

APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>Economic Development &amp; Culture</b>											
<b>Casa Loma Phase 10</b>	98	83	98	3,980	3,965	Completed	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. At April 30, 2023 the project was 100% complete, and all deficiencies have been corrected.										
Explanation for Delay:											
<b>Casa Loma Garden Wall Restoration</b>	1,000	43	900	3,000	43	On Track	Jul-23	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	The southwest Garden Wall at Casa Loma is a significant landscape feature on the grounds of Casa Loma. Built at the same time as the castle by Sir Henry Pellatt the garden wall separates the upper terrace from the lower garden and slope that descends to Davenport Ave. In addition to being an aesthetic feature, the garden wall is a structural retaining wall, which is why its state of good repair is critical. Capital Assets project managers and their consultants have been monitoring the west wall for almost a decade, ever since the near structural failure and restoration of the east garden wall. The project was originally delayed to accommodate the tenant's operation, and then the pandemic caused further delay.  The project was tendered in Q1 – Q2 2023, and has been awarded to a heritage contractor familiar with the vagaries of the site. Construction is expected to commence November 1, 2023, after tenant Liberty Entertainment Group wraps their Legends of Horror Halloween program. Project is scheduled to be substantially complete by June 1, 2024 in time for Liberty's spring season.										
Explanation for Delay:											
<b>Senior Services &amp; Long Term Care</b>											
<b>4610 Finch Ave East</b>	3,200	659	1,389	172,970	1,159	On Track	Mar-20	Dec-27		Ⓜ	Ⓞ
Comments:	Project is in the Design Development Phase with a focus on preparing the Site Plan Application for Q4-2023 and Contract documents available Q2-2024. Experienced some delays related to transitioning of management/project lead however still projecting to complete on time in Q4 2027.										
Explanation for Delay:											
<b>Parks, Forestry and Recreation</b>											
<b>Ferry Boat Replacement #1</b>	12,963	810	1,010	79,392	3,704	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 were included in the 2022 10-Year Capital Plan for PFR. The RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022 with contract award in 2023. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and is planned to close in November 2023.										

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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>Concept Naval's scope was amended to suit the design and associated construction administration of the amended scope of work. An Agreement was executed with Concept Naval to proceed with the design of vessels with fully electric propulsion along with the necessary shore side infrastructure. The nRFP for the vessels has been issued. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives. Staff are further reviewing the design for the PAX vessel, to promote accessibility for passengers. The extended bid period for the Negotiated Request for Proposal (nRFP) for the vessel replacement, from July 2023 to November 2023, will result in underspending approximately \$12.0 million in 2023, which represents 5% of the total 2023 Capital Plan.</p>										

APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>Ethennonhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonhawahstihnen Library Branch, and Underground Parking Garage</b>	7,319	2,460	6,369	81,349	76,573	On Track	2013		Building December 31, 2023 Indoor Play Space June 30, 2025	Ⓡ	Ⓡ
Comments:	The building fully opened on July 4th, 2023. Public access to all service areas has been in effect since this time. Celebratory opening with the community is scheduled for January 2024.										
Explanation for Delay:	The Contractor continues to work through deficiencies including adjusting hardware, paint touch ups, addressing any building envelope leaks and mechanical commissioning, anticipated to be completed by December 2023. Completion of the indoor play space has been delayed by insufficient staff resources and implementation of a multi-phase Engagement Plan. Anticipated completion for September 30, 2025.										
<b>Don Mills Community Recreation &amp; Arena Facility Design &amp; Construction</b>	164	350	350	134,600	686	On Track	Jan-16	Dec-25	Dec-31	Ⓢ	Ⓢ
Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in early 2024 (date to be determined). The process of property conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City) began in September 2023 and is expected to be completed in the first quarter of 2024.  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. The Schematic Design Report was completed in May 2023 and reviewed by PFR staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 with anticipated completion in December 2023.										
Explanation for Delay:	Conveyance of land at 844 Don Mills Road (Block 3A/3B) from Aspen Ridge Homes to the City is delayed to Q1-2024, pending completion of site remediation (date to be determined), however this does not affect the design work by the consultants.  The start of 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, for the construction phase to proceed.										
<b>Davisville Community Pool Design and Construction</b>	6,188	293	310	42,000	2,148	Significant Delay	Pre-Design / Investigation - February 2017 Design - October 2020	Sep-22	Dec-26	Ⓢ	Ⓡ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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 construction tender to four pre-qualified general contractors closed June 5th, 2023 and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors have provided recommendations to the City to improve the results of the second tender. A second Request for Tender (RFT) is to be issued Fall 2023. Issuance of SPA & building permit is expected by January 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements (including Lease revisions) are underway.										
Explanation for Delay:	Construction start is delayed by approximately 7 months due to the City receiving a single bid which significantly exceeds the Council approved construction budget. The delay in awarding a contract for construction will result in underspending approximately \$5.9 million in 2023, which represents 2% of the total 2023 Capital Plan. Project to be re-tendered.										
<b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b>	12,699	15,925	21,704	79,936	35,885	Significant 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 54% completed.										
Explanation for Delay:	Due to labour strikes earlier in the project and items arising due to site conditions the project schedule has been impacted. Overall anticipated project completion date remains as shown, December 2025.										
<b>Western North York New Community Centre and Child Care Centre Design and Construction</b>	7,021	854	809	106,646	3,979	Minor Delay	Feb-16	Fall 2021	Dec-27	Ⓜ	Ⓡ
Comments:	Construction Documents are ready for tender. Procurement for the construction phase is underway with contract award anticipated for Q2 2024. Committee of Adjustment for a minor variance was completed in July 2023. The Easement Agreement has been forwarded to the TCDSB for execution of the contract. SPA submission is pending the executed easement agreement. Construction for the supply and injection Open Loop Geothermal wells was completed in March 2023 and testing of water flows is underway. 3 Public Artists have been retained.										
Explanation for Delay:	Since inception, the project has experienced some delays including the following: developing 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 opportunities and determining funding opportunities for NZEB; COVID-19 impacts on community consultation and subsequent Design Review Panel; the review of site plan by various Divisions; and the re-tendering of phased portions of the project. For 2023, the procurement process has delayed planned spending.										
<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	2,127	305	1,150	116,000	1,990	Significant Delay	2017	Dec-23	Dec-27	Ⓞ	Ⓜ

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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:	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 was 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. Design Review Panel occurred on April 14th, 2022. The Schematic Design was approved by the stakeholders and the consultants were advised to proceed to the next stage - Design Development. The Design Development Report and Class B Cost Estimate have been submitted for COT Review and Approval. COT Staff to review and authorize the consultants to proceed to the next stage - Construction Documents. The fifth (final stage) of Public Consultation began in spring 2023 and was completed July 2023. The Indigenous Engagement is ongoing, to be finalized in Q4 2023. The Site Plan Approval application (SPA) was submitted in July 2023 and is currently on-going.										
Explanation for Delay:	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.										
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	9,865	2,041	4,774	45,028	21,086	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 awarded by General Government Committee in May and City Council in June 2023. Project implementation started with vendor.										
Explanation for Delay:	The delay in 2023 spending is attributable to timing on the contract award, with General Government Committee on May 30th, 2023 and City Council on June 14-16th, 2023, with the contract awarded in 2023 Q3.										
<b>IT-Operational Modernization (former Enterprise Work Management System)</b>	2,283	1,122	2,283	19,676	11,416	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 through 2024.										

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	Variety of work streams have been initiated and progress to prepare PFR for operational modernization. The project is on track for spending in 2023.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	155	-742	155	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) before year-end 2023. Detailed Design to be completed by Q1 2024. Tender anticipated Q2 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	Dec-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 achieved in June 2023 and the park opened to the public on June 23rd, 2023. The end date of December 30, 2023 is to account for final pond commissioning, completion of park handover and final invoicing for the project.										
Explanation for Delay:											
Lower Yonge Street Community Centre Space	7,522	4,668	7,522	19,149	15,146	Minor Delay		Mar-22	Dec-23	Ⓞ	Ⓢ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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 substantially complete with minor deficiencies / incomplete work now being finalized. Furniture was delivered to site as of December 31st, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31st, 2023, and the facility was handed over to City staff. The Property Conveyance and Shared Facilities Agreement are in progress in coordination with the Developer, Legal Services and CREM, anticipated for finalization in November 2023. The facility is now open to the public - a soft opening occurred on June 17th, 2023, with all areas complete except the pool. The entire facility, including the pool is now operational and open to the public. Minor deficiencies are being corrected on ongoing basis, with full completion and opening event planned for November 4th, 2023. The end date of December 2023 accounts for project invoicing to be completed by the end of the year. The property conveyance and Reciprocal Agreement with the Developer are planned for completion in Q4-2023.										
Explanation for Delay:	The project is on track for completion in 2023. Technical issues with the pool delayed pool completion as of May 2023; full completion and opening to the public was achieved on October 2, 2023.										
<b>FMP-John Innes CRC Redevelopment Design</b>	239	898	901	64,500	1,519	On Track		Dec-26	Dec-29	Ⓞ	Ⓞ
Comments:	Public consultation was completed in June 2023 with Indigenous consultation to continue. Indigenous public art competition, led by the City and an Indigenous curator is underway.										
Explanation for Delay:	Project delayed as City continues 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.										
<b>Moss Park - Park Redevelopment Design</b>	38	121	129	8,000	283	Minor Delay		Nov-27	Nov-30	Ⓞ	Ⓡ
Comments:	Following the well-received Preferred Concept design presented to the community in June 2023, the project is now in detail design development. The park design is being coordinated with the John Innes Community Recreation Centre replacement. 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 staking, 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>	9,680	2,279	5,561	81,790	2,981	Significant 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 and is anticipated to be completed by the end of December 2025. As of Q3, 29.9% of the overall project, including the Developer's community benefit obligations, has been completed.										
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, 2022 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 of funds to the Developer during construction after they meet their community benefit obligations. At the end of Q3 2023, the developer has met their community benefit obligations and will begin invoicing the City for its share of the project in Q4 2023. The schedule for completion of the project remains unchanged.										

Shelter, Support & Housing Administration

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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
<b>George Street Revitalization</b>	19,087	5,753	9,951	671,009	90,751	Significant Delay	Jan-16	Dec-23	Feb-28	Ⓞ	Ⓜ
Comments:	Difficulties experienced in acquiring and renovating sites to transition clients out of Seaton House have so far delayed the project. 2023 approved cashflows will support construction and RFP-related expenditures at 2 transition sites, 76 Church St. and 2299 Dundas. While construction at 76 Church Street is underway, with expected completion by the end of Q2 of 2024, the RFP for 2299 Dundas is expected to close in October 2023.										
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. Current delay in the RFP period as cost analysis is reviewed; and 2) Due to new Council-Directed net-zero mandates, redesign is underway to achieve net-zero mandate. 2299 Dundas it's currently with PMMD for tender.										
<b>Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)</b>	9,948	4,120	7,393	120,139	82,498	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 2023. 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 Q4-2023. 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.										
<b>Housing Secretariat</b>											
<b>Housing Now</b>	53,183	5,666	14,663	502,343	20,067	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.										
<b>Supportive Housing</b>	248,767	26,531	53,824	578,227	403,009	Significant Delay	various	various	various	Ⓜ	Ⓜ



**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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 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), and Emergency Housing Action (EHI).										
Explanation for Delay:	Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI) and Emergency Housing Initiative (EHI). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities) and the majority will be completed in 2023, with all projects completed by 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion.										
<b>Toronto Employment &amp; Social Services</b>											
<b>HSI Project - Phase 2</b>	626	433	626	9,823	9,630	Significant Delay	Jan-18	May-22	Dec-23	Ⓞ	Ⓞ
Comments:	HSI project phase 2 includes the HSI Online Hub to support enhanced service navigation which will be completed by the end of 2023.										
Explanation for Delay:	HSI project has experienced delays due to staff turnover and vacancies.										
<b>Toronto Paramedic Services</b>											
<b>MULTI-FUNCTION STATION #2 - 300 Progress Ave.</b>	17,038	1,007	2,736	80,585	2,919	Significant Delay	Jan-17	Dec-25	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 ended September 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>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. Due to 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>Stage 2 Notices of the expropriation of lands 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 and payment was made on August 3, 2023. The expropriation proceedings and supply-chain issues extended the completion date to 2026.</p> <p>Coordination with Toronto Police to mitigate parking impacts from the proposed access plan are ongoing.</p> <p>In February 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. The contract documentation will be developed for a construction services tender and is expected to be issued to market for bids in late 2024</p>										
<b>AMBULANCE POST - 30 Queens Plate Dr.</b>	1,574	57	74	1,848	352	Significant Delay	Jan-19	Dec-23	Dec-24	Ⓞ	Ⓜ
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 October 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. The Consultant originally anticipated the design could be completed by Sep 2023; but the design delayed due to scope changes for a permanent building, as opposed to a high maintenance temporary Sprung Structure, with additional onsite facilities for staff (i.e. change rooms, showers, lockers, etc.). A PO Amendment for consulting services was issued on August 30, 2023 in order to incorporate the scope changes into the design. The tender for a general contractor is expected in Q2 2024. Green standards and heating for the office space are part of the requirements of this project.</p>										
<b>MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)</b>	1,295	6	95	1,500	11	Significant Delay	Jan-22	Dec-25		Ⓞ	Ⓜ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	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.										
Explanation for Delay:	<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 completed and paid by PS in January 2023.</p> <p>The General Contractor (GC) bid expired at the end of March 2023, therefore, the GC procurement process was cancelled by PMMD on May 31, 2023. CREM PMO will process a Purchase Order Amendment with the consultant to support the re-tendering process for General Contractor, once the sale agreement is executed. We expect a substantial project completion of 12-18 months thereafter.</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 was previously on a Lease Agreement with TCTI. Legal division is reviewing the sale agreement of 610 Bay property between the City of Toronto and TCTI.</p>										
<b>MULTI-FUNCTION STATION #5 (Phase 1)</b>	1,200	30	200	10,000	30	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:	<p>A Feasibility Study/Test Fit started in April 2022 to consider the possibility of housing several Toronto Paramedic Services units. In October 2022, in consultation with CREM/PMO/CreateTO/ ModernTO Architects, it was determined that PS' Community Paramedicine, District 5 Operations and other support operations could be accommodated at this location.</p> <p>In December 2022, CreateTO raised the possibility of moving a fuel site from Oriole Yards to the Dyas site. On April 28, 2023, the feasibility and traffic study were completed in which it was concluded that it would fit into the plans. Relocation of fuel site has not been signed off by the Housing Secretariat (as per CreateTO).</p> <p>A new Project Director and new Project Manager have been assigned to this project to support a phased-in approach timeframe with anticipated full Paramedics Services occupancy of the entire building by 2025. Currently, the location houses the Paramedic Services Community Paramedicine program. CreateTO is working with ModernTO to relocate other divisions at 18 Dyas Road. Once other divisions have been relocated, RFP will be drafted.</p> <p>CREM is working on a 2nd exit at 18 Dyas Road.</p>										
<b>Transportation Services</b>											
F. G. Gardiner*	60,000	18,574	45,000	2,294,769	425,704	On Track	01-Apr-2017	TBD (subject to completion of the award process)	N/A	Ⓞ	Ⓞ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reach 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 scheduled to be awarded in 2023. 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.										
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											
<b>Waterfront Revitalization Initiative</b>											
<b>Port Lands Flood Protection</b>	70,000	70,000	70,000	394,825	260,602	On Track	Nov-16	Jun-25	Jun-25	Ⓞ	Ⓞ
Comments:	Awarded contract for demolition of existing Cherry Street lift bridge. Began construction of Keating Channel dockwall. 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. Completed 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 Cove. As approved by City Council on May 10th through the report Port Lands Flood Protection - Update (see EX4.1, 2023), due to significant challenges facing the project such as supply chain disruptions, cost inflation, labour cost increases, global economic uncertainty brought on by COVID-19 impacts and geopolitical instability, it was recommended that \$55.2 M in additional funding be included in the 2024 Capital Budget submission to complete the project. This funding will be matched by contributions from the Federal and Provincial governments.										
Explanation for Delay:											
<b>Quayside Transportation Infrastructure</b>	28,500	0	10,000	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 advance design and 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:											
<b>Precinct Implementation Projects</b>	13,609	3,959	7,000	251,123	241,336	On Track	Jan-05	Feb-25	Feb-25	Ⓜ	Ⓞ
Comments:	The East Bayfront Community Centre is a multi-year construction project that commenced in October 2020. Completion is expected in 2025. This project is jointly funded with PF&R and the Waterfront Secretariat. The portion of funding from the Waterfront Revitalization Initiative 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 this project it in its two year warranty period.										
Explanation for Delay:											
<b>Corporate Real Estate Management</b>											

APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>St. Lawrence Market North Redevelopment</b>	32,852	14,613	21,798	117,729	99,708	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	Q4 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 September 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 90% complete. Forecast updated based on estimated contractor and consultant billings and construction work progress. Super-structure, floor framing, and full building envelope is complete, including parking garage. Parking garage, Market, and Court finishes to be completed by end of Q1 2024 for occupancy.</p>										
Explanation for Delay:	<p>The contractor has advised that 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. Design changes were required to incorporate a new Case Management Courtroom and further virtualization of Court proceedings in accordance with orders from the Ontario Court of Justice. The revised design also incorporates the latest workplace modernization principles.</p>										
<b>ModernTO - Workplace Modernization Program</b>	27,492	10,602	15,645	250,000	44,175	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓞ	Ⓞ

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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"> <li>- Reduced office floor area by approximately 133,000 sq. ft., by exiting 15 out of 33 leases (32 original, 1 added scope), resulting in \$5.2 million annual recurring operating savings</li> <li>- Accelerated construction on City Hall 5E, 22E, and Metro Hall 2nd substantially performed in Q3 2023</li> </ul> <p>Key elements to be completed:</p> <ul style="list-style-type: none"> <li>- Resources to be acquired for modernization of 5 core buildings in scope</li> <li>- 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"</li> </ul> <p>The original planned completion date has revised and will shift as the project proceeds through procurement and a more detailed plan is established to modernize the 5 core buildings in scope.</p>										
Explanation for Delay:											
<b>New Etobicoke Civic Centre</b>	38,440	4,088	14,150	433,385	34,996	On Track	January 2018	December 2027	December 2027	Ⓞ	Ⓞ
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 &amp; 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 nRFP for the solicitation of the General Contractor closed and award is expected in Q4 2023. Contract execution is planned for December 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:											
<b>Accessibility for Ontarians with Disabilities Act (AODA) Program</b>	66,845	29,586	41,383	199,045	121,438	On Track	January 2018	December 2024	December 2024	Ⓞ	Ⓞ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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>CREM is implementing a capital accessibility program to proactively upgrade facilities that fall under its capital maintenance program called Toronto Accessibility Upgrades (TAU). It is following the highest level of standard (the Toronto Accessibility Design Guidelines), wherever feasible, for the removal of accessibility barriers at City-owned buildings. It 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 September 2023, 70% of the program has been successfully completed with the following completion rates: 97% validation, 79% design 62% procurement and 47% construction. There are currently 163 active projects at the different stages, namely validation, design and construction.</p> <p>Some of the major milestones include completing AODA upgrades to Metro Hall, and 81 other building facilities (some of these under substantial completion) namely TPS, Paramedics, TFS, FM and client buildings where to date more than 130 washroom renovations and 80 new barrier free washrooms have been completed, along with 12 elevator retrofits, four new elevator installations, many access widenings, and protect in places.</p>										
Explanation for Delay:											
<b>Technology Services</b>											
<b>Disaster Recovery (DR) Program</b>	836	440	585	3,810	3,235	On Track	Jan-13	Dec-24	Dec-24	Y	Ⓞ
Comments:	<p>Disaster Recovery (DR) program is currently progressing with three streams of work.</p> <p>The first stream focuses on establishing the DR Program framework and implementing city-wide standardized practices. Progress is provided as follows:</p> <ul style="list-style-type: none"> <li>- Published the 1st DR Policy in Q2.</li> <li>- Finalized DR planning and reporting templates in Q3</li> <li>- Developed IT DR standards in Q3. Will conduct consultations and finalize it in Q4, then publish it in Q1 2024.</li> <li>- Researching training materials and identifying resource for developing DR training.</li> </ul> <p>The second stream involves assessing DR solution gaps and identifying DR Solution Implementation Strategy. A draft version has been completed in Q3. Currently planning for consultations and endorsement in Q4 in order to finalize the strategy. This includes considering physical/cloud DR site options and identifying opportunities to implement DR solutions.</p> <p>The third stream addresses City Council mandate (AU13.9). The program has been collaborating with OEM, OC and Internal Audit to develop two staff reports related to this mandate. Both staff reports are being finalized in Q3, and it will be submitted to the Audit Committee in Q4.</p> <p>Additionally, the program has also established and chairs the Business Continuity and Disaster Recovery Joint Program Committee on a monthly basis with Toronto Emergency Management, TSD and the Office of CISO, to ensure ongoing collaboration among the partners to manage enterprise risks.</p>										
Explanation for Delay:	The project is expected to be completed on time.										
<b>Office 365</b>	3,195,727	1,114,762	2,100,000	9,289,368	6,183,116	Delayed > 6 mths	Jul-21	Jun-23	Dec-24	Y	Ⓞ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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 is currently reviewing the overall timeline to make necessary adjustments in response to the delays that have been encountered.										
Explanation for Delay:	The project delay is primarily due to insufficient staff resources which has major impact to the deployment timeline. The division has identified new priorities with an urgent rating and assigned them to the limited available resources, further affecting the planning of other M365 components. Recruitment is currently in progress to address this resource shortage.										
<b>Enterprise Work Management Solution (EWMS)</b>	6,768	3,985	4,267	45,539	26,709	Delayed > 6 mths	Mar-13	Dec-26	Jun-28	Ⓢ	Ⓢ
Comments:	The EWMS Phase1 initial implementation for Solid Waste and Transportation has been completed. The initial rollout for Parks, Forests, & Recreation is in the testing/training stages with rollout planned for Q4 2023.										
Explanation for Delay:	The EWMS Phase 1 project includes four divisional implementations. The rollout for the fourth division (Toronto Water) will be de-scoped from the current vendor contract. A revised procurement and delivery strategy for Toronto Water is being developed to accommodate the current planned end date.										
<b>Office of the Controller</b>											
<b>Financial Systems Transformation Project</b>	86,010	25,702	35,000	151,454	45,871	Significant Delay	Jan-21	Jun-24	Jan-25	Ⓢ	Ⓢ
Comments:	The project started Build Phase in early Fall 2022 and has been replanned in early Fall 2023 with timeline extension to Jan 2025 to reflect current program realities. Project underspending is primarily due to the forecasted contingency not actualized (which will be carried forward and distributed to outer years for offsetting the increased costs for replanning), and lower-than-planned salaries & benefits and computer software (SAP). However, hiring process will continue to accelerate and progress after replanning, salaries and benefits expenditure is expected to increase over the course of outer years.										
Explanation for Delay:	Delay is mainly due to project replanning in early Fall 2023 to reflect current program realities. The project completion is now projected to extend to Jan 2025.										
<b>Exhibition Place</b>											
<b>Duct Bank Relocation - CEX138-03-01</b>	3,937	2,031	3,937	9,100	7,194	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.										
<b>Industry Building Roof Replacement and Midarch Snow Shed Structure Upgrades CEX132-16,17 CEX129-67-01</b>	5,915	4,476	5,915	5,915	4,476	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 fundings from various other approved projects.										
Explanation for Delay:											



APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>Food Building Roof Replacement CEX127-12</b>	6,125	1,352	6,125	6,125	1,352	On Track	Jan-23	Dec-23		Ⓞ	Ⓞ
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 fundings from various approved projects.										
Explanation for Delay:											
<b>Lighting Retrofit at Various Buildings CEX135-21</b>	2,150	397	2,150	2,150	397	On Track	Jan-23	Dec-23		Ⓞ	Ⓞ
Comments:	Construction in progress at Coliseum Complex, Queen Elizabeth Building and Better Living Centre.										
Explanation for Delay:											

**Toronto and Region Conservation Authority**

<b>LONG TERM ACCOMODATION - 5 SHOREHAM &amp; INTEREST (CRC103-03)</b>	1,605	1,204	1,605	38,617	8,679	Significant Delay	Jan-20	Dec-21	Apr-24	Ⓜ	Ⓜ
Comments:	<ol style="list-style-type: none"> <li>1. Construction began January 2020 with the substantial performance expected Q1/Q2 2024.</li> <li>2. Envelope proceeding from Q1 2022 with building watertight by Q3 2023.</li> <li>3. Significant progress made to Exterior Cedar façade with completion expected Q4 2023.</li> </ol>										
Explanation for Delay:	<p>The delay is the result of the following factors:</p> <ol style="list-style-type: none"> <li>1. Mass timber trade and construction manager under performing</li> <li>2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation claims</li> <li>3. Delay in installation of permeant roofing system due to elevated moisture content in CLT deck</li> <li>4. Waterwall design revisions to resolve access conflicts</li> </ol>										

**Toronto Police Service**

<b>Long Term Facility Plan - 54/55 Amalgamation; New Build</b>	768	113	150	50,500	798	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.										
<b>Transforming Corporate Support (HRMS, TRMS)</b>	865	196	265	8,435	7,137	Delayed	Jan-14	Dec-24	Dec-24	Ⓜ	Ⓢ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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 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 been completed in 2023 to modify T.R.M.S application code to work with query/S.Q.L. databases. End user T.R.M.S testing started in August 2023. Development work to rewrite T.R.M.S reports and interfaces will begin with the start of user acceptance testing. Anticipated completion by the second quarter of 2024. H.R.M.S. PeopleTools and application upgrade are on track for migration to production before the end of 2023. Process underway to secure external resource to manage the replacement of the Service's recruiting system to allow for an improved candidate experience and greater transparency.										
Explanation for Delay:	Resource constraints continue to have an effect on project spending.										
<b>Radio Replacement</b>	1,949	183	1,925	38,051	36,285	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:											
<b>Body Worn Camera - Phase II</b>	560	288	290	5,887	5,370	Delayed	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). 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. Process underway to secure a contract developer who will assist the Service's technical team to develop new codes and modernize old codes related to the B.W.C. rollout. Delays in hiring due to competing priorities in the Service's Information Technology and Purchasing units. Current priorities include integration of the legacy evidence system into Evidence.com, as well as improving evidence disclosure compliance throughout the Service. It should be noted that the Service currently has significant disclosure backlog and is exploring ways of addressing this issue.										
Explanation for Delay:	Resource constraints.										
<b>State-of-Good-Repair - Police</b>	6,038	2,615	3,873	on-going	on-going	Delayed	on-going	on-going	on-going	Ⓢ	Ⓢ
Comments:	S.O.G.R. funds are used to maintain the general condition, overall safety and requirements of existing Service buildings. The ongoing demand for upkeep at many of the Service's facilities continues at a high volume, particularly in those facilities that have been in the Service's portfolio for several years and require small and large scale renovations. Some examples of work are hardware replacement (locking mechanisms), repairs/replacement of overhead door and gate equipment, flooring replacement, painting, replacement of security equipment, repairs to the range at the Toronto Police College and renovations to the Mounted unit riding ring. This funding source is also used by the Service for technology upgrades 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.										
<b>Next Generation (N.G.) 9-1-1</b>	3,945	2,069	2,845	10,856	6,566	On Time	Jan-19	Dec-25	Dec-25	Ⓞ	Ⓞ

**APPENDIX 3**  
**Major Capital Projects**  
**For the period ended September 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 Training Room at the Primary Site was completed August 31, 2023. However, on September 2, 2023, there was flooding in the room. Root cause identification and issue management were promptly enacted by the Facilities Team, with subsequent reports from vendors to accurately identify the issue stemming from the fan coil unit leaking. The team has subsequently developed safeguards against future instances. At present the room is being used at partial capacity while the teams work to return the room to full capacity while ensuring compliance with insurance policies. Complete resolution is expected before year end. To assist with the creation of appropriate Privacy Impact Assessments (PIA) for the second phase of NG911, external expertise has been on boarded and is working closely with the Information Privacy and Security Office. Work is well underway with ongoing development of assessments of current state from multiple vantage points including (but not limited to) the Communications Team, Information Technology Teams, as well as primary consideration of privacy legislation. Recommendations and considerations for TPS and the associated evolution of NG911 are expected by year end. An external resource was brought on to the project team to develop comprehensive test plans for the new Solacom call handling solution to ensure the Solacom system meets T.P.S. and the Communications (C.O.M.) quality and service standards; is reliable; provides a smooth and intuitive end user experience; and, is integrated and functions as required in the C.O.M. ecosystem. System testing is expected to be completed by the first quarter of 2024. Train-the-Trainer and Administrator training provided by Solacom was complete on schedule. Plans and preparations to train the communication center staff are underway with all communications staff training expected to be completed by the first quarter of 2024. 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. Additionally, collaboration meetings with other Primary Safety Answering Points have also been initiated and have fallen into a regular cadence.										
Explanation for Delay:											
<b>Long Term Facility Plan - Facility and Process Improvement</b>	900	260	352	3,508	2,868	Delayed	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 was implemented in the second quarter of 2023. Work to transition the video bail pilot project into a permanent program has now been completed. 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. A number of analysis projects to support this work are underway, including collaboration with the New Records Management System replacement project, with a final report being submitted to Command once analysis work has been completed. Staffing Analysis is also underway, with the goal of determining appropriate time targets for response times and proactive policing time, as well as the number of officers required to improve response times. Discussions are underway with a vendor to complete this work and some funding will be required in 2024 to support this project.										
Explanation for Delay:	The Staffing Analysis portion of this project is delayed due to additional requirements that need to be completed before the work can proceed.										
<b>Long Term Facility Plan - 41 Division; New Build</b>	20,628	16,843	17,500	76,656	24,579	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 cost escalation and some delays due to inflationary factors and the redesign requirements to achieve Net Zero Emissions, which were included in the 2023-2032 capital program. The new 41 Division will be the first Net Zero Emissions building in the Service's asset base. Working drawings are complete. Tendering the balance of trade disciplines will be complete by November 2023, following Value Engineering efforts to reduce cost. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors. Any changes known to date have been included as part of the 2024-2033 capital program. Notice of Approval Conditions (NOAC), Memorandum of Understanding (MOU for the NOAC), Site Plan Approval Letter and Full Building Permit were received in July 2023. Drain Permit was received in August 2023. Construction is moving west to east across the site. Structural Steel is complete. Metal deck install is underway. Balance of concrete pours (on metal deck) to be completed by end of October. Geothermal, utility duct bank work and curtain wall installation to commence in November 2023.										
Explanation for Delay:											

APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>Automated Fingerprint Identification System (A.F.I.S.) Replacement</b>	1,107	237	450	4,285	711	Delayed	Jan-19	Dec-24	Dec-24	Ⓡ	Ⓢ
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 their limited resources for upcoming events and requirements. Due to further delays, the project plan has been updated to reflect factory acceptance moving from 2023 to 2024, and the shift of other acceptance testing and Go-live dates to the 2nd quarter of 2024. The Design Phase is currently being finalized and deliverables are anticipated to be received by the end of this year. Throughout 2022 to date, much work has been done towards the implementation of the new system with configuration, migration and acceptance test planning. The focus is currently shifting from the Design Phase completion to further Migration events and acceptance test planning, configuration and preparation for shipping and installation. The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. The residual COVID-19 global impacts including hardware procurement, shipping and human-resource constraints continue to be monitored and 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 and securing global resources to assist with configuration, migration and timeline requirements.										
Explanation for Delay:	Vendor resource constraints										
<b>ANCOE (Enterprise Business Intelligence, Global Search)</b>	393	190	229	12,528	12,326	Delayed	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 implementation. 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, enabling the Service to effectively share information in the forms of maps, applications and interactive dashboards internally, with the public and other agencies. The Global Search portion of the project continues on its improvement journey with search functionality being migrated to a new search platform, Elasticsearch, and the inclusion of additional datasets. With the loss of subject-matter expert on Elasticsearch due to promotion, there have been delays in application transition. An external resource is planned to be hired in 2024.										
Explanation for Delay:	Resource constraints										
<b>Relocation of Wellness Services</b>	1,700	220	268	2,000	220	Delayed	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 at 2075 Kennedy Road. 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 increased access to care and improved service to members, creating a greater willingness by members to seek support. Staff of the Wellness east team moved into their 2,709 square foot leased space at an office building at 2075 Kennedy Road on July 4, and a grand opening event was held on August 29. The architect hired by the Service's Facilities Management unit has now substantially completed the tender drawings and specifications for the spaces at the Toronto Police College and Purchasing will be tendering this shortly. The Wellness unit has decided that the psychologists will remain at Toronto Police H.Q. and has directed the Facilities Management unit not to proceed with renovations to the 3rd floor Wellness space at Toronto Police H.Q. The 3rd floor renovations will no longer be included in the scope of work for this project.										

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	The design stage took longer than anticipated and has pushed construction completion and furniture delivery into 2024.										
<b>Mobile Command Centre</b>	1,609	112	1,314	2,325	238	On Time	Feb-21	Jun-23	Dec-23	Ⓞ	Ⓞ
Comments:	The Service is in the final stages for the build of a new state of the art Mobile Command Vehicle. This vehicle will support unique 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 Mobile Command Vehicle represents a significant leap forward in enabling the Service to respond swiftly and efficiently to emergent situations and evolving security threats. To ensure seamless coordination and collaboration, the vehicle will incorporate all necessary capabilities to support and integrate with other emergency services, as well as municipal, provincial and federal agencies. Utilizing current technology solutions, the vehicle will be equipped with essential tools and resources to support a wide range of operations. Moreover, the vehicle's design will remain adaptable to accommodate future technological advancements, guaranteeing its relevance and efficient functioning within the Command, Control and Communications (C.3.) environment. P.K. Van Welding and Fabrication, the selected bidder, has commenced the construction of the vehicle and progress is underway. The Service remains committed to closely monitoring and implementing the identified technical requirements. This ongoing development and implementation ensures that the vehicle is equipped with state-of-the-art technology solutions that align with the Service's vision of a safer, more secure community. The structure of the vehicle has been built and the interior design and build is ongoing. New technology solutions have been identified and tested to ensure suitability to work in any operating environment.										
Explanation for Delay:											
<b>New Records Management System (RMS)</b>	10,000	141	500	20,600	141	Delayed	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 enablement 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 by the Board to proceed with the contract award. This was approved at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers). T.P.S. and City Legal Services have been engaged in contract negotiations. A decision was made to proceed with a planning phase with the vendor in order to inform the contract and statement of work with more details ensuring the needs of the Service are covered in the contract. The planning phase is currently being conducted. Once the contract and statement of work are finalized and awarded, the Service will be able to move forward with the project kick-off, development of more detailed plans, procurement of infrastructure implementation hardware and services, and procurement of the Niche R.M.S. software. Resourcing for the project has been ongoing from June to September 2023. The Project Management and Data Management teams have been hired and onboarded. Information Technology (I.T.) resources are currently in background checks. Projected required technical and consulting resources should be on boarded by November 2023. The Project Charter is being developed and will be reviewed with project sponsors. The Project Charter will outline the internal resources required to support the project work. Internal resources availability is currently the biggest risk to the program and will dictate the timing for kick-off and start up.										
Explanation for Delay:	Delay in contract negotiations and hiring of resources.										
<b>Toronto Public Library</b>											
<b>Bridlewood Branch Relocation</b>	4,862	4,766	6,281	9,787	5,344	On Track	Jan-20	Dec-24	Dec-24	Ⓞ	Ⓞ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	Project is under construction and progressing ahead of schedule										
Explanation for Delay:											
<b>Centennial Renovation &amp; Expansion</b>	3,500	95	345	21,613	978	Significant Delay	Jan-18	Dec-26	Dec-26	Ⓡ	Ⓡ
Comments:											
Explanation for Delay:	Project behind schedule due to repeated delays in getting site plan approval										
<b>Dawes Road Reconstruction &amp; Expansion</b>	2,533	283	330	36,206	6,805	Significant Delay	Jan-15	Dec-27	Dec-27	Ⓡ	Ⓡ
Comments:											
Explanation for Delay:	Construction start estimated to be in 2024 pending site plan approval										
<b>Perth Dupont Relocation</b>	3,359	10	10	5,897	1,330	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										
<b>Toronto Transit Commission</b>											
<b>Fire Ventilation Upgrades &amp; Second Exits</b>	37,908	10,020	24,980	555,818	389,141	Minor Delay	1998	Post 2030	Post 2032	Ⓢ	Ⓢ
Comments:	<p>To date, the following works have been completed:</p> <ul style="list-style-type: none"> <li>Major upgrades at York Mills, Sheppard, Finch, Union and Lawrence stations.</li> <li>Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West and Clanton Park Emergency Service Building (ESB), and Sherbourne stations.</li> </ul> <p>Second Exits/Entrances:</p> <p>To date, the following outlines the status of the 14 Second Exits in the program:</p> <ul style="list-style-type: none"> <li>Seven stations now have second exits/entrances in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley and Chester.</li> <li>Three stations are currently under construction: Donlands, College and Museum.</li> <li>Summerhill Station is currently in Detailed Design.</li> <li>Two stations are in the planning and property search phase: Greenwood and Dundas.</li> <li>Obtained Board approval at the February 2023 meeting for the execution of the design and construction agreement with Metrolinx for Dundas West Station. Awarded the contract (managed by Metrolinx) for Dundas West and Metrolinx Bloor GO/UP Express Interchange connection.</li> </ul>										
Explanation for Delay:	• Unforeseen site conditions or labour strikes at College, Donlands and Museum Stations.										
<b>Easier Access III &amp; Station Redevelopment</b>	112,885	57,315	103,922	1,168,733	598,139	On Track	2007	31/12/2026	31/12/2027	Ⓢ	Ⓢ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	To date, 54 out of the 70 subway stations have been made accessible. The following summarizes the current phase of the remaining stations in the program: • 15 stations are under construction: a) Seven stations commenced construction in 2022 (Lawrence, High Park, Christie, Museum, Warden (Easier Access), Spadina and King); b) Two stations commenced construction in 2023 (Islington Station and Warden Station (Redevelopment Contract)). • Yorkdale Station is accessible and construction continues in order to reach Substantial Performance (SP) while Lansdowne and Dupont stations have reached SP in 2023. • Warden Station Redevelopment contract was awarded in August 2023.										
Explanation for Delay:	NA										
<b>Purchase of Buses</b>	275,925	154,377	207,553	1,118,880	384,050	Minor Delay	2018	31/12/2036	31/12/2036	Ⓡ	Ⓜ
Comments:	336 Hybrid-Electric Buses: • 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, with 160 buses out of 336 delivered to-date, of which 98 are in-service, and the remaining are undergoing commissioning.  340 Zero Emission Buses/eBuses: • 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) for a total of 310 eBuses. An amendment for an additional 30 eBuses was issued, bringing the total to 340 eBuses. • Pre-production meetings were completed and deliveries are expected to start in Q2 2024.										
Explanation for Delay:	Hybrid-Electric: • Scheduled vehicle deliveries have been delayed by both vendors due to supply chain challenges.										
<b>Streetcar - Purchase (Growth)</b>	54,044	36,094	54,044	468,000	173,149	On Track	2019	31/12/2026	31/12/2026	Ⓞ	Ⓞ
Comments:	• The first car of the 60 streetcars was delivered on schedule in August 2023, and routine tests have been completed and passed successfully. The second car was delivered and accepted by the TTC in November 2023.										
Explanation for Delay:	NA										
<b>Yonge-Bloor Capacity Improvements</b>	19,351	8,679	18,828	1,440,109	68,754	Minor Delay	2015	30/09/2033	Post 2032	Ⓞ	Ⓜ

APPENDIX 3  
Major Capital Projects  
For the period ended September 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"> <li>A new Line 2 eastbound platform and expanded Line 1 platforms to enhance capacity for passengers.</li> <li>Line 2 original platform reconfiguration to enhance capacity for westbound passengers.</li> <li>Modified main entrance.</li> <li>A new accessible entrance on Bloor Street.</li> <li>New escalators, elevators and stairs.</li> <li>New public art and station finishes.</li> <li>One new electrical substation to power new and existing areas of the station and ventilation systems.</li> <li>Platform Edge Doors (PEDs) on Line 1 platforms and enabling PED infrastructure for Line 2 platforms.</li> <li>New fan plants to improve ventilation and utility upgrades.</li> </ul>										
Explanation for Delay:	<ul style="list-style-type: none"> <li>Negotiations and/or expropriations impacting the property requirements of the project.</li> </ul>										
<b>Solid Waste Management Services</b>											
<b>GREEN LANE LANDFILL</b>	22,556	7,880	19,606	206,420	137,247	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										
<b>TRANSFER STATION ASSET MANAGEMENT</b>	23,014	10,921	18,225	238,723	80,740	On Track	Prior to 2010	Dec-32	Dec-32	Ⓞ	Ⓞ
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>	9,178	4,653	5,656	87,002	57,084	On Track	Prior to 2010	Dec-32	Dec-32	Ⓞ	Ⓞ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: On Track										
<b>Toronto Parking Authority</b>											
<b>St. Lawrence Market</b>	14,000	0	0	14,000	0	Significant Delay	Jan-17	Sep-22	Dec-24	Ⓢ	Ⓢ
Comments:	Spend will not occur until "Substantial Completion"- actual LTD will not be reported by TPA until that point.										
Explanation for Delay:	Waiting for construction to be completed to get access to garage.										
<b>Acquisition - Bessarion Community Centre</b>	4,038	0	4,038	4,038	0	On Track	Jan-22	Jul-23	Nov-23	Ⓢ	Ⓞ



APPENDIX 3  
Major Capital Projects  
For the period ended September 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:	On track to complete by September 2023; "Substantial completion" capitalization of purchase in October and remaining equipment in November, -actual LTD will not be reported by TPA until that point.										
Explanation for Delay:	TPA was waiting for construction to be completed to get access to garage. Health and safety inspections, wayfinding and elevator inspection on site was the main reason of delay.										
<b>Acquisition - CP 221 (JV) 121 ST. PATRICK ST.</b>	128	0	128	5,995	99	On Track	Jul-23	Dec-24	Dec-24	Ⓡ	Ⓢ
Comments:	Expected completion of contractual arrangements with private developer to be in 2024.										
Explanation for Delay:	Waiting for construction to be completed to get access to garage. Latest information is that Lanterra is planning first occupancy of the condo for December 15th, with handover of the garage to TPA taking place in Spring 2024.										
<b>BIKE SHARE EQUIPMENT PURCHASE</b>	12,105	11,077	12,105	12,105	11,077	On Track	May-23	Oct-23	Dec-23	Ⓢ	Ⓢ
Comments:	Majority of equipment came in between July and September.										
Explanation for Delay:	Procurement lead time is a few months and supply chain issues were main reason for delay. Delivery of majority of bikes came in August.										
<b>EV CHARGING PROGRAM - OFFSTREET</b>	9,721	4,706	9,721	9,721	4,706	On Track	Feb-23	Nov-23	Dec-23	Ⓡ	Ⓢ
Comments:	Chargers in possession or substantially. Construction and installation is occurring										
Explanation for Delay:											
<b>EV CONSULTANTS ON-STREET</b>	1,323	979	1,288	1,323	979	On Track	Feb-23	Nov-23	Dec-23	Ⓢ	Ⓢ
Comments:	Chargers in possession and installation and construction underway. This is City Lead as we rely on Toronto Hydro to provide power feed and policies and regulations around it.										
Explanation for Delay:											
<b>Toronto Water</b>											
<b>* St Claire - Reservoir Rehabilitation (CPW060-07)</b>	17	0	17	34,390	28,978	Completed	Jan-14	Dec-23	Dec-23	Ⓢ	Ⓢ
Comments:	Construction works have been completed.										
Explanation for Delay:											
<b>* ROSEHILL PS REHAB (CPW060-11)</b>	131	6	40	8,468	4,814	Completed	Jan-15	Dec-24	Dec-24	Ⓢ	Ⓢ
Comments:	Construction works have been completed.										
Explanation for Delay:											

APPENDIX 3  
Major Capital Projects  
For the period ended September 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
<b>DOWNSVIEW TRUNK SEWER (CPW041-06, CPW060-20)</b>	35,691	28,622	38,386	84,169	15,235	On Track	Jan-23	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Contract was awarded in 2022, and transmission watermain works are proceeding ahead of the forecast in 2023.										
Explanation for Delay:											
<b>ASHBRIDGES BAY (CWW019-34)</b>	10,924	3,624	7,715	84,871	4,270	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:											
<b>OUTFALL CONSTRUCTION (CWW039-06)</b>	30,551	14,330	24,902	281,356	226,626	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	Construction started in early 2019, and is proceeding on track in 2023.										
Explanation for Delay:											
<b>FAIRBANKS SILVERTHORNE (CWW421-22)</b>	62,921	46,236	64,681	312,301	103,734	On Track	Oct-21	Dec-27	Dec-27	Ⓞ	Ⓞ
Comments:	Contract was awarded in 2021, and tunnelling activities started in 2023. Construction expenditures are proceeding ahead of the forecast for 2023.										
Explanation for Delay:											
<b>DON &amp; WATERFRONT - OFFLINE STORAGE TANK (CWW480-02)</b>	2,964	1,398	2,192	49,602	6,019	Significant 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.										
<b>Don &amp; Waterfront Trunk/CSO Const - PHASE 1 (CWW480-03)</b>	52,100	31,153	52,090	453,833	340,320	On Track	Jan-18	Jan-25	Jan-25	Ⓞ	Ⓞ
Comments:	Coxwell Bypass Tunnel is approximately 80 per cent complete. Several of the five main shafts that are connected to this tunnel are scheduled to be completed in 2023.										
Explanation for Delay:											
<p>&gt;70% of Approved Project Cost      Ⓞ On/Ahead of Schedule  Between 50% and 70%                      Ⓢ Minor Delay &lt; 6 months  &lt; 50% or &gt; 100% of Approved Project Cost      Ⓡ Significant Delay &gt; 6 months</p>											