	28,500	0	20,000	102,000	0	On Track	Feb-23	Dec-26	Dec-26	Ⓞ	Ⓞ
Comments:	The City is currently negotiating with Waterfront Toronto to finalize a Delivery Agreement needed to commence implementation of transportation, servicing and public realm/park infrastructure in Quayside that is needed to facilitate increased development and higher order transit to the area.										
Explanation for Delay:											
Precinct Implementation Projects	13,609	3,479	9,700	251,123	241,001	On Track	Jan-05	Feb-25	Feb-25	Ⓞ	Ⓞ
Comments:	Construction of the East Bayfront Community Centre is a multi-year project that commenced in October 2020; completion has been delayed to 2025 due to supply chain issues and from the continued impact of Covid (including a 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 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 in its two year warranty period.										
Explanation for Delay:											
Corporate Real Estate Management											
ModernTO - Workplace Modernization Program	27,492	2,948	27,492	250,000	36,521	Significant Delay	Q3 2019	Q4 2026	Q4 2027	Ⓞ	Ⓡ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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>The ModernTO program aims to optimize the City's office portfolio and footprint by consolidating office employees from City Divisions, Agencies and Corporations in 15 locations from the current 55 leased-in and City-owned locations. This will be achieved by modernizing 5 core buildings, thus reducing the City office floor area by 1 million sq. ft. and generating annual savings of \$30.5 million in operating costs and reduction of the City's State of Good Repair (SOGR) obligations from unlocking 8 City-owned properties.</p> <p>Key elements completed to date:</p> <ul style="list-style-type: none"> - Reduced office floor area by approximately 133,000 sq. ft., by exiting 15 out of 33 leases (32 original, 1 added scope), resulting in \$5.1 million annual recurring operating savings - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2nd floor commenced <p>Key elements to be completed:</p> <ul style="list-style-type: none"> - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2nd floor (to be complete Q2 2023) - Resources to be acquired for modernization of 5 core buildings in scope - Unlocking 8 City-owned sites, generating an estimated \$450 million in land value to be leveraged for City building purposes (affordable housing, community, and environmental initiatives) - Responsibility of CreateTO, see Council report 2022.EX31.10 "ModernTO: Unlocking Eight City-Owned Properties" 										
Explanation for Delay:	Program delays are attributed to COVID-19 and City-wide Return-to-Office response as well as the complexities of the design and operationalization of a new procurement strategy to the City, which is intended to provide enhanced control and risk management tools associated with the delivery of workspace design and construction services required to modernize the City as part of the ModernTO program.										
St. Lawrence Market North Redevelopment	32,852	7,054	32,852	117,729	92,149	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	Ⓞ	Ⓡ
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 April 2023 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 83% complete.</p>										
Explanation for Delay:	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 22.5 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.										
New Etobicoke Civic Centre	38,471	689	42,464	433,385	31,596	On Track	January 2018	December 2027	December 2027	Ⓞ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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>The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2 storey below grade parking structure.</p> <p>The open call negotiated request for proposal RFP for the solicitation of the General Contractor closed and award is expected in Q2 2023. Contract execution is planned for August 2023 with construction substantial completion expected in August 2027 and the building open for occupancy in by December 2027. These dates are subject to be updated upon the final construction schedule provided by the selected General Contractor.</p>										
Explanation for Delay:											
Accessibility for Ontarians with Disabilities Act (AODA) Program	66,611	11,151	39,791	0	103,123	On Track	January 2018	December 2024	December 2024	Ⓞ	Ⓞ
Comments:	<p>CREM is implementing a capital accessibility program to upgrade facilities that fall under its capital maintenance program called Toronto Accessibility Upgrades (TAU) following the highest level of standard (the Toronto Accessibility Design Guidelines), wherever feasible, for the removal of accessibility barriers at City-owned buildings. CREM researched best industry practices for the program delivery, given the size of its portfolio, its complexity, and the timelines for compliance.</p> <p>Through a programmatic approach to procurement and project delivery, CREM expects to upgrade over 250 City buildings in its portfolio, as well as under management of Shelter, Support and Housing Administration for compliance with the AODA, while realizing time efficiencies and cost savings, standardized quality across all projects, and business continuity at affected sites.</p> <p>As of April 2023, 66% of the program has been successfully completed with construction completed in 27 buildings, 52 buildings currently in construction and 64 buildings ready for tender. Some of the major milestones include 136 washroom renovations, 79 new barrier free washrooms, 12 elevator retrofits and four new elevator installations in these buildings in addition to completion of many areas of refuge and widening of accesses.</p> <p>The rest of the buildings under the program are currently in design and initiation stage.</p>										
Explanation for Delay:											
Technology Services											
Disaster Recovery (DR) Program	836	135	418	3,810	2,908	On Track	Jan-13	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	<p>The 1st DR Policy has been published. Three templates of DR planning and reporting were completed and shared with stakeholders. Will gather feedback from stakeholders. Business Continuity (BC) DR Joint Program Committee governance structure was established and conducted since Jan 2023. DR Program Framework has been defined.</p>										
Explanation for Delay:	<p>Delayed procurement of resources. Consultant hired and on boarded in April.</p>										
Office 365	4,322	452	2,888	10,416	5,452	Significant Delay	Jul-21	Jun-23	Mar-24	Ⓞ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	Unavailability of resources and technical challenges have impacted the project's spending and timeline.										
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 having some deliverables pushed to 2023 and total completion of project revised to end in Q1 2024.										
Enterprise Work Management Solution (EWMS)	6,051	1,538	6,051	23,622	17,455	On Track	Mar-21	Jun-21	Jun-25	Ⓒ	Ⓜ
Comments:	The EWMS Phase1 initial implementation for Solid Waste and Transportation has been completed. The initial rollout for Parks, Forestry and Recreation is in the final testing/training stages with rollout planned for mid-2023.										
Explanation for Delay:	The EWMS Phase 1 project includes four divisional implementations. The rollout for the fourth division (Transportation) has been negotiated and confirmed with the vendor. The end date has been adjusted to accommodate the final divisional rollout.										
Office of the Controller											
Financial Systems Transformation Project	86,010	10,686	82,000	151,454	30,856	On Track	Jan-21	Jun-24	Jun-24	Ⓜ	Ⓒ
Comments:	The project 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:											
Exhibition Place											
Duct Bank Relocation	9,100	304	304	9,100	5,467	Significant Delay	Jan-22	Dec-22	Dec-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; however, delayed due to supply chain issues (long lead times for the delivery of high voltage electrical equipment).										
Explanation for Delay:	Supply chain issues - High voltage electrical equipment delivery time between 37 to 47 weeks.										
Industry Building Roof Replacement and Midarch Snow Shed Structure Upgrades	5,722	78	5,722	5,722	78	On Track	Jan-23	Dec-23		Ⓒ	Ⓒ
Comments:	Considering existing roof requires immediate replacement and with recent cost escalations due to material shortages and inflation, there is a risk of significant price increase in future for the same work. Hence, it is prudent to complete entire project in one session as compared to multiple phases. Approved project budget includes several supplementary funding from various other approved projects.										
Explanation for Delay:											
Food Building Roof Replacement	6,325	80	6,325	6,325	80	On Track	Jan-23	Dec-23		Ⓒ	Ⓒ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	The accepted bid exceeds the allocated budget for this project due to price escalation of construction materials and labour as well as higher inflation. Consultant has also reviewed bid price and confirmed price escalations in other jurisdictions (GTHA) for similar work. Consultant has recommended to proceed with an award to the lowest compliant bidder. Approved project budget includes several supplementary funding from various approved projects.										
Explanation for Delay:											
Lighting Retrofit at Various Buildings	1,780	112	1,780	1,780	112	On Track	Jan-23	Dec-23		Ⓞ	Ⓞ
Comments:	Project currently at 90% design stage. Tender for the installation to be issued soon.										
Explanation for Delay:											

Toronto and Region Conservation Authority											
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST (CRC103-03)	1,605	669	1,605	38,617	8,679	Significant Delay	Jan-20	Dec-21	Dec-23	Ⓜ	Ⓜ
Comments:	1. Construction began January 2020 with the substantial performance expected Q4 2023/Q1 2024. 2. Envelope proceeding from Q1 2022 with building watertight by Q2 2023. 3. Parking lot permeable paving, asphalt work, curbs and new driveway entrance completed Q1 2023.										
Explanation for Delay:	The delay is the result of three factors: 1. Mass timber trade and construction manager under performing 2. Various union labour strikes and supply chain issues related to COVID19 3. Delay in installation of permanent roofing system due to elevated moisture content										

Toronto Police Service											
Long Term Facility Plan - 54/55 Amalgamation; New Build	768	0	150	50,500	685	On hold	Jan-17	Dec-28	TBD	Ⓜ	Ⓜ
Comments:	The cost of construction has increased considerably due to the increased labour and materials costs, 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 was put on hold in the second quarter of 2022 to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. The project remains on hold while staff continue to work with the City Real Estate Management Division on viable options for an amalgamated division.										
Explanation for Delay:	This project is on hold to allow staff to evaluate alternative options.										
Transforming Corporate Support (HRMS, TRMS)	865	66	493	8,435	7,007	Delayed	Jan-14	Dec-24	Dec-24	Ⓜ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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 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 migration, in all non-production environments, was completed at the end of 2022. Work has begun to modify T.R.M.S application code to work with query/S.Q.L. databases. Anticipated completion by the Q3 2023. End user testing to begin in the third quarter of 2023. Development work will begin to rewrite T.R.M.S reports and interfaces. Anticipated completion by the second quarter 2024. H.R.M.S PeopleTools and Application upgrade has begun. Anticipated migration to production before the end of 2023. Process currently underway to secure external resource to manage the replacement of the Service's recruiting system to allow a better application process and provide higher level reporting capability.										
Explanation for Delay:	Resource constraints continue to have an effect on project spending.										
Radio Replacement	1,949	36	1,940	38,051	36,139	On Time	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. The supply chain issues that have impacted this project's spending rate previously have been resolved. The order for radios has been placed in 2022 to ensure delivery by year-end 2023.										
Explanation for Delay:											
Body Worn Camera - Phase II	560	52	485	5,887	5,135	On Time	Jan-17	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	The consolidation and extension of contracts with Axon Canada for B.W.C's, Conducted Energy Devices and In-Car Cameras was approved by the Board at its December 2022 meeting (Min. No. P2022-1216-7.0 refers). To date, the Service has issued and deployed 2,487 body worn cameras, and has trained 3,200 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, 98% of all Case Managers/Investigators from all units have been trained. Training of all Case Managers/Investigators will continue throughout 2023 as officers move into new roles. Current priorities include Video Management integration, staff training and migration from Digital Photo and Viewing Management System (D.P.V.M.S.) to Evidence.com.										
Explanation for Delay:											
State-of-Good-Repair - Police	6,038	796	4,238	on-going	on-going	On Time	on-going	on-going	on-going	Ⓞ	Ⓞ
Comments:	S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. 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 is affecting the spending rate. However, a new resource will be hired to work on SOGR backlog.										
Next Generation (N.G.) 9-1-1	3,945	961	3,585	10,856	5,458	On Time	Jan-19	Dec-25	Dec-25	Ⓞ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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: The design of the technological architecture which isolates Solacom solution from the rest of the Service's network is being reviewed to ensure we have made the necessary provisions. The review includes call flow configuration, report structure, support and maintenance. Construction of the new N.G. 9-1-1 Training Room at the Primary Site, contracted to Stevens & Black Electrical Contractors Limited, has been 95% completed. However, some upgrades to the heating, ventilation, and air conditioning (H.V.A.C.) are still outstanding and are scheduled for completion by mid-June 2023. To assist with the creation of a comprehensive test plan, the Service requires external expertise and resources. A Request for Services (R.F.S.) has been issued and a vendor has been selected to deliver the Privacy Impact Assessment (P.I.A.). The R.F.S. for the Information Technology Quality Assurance has been issued, with the resource expected to on-board by July. It is anticipated that the training (train the trainer) for the new N.G. 9-1-1 technological solution will begin 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. 9-1-1 platform are ongoing. The implementation of Real Time Text (R.T.T.) is anticipated to occur in April of 2024. However, public education efforts are crucial for the successful implementation of N.G.9-1-1 and it is important for stakeholders to prioritize and allocate resources towards public education to ensure a smooth and effective transition to the new system. It is uncertain how much the implementation of N.G.9-1-1 will be affected by the required education effort, but it is possible that delays in the go-live date could occur. Explanation for Delay:											
Long Term Facility Plan - Facility and Process Improvement	900	114	710	3,508	2,722	On Time	Jan-18	Dec-23	Dec-23	Ⓞ	Ⓞ
Comments: Aligned with both The Way Forward report and the police reform directions 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. Installation at 32 Division has been completed and will be implemented in the second quarter of 2023. Work has begun to transition the video bail pilot project into a permanent program, which should be complete by the third quarter of 2023. 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. The final report is scheduled to be delivered to Command in in the fourth quarter of 2023, and a number of analysis projects to support this work are underway. Explanation for Delay:											
Long Term Facility Plan - 41 Division; New Build	20,628	3,300	15,628	76,656	11,036	On Time	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 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. Working drawings are completed and tendering of the balance of trades is expected to conclude in the second quarter of 2023. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors, and any changes will be included as part of the 2024-2033 capital program. Site Plan approvals are expected in the second quarter of 2023. Some delays have been experienced in the completion of the review and issuance of the notice of approval conditions (N.O.A.C.). The full building permit is expected to be received in the second quarter of 2023, conditional on the receipt of the N.O.A.C. Conditional permits (i.e. Foundations, Drainage) have been received. Excavation is complete and formwork/footings are underway. The structure will be above grade by the end of the third quarter of 2023. Explanation for Delay:											
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,107	0	870	4,285	474	Delayed	Jan-19	Dec-24	Dec-24	Ⓞ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	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, system acceptance and Go-Live milestones have been moved from 2023 to 2024. The Design Phase is undergoing final reviews and approval of the design documents is anticipated to be finalized in the second quarter of 2023. Throughout 2022 to date, much work has been done towards the implementation of the new system with configuration, migration and acceptance test planning. This work was conducted in tandem with the Design Phase in efforts to mitigate further delays. In the first quarter of 2023, the focus was on finalizing Design documents and continued progress with the migration and configuration of the new system. 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 with enhanced support from the vendor.										
Explanation for Delay:											
ANCOE (Enterprise Business Intelligence, Global Search)	393	97	343	12,528	12,232	On Time	Jan-15	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 (G.I.S.) platform. The Service continues to increase the use of Power B.I. and the G.I.S. technologies for monitoring and reporting on operational and strategic initiatives. The use of spatial analysis enables better decision making for operations and planning activities. In addition to improvements in the analytical reporting, the G.I.S. technologies have brought improved situation awareness tools to front-line officers. Improvement in data sharing, as the Service can now share information in the forms of maps, applications and interactive dashboards internally and with the public and other agencies. Improvements to the Global Search program for 2023 will include the addition of new datasets such as parking data, additional search features such as Advanced Searching and the migration of the Global Search functionality to a new platform.										
Explanation for Delay:											
Relocation of Wellness Services	1,700	10	1,200	2,000	10	On Time	Jan-23	Dec-24	Dec-24	Ⓢ	Ⓞ
Comments:	The project is to undertake renovations required to relocate portions of the Service's Wellness Unit from the Toronto Police Headquarters (H.Q.) to more accessible locations in the west end of the city at the Toronto Police College and an east end location that is yet to be finalized. Once completed, the new decentralized delivery model will allow members to access wellness services from a central, east and west location. The anticipated benefits are increase access to care, improved member service, greater willingness by members to seek support. The Service's Facilities Management Unit has hired an architect and has held a series of design meetings with staff, leading to the completion of the schematic designs for the spaces at Toronto Police H.Q. and Toronto Police College. City Real Estate Services is finalizing a lease agreement with a landlord for the leased space at the east end location on Kennedy Road. The Facilities Management Unit has worked with the Wellness Unit to develop furniture requirements, and furniture fabrication for delivery, as well as, to develop electrical, security, information technology and audio visual requirements, and these work have been quoted/or awarded.										
Explanation for Delay:											
Mobile Command Centre	1,609	35	1,509	2,325	161	On Time	Feb-21	Jun-23	Dec-23	Ⓞ	Ⓞ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	The Service is in the process of building a new Mobile Command Vehicle. This vehicle will 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 investigative operations. The vehicle will incorporate all relevant capabilities to support and integrate with other emergency services as well as municipal, provincial and federal agencies. Current technology solutions will ensure the vehicle has all the necessary tools and resources to support any operation. The vehicle will remain flexible in its design to ensure future technological needs can be incorporated, further ensuring it remains relevant and can effectively and efficiently manage working within the C.3. (Command, Control, Communications) environment. P.K. Van Welding and Fabrication was the successful bidder and has started construction of the vehicle. All technical requirements for the vehicle have been identified and the development and implementation of these solutions are on ongoing.										
Explanation for Delay:											
New Records Management System (RMS)	10,000	0	7,000	20,600	0	On Time	Jan-23	Dec-25	Dec-25	Ⓢ	Ⓢ
Comments:	This project is for replacement of the existing R.M.S. system, a core business operating system of the Service. A review of our existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges, as well as hinder progress to a digital environment. This misalignment with the Service's strategy for digital reform limits its ability to improve the flow of information through the organization from front-line to investigative and analytical/intelligence functions. The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of our information and our processes. It is expected to generate tangible savings, cost avoidance, reduce risk, increase transparency and improve other operational processes to deliver public safety services effectively and efficiently. The R.M.S. program is approaching a major milestone allowing the commencement of the project, following approval of the contract award by the Board. The contract award was approved at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers). With the contract awarded, the Service is now able to move forward with the project kick-off, develop more detailed plans, commence onboarding of project resources, procure infrastructure implementation hardware and services, and procure the Niche R.M.S. software.										
Explanation for Delay:	Contract award has just been approved by the Board at the April 28, 2023 Board meeting. Spending could not commence, i.e., contractors could not be onboarded until the contract is approved.										
Toronto Public Library											
Bridlewood Branch Relocation	4,862	2,138	4,862	9,787	2,717	On Track	Jan-20	Dec-24	Dec-24	Ⓢ	Ⓢ
Comments:	Project is under construction										
Explanation for Delay:											
Centennial Renovation & Expansion	3,500	56	66	21,613	939	Significant Delay	Jan-18	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Repeated delays waiting for City to provide site plan approval										
Dawes Road Reconstruction & Expansion	2,533	79	956	36,206	6,596	Minor Delay	Jan-15	Dec-27	Dec-27	Ⓢ	Ⓢ
Comments:											

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Explanation for Delay:	Construction tender expected in Q3 with construction to start in late October										
Perth Dupont Relocation	3,359		1,100	5,897	1,320	Significant Delay	Jan-18	Dec-24	Dec-24	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Awaiting resolution between City and Developer's lawyers on when TPL can occupy the building to start construction										
Toronto Transit Commission											
Fire Ventilation Upgrades & Second Exits	37,908	4,337	33,704	555,818	383,458	Minor Delay	1998	Post 2030	Post 2031	Ⓜ	Ⓜ
Comments:	<p>Fire Ventilation Upgrades: As of April 30, 2023, the following works have been completed:</p> <ul style="list-style-type: none"> Major upgrades were completed at York Mills, Sheppard, Finch, Union and Lawrence stations. Subway Ventilation Equipment Replacement has been completed at Bloor Station (Fan #2), Sheppard West, and Sherbourne stations. The construction contract for Sheppard West & Clanton Park Emergency Service Building (ESB) was completed in January 2023. <p>Second Exits/Entrances: As of April 30, 2023, the following outlines the status of the 14 Second Exits in the program:</p> <ul style="list-style-type: none"> 7 stations now have second exits/entrances in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley and Chester stations. 3 stations are currently under construction: Donlands, College and Museum stations 2 stations are in detailed design: Summerhill and Dundas West stations 2 stations are in planning and property search phase: Greenwood and Dundas stations 										
Explanation for Delay:	• Unforeseen site conditions or labour strikes at College, Donlands and Museum Stations.										
Easier Access III & Station Redevelopment	118,452	21,741	121,612	1,123,733	562,565	Significant Delay	2007	31/12/2026	31/12/2026	Ⓜ	Ⓜ
Comments:	<p>As of April 30, 2023, 56 subway stations have been made accessible. The following summarizes the current phase of the remaining stations in the program:</p> <ul style="list-style-type: none"> 15 stations are under construction, with 7 stations having commenced construction in 2022 (Lawrence, High Park, Christie, Museum, Warden (Easier Access), Spadina, King) as well as Islington Station having commenced in 2023. Construction continues at Yorkdale and Dupont Station in order to reach Substantial performance (SP). The contract award for Islington Station Redevelopment was approved by the Board in May 2023. The Warden Station Redevelopment contract is currently out for tender and construction is expected to be awarded by Q3, 2023. 										
Explanation for Delay:	• The program schedule has been impacted due to labour strikes, third party conflicts, labour shortages, permits/approvals, and property acquisitions/easements.										
ATC Resignalling - Line 2	14,596	2,907	9,077	624,850	8,058	On Track	2021	Post 2031	Post 2031	Ⓜ	Ⓜ
Comments:	<ul style="list-style-type: none"> Stage Gate 1 has been completed (Approved for Planning) and the development of Technical Specifications and Request for Proposal (RFP) document is in progress. The design enabling works for the Cable Route Management System is in progress. Commenced early works in Q2 2023. 										
Explanation for Delay:	N/A										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Purchase of Buses	298,161	1,080	247,465	1,131,903	230,753	Minor Delay	2018	31/12/2036	31/12/2036	ⓐ	Ⓨ
Comments:	<p>336 Hybrid-Electric Buses:</p> <ul style="list-style-type: none"> • Pre-production meetings with the vendors have been completed and the buses are currently in production. • The First Article Inspections for the NOVA 12-metre (40-foot), New Flyer 12-metre (40-foot), and New Flyer 18-metre (60 foot) hybrid buses were completed in March 2023. • Vehicle deliveries commenced in April 2023 and commissioning and training is currently in progress. <p>340 Zero Emission Buses/ eBuses:</p> <ul style="list-style-type: none"> • The TTC submitted an application for grant funding under the federal government's Zero Emission Transit Fund (ZETF). The application was approved and the federal announcement was made on April 24, 2023. • A competitive Request for Proposal (RFP) process was concluded for the procurement of eBuses, and two vendors were awarded the Contract (New Flyer and NOVA). Negotiations on all components of the Contract (General Conditions, Technical Requirements) are in progress, with pre-production meetings having commenced in May 2023. 										
Explanation for Delay:	<p>Hybrid-Electric:</p> <ul style="list-style-type: none"> • Scheduled vehicle deliveries have been delayed by both vendors due to supply chain challenges. <p>eBuses:</p> <ul style="list-style-type: none"> • The bus delivery schedule is currently being finalized with the vendor following the recent contract award and announcement of ZETF federal funding in April 2023. 										
Streetcar - Purchase (Growth)	49,114	602	55,952	468,000	137,657	On Track	2019	31/12/2026	N/A	Ⓨ	ⓐ
Comments:	<ul style="list-style-type: none"> • 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%, exceeding the contract requirement of 25%. The audit report also identified the procurement of the 60 streetcars is anticipated to have a net positive job creation impact (approximately 150-plus additional full-time Canadian jobs) within the Canadian economy over the base contract. • The first major structural assembly milestone was achieved in December 2022. 										
Explanation for Delay:	N/A										
Yonge-Bloor Capacity Improvements	19,351	3,004	19,351	1,440,109	63,079	Minor Delay	2015	30/09/2033	N/A	ⓐ	
Comments:	<ul style="list-style-type: none"> • The early works demolition package for the removal of the 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. • The early works construction package for the relocation of existing utilities was released to the market on March 30, 2023 with closing on May 3, 2023. Utility relocations including sewer and hydro within the Bloor Street East right-of-way are necessary prior to the commencement of the main construction work. 										
Explanation for Delay:	• Delay in property acquisitions and other third party challenges										
Line 1 Capacity Enhancement Program (CEP)	25,426	6,040	24,904	1,430,313	46,353	On Track	2019	Post 2031	N/A	ⓐ	ⓐ

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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:	<ul style="list-style-type: none"> Detailed Design for the Positive and Negative Feeders and Duct Bank Replacement at the Duncan Shop commenced as planned in Q1 2023. Preliminary Design (30%) has been completed and is currently under review for the Concourse Expansion and Additional Exit at King Station, and the St. Clair West Station Fire Ventilation System. Preliminary Design (30%) for the Markdale Emergency Service Building (ESB) is underway. The TTC is undertaking the necessary due diligence for potential site locations for a new Line 1 TMSF. A Stakeholder Management Plan is under development. The Owners Engineer consulting services scope of work is also being developed in parallel. 										
Explanation for Delay:	N/A										
Line 2 Capacity Enhancement Program (CEP)	13,343	3,190	13,344	867,166	22,795	On Track	2020	Post 2031	N/A	ⓐ	ⓐ
Comments:	Line 2 CEP: The following has been completed and is currently under review: <ul style="list-style-type: none"> The Concept Design (10%) for the Extension Storage Track at Warden Station. The Concept Design (10%) for the Positive and Negative Feeders for Kipling to Kennedy. The Concept Design (10%) for the Traction Power Substation at Landsdowne Station. The Detailed Design (100%) for the Streetcar Platform Extension at Spadina Station. Greenwood Facility: The Facility Carhouse has received Stage Gate 2 Approval (Approved for Design). The Preliminary Design (30%) for the Facility Carhouse has been completed and is currently under review.										
Explanation for Delay:	N/A										
Solid Waste Management Services											
GREEN LANE LANDFILL	19,556	1,006	19,556	221,674	134,612	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	23,014	3,760	22,481	243,519	73,404	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										
PERPETUAL CARE OF CLOSED LANDFILLS	9,178	1,811	7,559	95,681	54,240	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										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Toronto Parking Authority											
St. Lawrence Market	14,000	0	14,000	14,000	0	Significant Delay	Jan-17	Sep-22	Dec-24	Y	R
Comments:	Spend will not occur until "Substantial Completion"										
Explanation for Delay:	Waiting for construction to be completed to get access to garage.										
Acquisition - Bessarion Community Centre	4,000	0	4,000	4,000	0	On Track	Jan-22	Jul-23	Jul-23	Y	Y
Comments:	On track to complete by July 2023; deposit made and not recognized as capital										
Explanation for Delay:	Waiting for construction to be completed to get access to garage.										
BIKE SHARE EQUIPMENT PURCHASE	11,179	4	11,179	11,179	11,179	On Track	May-23	Oct-23	Dec-23	Y	Y
Comments:	Majority of equipment coming by July. Procurement lead time occurred once carry forward was approved for \$3.0M deposit										
Explanation for Delay:	On track for July 2023 delivery										
EV CHARGING PROGRAM - OFFSTREET	7,831	0	7,831	7,831	7,831	On Track	Feb-23	Nov-23	Nov-23	Y	Y
Comments:	Chargers in possession or substantially. Construction is remaining. Install.										
Explanation for Delay:											
EV CONSULTANTS ON-STREET	2,050	204	2,050	2,050	2,050	On Track	Feb-23	Nov-23	Nov-23	Y	Y
Comments:	Chargers in possession or substantially. Construction is remaining. Install. This is noncontrollable as we rely on Toronto Hydro to provide power feed and policies and regulations around it.										
Explanation for Delay:											
Toronto Water											
St Claire - Reservoir Rehabilitation	17	0	4	34,390	28,978	Completed	Jan-14	Dec-23	Dec-23	C	C
Comments:	Construction works have been completed.										
Explanation for Delay:											
ROSEHILL PS REHAB	131	1	78	8,468	4,814	Completed	Jan-15	Dec-23	Dec-23	C	C
Comments:	Construction works have been completed.										

APPENDIX 3
Major Capital Projects
For the period ending April 30, 2023
(\$000s)

Division/Project name	2023 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
Explanation for Delay:											
DOWNVIEW TRUNK SEWER	17,891	6,997	21,500	84,169	8,809	On Track	Jan-23	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Contract was awarded in 2022, and works are forecast to proceed on track overall for 2023.										
Explanation for Delay:											
ASHBRIDGES BAY D BUILDING PHASE 2	10,924	64	8,985	84,871	4,239	On Track	Mar-18	Dec-27	Dec-27	Ⓞ	Ⓞ
Comments:	Project was awarded in 2023, and is currently forecast to proceed on track in 2023.										
Explanation for Delay:											
OUTFALL CONSTRUCTION	28,001	3,998	25,502	281,356	222,712	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Construction started in early 2019, and is proceeding on track in 2023.										
Explanation for Delay:											
FAIRBANKS SILVERTHORNE TUNNEL CONSTRUCTION	62,921	14,524	61,449	325,677	93,121	On Track	Oct-21	Dec-27	Dec-27	Ⓞ	Ⓞ
Comments:	Contract was awarded in 2021. Construction is forecasted to proceed on track in 2023, with tunnelling activities starting in 2023.										
Explanation for Delay:											
Don & Waterfront - Offline Storage Tank	5,464	588	2,322	49,602	5,772	Minor Delay	Sep-17	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:	Construction works for the first phase of the project are nearing completion.										
Explanation for Delay:	The start of the 2023 works have been delayed to address infrastructure requirements and to develop a new phasing plan for the remaining works.										
Don & Waterfront Trunk/CSO Construction - PHASE 1	37,100	8,008	43,000	453,833	335,320	On Track	Jan-18	Jan-25	Jan-25	Ⓞ	Ⓞ
Comments:	Construction started in 2018, the works are approximately 80% complete. The construction works are forecast to proceed on track in 2023.										
Explanation for Delay:											
>70% of Approved Project Cost Ⓞ On/Ahead of Schedule Between 50% and 70% Ⓢ Minor Delay < 6 months < 50% or > 100% of Approved Project Cost Ⓢ Significant Delay > 6 months											