APPENDIX 3
Major Capital Projects
For the period ended December 31, 2023
($000s)

Division/Project name	2023 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		Life to Date	
	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Economic Development & Culture										
Casa Loma Phase 10	98	83	3,980	3,965	Completed	Jan-19	Jun-23	Jun-23	Ⓖ	Ⓖ
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continued in Q3 2021 and the contractor made good progress. The perimeter wall and front courtyard were fully completed at the end of November 2021. Due operational requirements and material temperature constraints, the asphalt replacement in the west parking lot was deferred to 2022. At April 30, 2023 the project was 100% complete, and all deficiencies have been corrected.									
Explanation for Delay:										
Casa Loma Garden Wall Restoration	1,000	661	3,000	661	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 form 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 has started as of November 1, 2023. The contractor has fully mobilised to site and has begun demolition. The contract is required to be substantially performed and the contractor fully demobilised from site by June 1, 2024 in time for Liberty's spring season.									
Explanation for Delay:										
Senior Services & Long Term Care										
4610 Finch Ave East	3,200	1,417	172,970	1,917	On Track	Mar-20	Dec-27	Dec-27	Ⓡ	Ⓖ
Comments:	Project is in the design development and zoning application phase with a focus on issuance of Ministry preliminary design for review in Q1 2024 as well as working with City planners on the required rezoning application.									
Explanation for Delay:	Design development required additional stakeholdering and market analysis which resulted in minor delays.									
Parks, Forestry and Recreation										
Ferry Boat Replacement #1	8,204	1,060	79,392	3,954	Significant Delay	Mar-15	Dec-18	Jun-26	Ⓖ	Ⓡ

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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 PF&R. 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. 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 RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022 with contract award to AKA Energy Systems in March 2023. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and closed November 13th, 2023 after three extensions of time to the deadline for submissions requested by the suppliers. The bids are going through evaluations and negotiations by City staff and contract award is anticipated for Q2 2025.									
Explanation for Delay:	The extended bid period for the Negotiated Request for Proposal (nRFP) for the vessel replacement, from July 2023 to November 2023, resulted in underspending for the 2023 Plan. Following negotiations with City staff, the consultant and highest scoring proponent on the bid, the award of contract is planned to be submitted to the July 2, 2024 General Government Committee with execution of an agreement to follow approval.									
Ethennonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonnhawahstihnen Library Branch, and Underground Parking Garage	4,119	4,119	82,075	78,232	On Track	2013	2020	Building December 31, 2023 Indoor Play Space June 30, 2025	G	G
Comments:	The community centre and library fully opened to the public on July 4th, 2023. The public is making full use of the seasonal recreation and aquatic programs offered by PF&R. Celebratory opening with the community planned for March 22, 2024 marking a key milestone for the community.									
Explanation for Delay:	The Contractor has completed 98% of all deficiencies while the building is fully operational with minimal disruptions to programs. The indoor play space portion of the project has advanced through the procurement process and the award to the successful proponent is advancing through PMMD. Anticipated completion of the indoor play space is September 30th, 2025.									
Don Mills Community Recreation & Arena Facility Design & Construction	740	740	134,600	1,076	On Track	Jan-16	Dec-25	Dec-31	G	G

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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 Q3-2024 (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 Q3 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 PF&R staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 and was completed in November 2023. Schematic design phase is underway. Phase 3 Public Engagement is scheduled for Spring 2024.									
Explanation for Delay:	Conveyance of land at 844 Don Mills Road (Block 3A/3B) from Aspen Ridge Homes to the City is delayed to Q3 2024, pending completion of site remediation and completion of site works to base park condition (date to be determined). This conveyance 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 included in the 2024-2033 Capital Budget & Plan, for the construction phase to proceed.									
Davisville Community Pool Design and Construction	6,188	367	42,000	2,214	Significant Delay	Pre-Design / Investigation - February 2017 Design - October 2020	Sep-22	Dec-26	G	G
Comments:	The construction tender to four pre-qualified general contractors closed June 5, 2023 and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender. A second Request for Tender (RFT) was re-issued on November 16th, 2023 and scheduled to close on February 13, 2024 to the four pre-qualified general contractors. Award of contract is anticipated for the second quarter of 2024. Issuance of Site Plan Approval (SPA) & building permit is expected by June 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 exceeded the Council approved construction budget. The delay in awarding a contract for construction resulted in underspending the 2023 plan. Project re-tendered November 16th, 2023 and scheduled to close February 13, 2024. Construction anticipated to start Q3/Q4 2024.									
North East Scarborough Community Centre and Child Care Centre Design and Construction	25,444	25,161	84,235	45,121	Significant Delay	Design Phase - 2017 to 2020 Construction Phase - Q4 2021 to Q2 2025	Jun-23	Dec-25	G	Y

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Comments:	Award of the project to Aquicon Construction Company was approved by City Council on December 15th, 2021, and the construction agreement was fully executed on January 21st, 2022. The project is advancing, and the contractor has been paid for 59% of the value contract. The superstructure is completed and the exterior cladding is advancing as well as mechanical and electrical work.									
Explanation for Delay:	Due to labour strikes earlier in the project and items arising due to site conditions the project schedule has been impacted. but is now scheduled for completion in 2025.									
Western North York New Community Centre and Child Care Centre Design and Construction	875	875	106,646	4,000	Significant Delay	Feb-16	Fall 2021	Dec-27	Ⓨ	Ⓡ
Comments:	Committee of Adjustment for a minor variance was completed in July 2023. The Delegated Approval Form (DAF) for Easement Agreement with TCDSB was executed with CREM on April 15, 2024 and is pending full execution with TCDSB. Site Plan Approval (SPA) submission is pending the executed easement agreement. Construction completion for the open loop wells has been delayed to July 2024, due to poor performance with one of the wells. Three (3) Public Artists have been retained and are currently developing the designs of the installation. Purchasing and Materials Management Division (PMMD) has prepared the Negotiated Request for Proposal (nRFP) documentation for the procurement of construction services, and is currently being reviewed by the fairness monitor. It is anticipated that the nRFP for construction services will be in the market by the end of April 2024. The award of construction services is anticipated for fall 2024, with construction beginning in fall 2024. Completion of the community centre is anticipated by the end of Q4 of 2027.									
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 (nearly zero emission building); 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.									
40 Wabash Parkdale New Community Centre Design and Construction	1,304	1,304	116,000	2,989	Significant Delay	2017	Dec-23	Dec-27	Ⓖ	Ⓨ
Comments:	Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid-September 2020 with a variety of virtual public meetings. Site design work 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 fifth (final stage) of Public Consultation began in spring 2023 and was completed July 2023. The Design Development Report and Class B Cost Estimate were submitted for COT Review and Approval in August 2023. COT Staff have reviewed the Report and Cost Estimate and authorized the consultants to proceed to the next stage - Construction Documents, currently in progress. The Site Plan Approval application (SPA) was submitted in July 2023 and is currently on-going. The Indigenous Engagement is ongoing, to be finalized in 2024.									
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 Toronto Green Standard Version 4), requiring additional time. Environmental conditions on site require extended coordination / additional submissions with the Ministry of Environment, due to existing industrial / landfill type soil and high water table – this process is ongoing.									

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IT-Registration, Permitting & Licensing (CLASS Replacement)	6,165	2,903	45,028	21,312	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. Phase 1 project is underway.									
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.									
IT-Operational Modernization (former Enterprise Work Management System)	1,805	1,331	19,676	13,495	On Track	Jan-12	Dec-20	Dec-26	Ⓖ	Ⓡ
Comments:	This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.									
Explanation for Delay:	The project is delayed to align with the delivery and coordination of other capital projects.									
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	998	998	15,800	3,312	Minor Delay	Detailed Design: 2025 Tender/Construction Start: 2025 Construction Complete: 2027 (Anticipated)	Dec-22	Dec-27	Ⓖ	Ⓨ
Comments:	An updated approach to the Rees Park design is needed to address significant changes that have evolved since the 2018 Design Competition. The City will continue to work in partnership with Waterfront Toronto (WT) to deliver the Rees Park project under authority of the Delivery Agreement executed December 2021. A new design consultant will be hired by WT through a competitive procurement process in Q2/Q3 2024. Site Inventory and Analysis, Environmental Work and Geotechnical Investigations already completed will continue to inform next steps. Park Design Goals and program are being re-confirmed with PFR and the advisory committees and public through engagement that will continue through detailed design. On-going consultation through design and construction will include review by City Technical Advisory Committee (TAC) and PF&R to confirm that design and construction is aligned with project budget, design intent and future operations and maintenance.									

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Explanation for Delay:	The project is anticipated to be delayed by one (1) year with completion of design in 2024/2025 and construction completion anticipated in 2027. These dates take into consideration co-ordination with other projects adjacent to the site 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. Toronto Water has removed the requirement for Central Waterfront Storm water management facilities in this location resulting in the need for re-design of the park.									
York Off Ramp/Love Park Design and Construction	1,759	1,551	13,000	12,810	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: June 2023	Aug-20	May-24	Ⓖ	Ⓖ
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 has been adjusted to May 2024 to align with final pond commissioning to complete handover of the pond.									
Explanation for Delay:	Pond Commissioning is not yet complete. Pond start-up currently planned for April 2024.									
Lower Yonge Street Community Centre Space	5,858	5,858	19,149	16,336	Minor Delay		Mar-22	Dec-24	Ⓖ	Ⓖ
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 with the Developer, Legal Services and CREM was completed on November 14th, 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. There is outstanding deficiency work to be completed in 2024 and the close-out of the project.									
Explanation for Delay:	The project was completed in November 2023. Technical issues with the pool delayed pool completion as of May 2023; full completion and opening to the public was achieved on October 2nd, 2023. Funds carried forward to 2024 for outstanding deficiency work and project close-out.									
FMP-John Innes CRC Redevelopment Design	1,605	1,605	64,500	2,225	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. Project is at 30% contract document phase with Site Plan Approval (SPA) and building permit still outstanding until drawing set complete for summer 2024 submission.									
Explanation for Delay:	Project delayed as City continues discussions with Metrolinx and stakeholders. Through the 2023 budget process, the construction phase has been deferred from 2024 to 2026 and the overall project cost has increased from $64.5 million to $106.7 million. Debt financing of $42.2 million has been identified on the capital constraints list during the 2023 budget process.									
Moss Park - Park Redevelopment Design	97	97	8,000	260	Minor Delay		Nov-27	Nov-30	Ⓖ	Ⓡ

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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 staging, as well as accommodating staging area in the park for CRC construction.									
Explanation for Delay:	Coordination with other projects									
Wallace Emerson (Galleria) CRC and Park Development	18,231	18,230	81,790	18,932	Significant Delay	Jun-22	Apr-25	Dec-25	Ⓡ	Ⓖ
Comments:	Construction on the Wallace Emerson community recreation centre, childcare centre and park improvements began on June 20th, 2022 and is anticipating to be completed by the end of December 2025. As of Q4, 2023, 38.6% of the overall project, including the Developer's community benefit obligations, has been completed, which is 4.1% more than the projected estimate reported at the end of Q3, 2023 at 34.5%.									
Explanation for Delay:	Delivery schedules for this project are driven by the Developer and the governing Section 37 and Construction Project Agreements between the City and the Developer. 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 and 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 have begun invoicing the City for its share of the project since Q4 2023. The schedule for completion of the project remains unchanged.									
Toronto Shelter and Support Services										
George Street Revitalization	19,087	7,823	671,009	92,821	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 two transition sites, 76 Church St. and 2299 Dundas. Currently experiencing further complications at 76 Church, however expected completion by the end of Q2-2024. The RFP process was placed on hold while the City analyzes the updated cost estimates for the project as a whole. Staff report was approved by the council in January 2024 (EX11.9) and staff will report back to the Executive Committee in Q3-2024 with recommendation for maximizing the value for money of the current approve project budget.									
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 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.									
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	9,948	6,834	120,139	85,211	Significant Delay	Jan-18	Dec-20	Dec-25	Ⓖ	Ⓡ

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Comments:	The last two sites, 233 Carlton and 67 Adelaide encountered unexpected construction delays in 2023. Construction at 233 Carlton, the precursor for 67 Adelaide, began in Q1-2023 with completion slated for Q3-2024. The design tender package for 67 Adelaide is being finalized and expected to be released in Q1-2024. Project completion is anticipated in December 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) One site is dependent upon the completion of the other.									
Housing Secretariat										
Housing Now	53,183	7,332	502,343	21,733	Significant Delay	Jan-19	Dec-25	Dec-29	Ⓡ	Ⓡ
Comments:	The Housing Now Initiative is a key program under the HousingTO 2020-2030 Action Plan aimed at creating new affordable rental housing within mixed-income, transit rich, complete communities. Creating new affordable housing through the Housing Now Initiative will increase the opportunity for structurally vulnerable and marginalized individuals, including indigenous peoples, black people, people of colour, seniors, women, and members of the LGBTQ2S+ community to access safe, healthy and adequate homes. More housing opportunities for essential workers and families will also be created through the Housing Now Initiative. Between 2020 and 2030, the Housing Now Initiative aims to deliver 10,000 new affordable rental homes within transit-oriented, mixed-income, mixed-use, complete communities by leveraging City-owned land.									
Explanation for Delay:	Many of the activities planned to support pre-development work for 27 sites were able to move forward. However, some projects were delayed primarily as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.									
Supportive Housing	248,767	49,200	578,227	425,679	Significant Delay	various	various	various	Ⓡ	Ⓡ
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), Emergency Housing Initiative (EHI) and Housing & Homelessness Response (H&SR). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities) and some were completed in 2023, with the exception of 2 projects with planned completions in 2024 and 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion									
Toronto Employment & Social Services										
HSI Project - Phase 2	626	536	9,823	9,733	Significant Delay	Jan-18	May-22	Dec-23	Ⓖ	Ⓡ

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Comments:	The HSI Capital Project has been completed as of December 31, 2023. The project team launched the integrated application and support centre (ASC) to streamline access to three income support programs offered through TESS, TCCS, HS and TSSS (formerly known as SSHA). As the ASC was established and the CRM launched, the project team worked on enhancing, developing, and maintaining technical solutions to support the ASC, including application flow, OW screening tool updates, production of reports on phone queues, knowledge base enhancements and knowledge transfers, internal and external webpage revisions, business process development, expansion of new business lines, development of reports to support Operations, and complete call tree/queues updates to respond to any business changes, launch of CRM dashboards to support workforce optimization and performance, and the implementation of online digital forms with document upload. In addition, in person services and pop ups were introduced, alongside the implementation of an HSI Online Hub.									
Explanation for Delay:										
Toronto Paramedic Services										
MULTI-FUNCTION STATION #2 - 300 Progress Ave.	17,038	1,139	80,585	3,052	Significant Delay	Jan-17	Dec-25	Dec-27	®	®
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.									
Explanation for Delay:	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. 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. The expropriation of lands at 350 Progress Avenue, and coordination with Toronto Police to mitigate parking impacts from the proposed access plan are ongoing. Stage 2 Notices were issued to the owner of 350 Progress Avenue on October 26, 2022. Land Transfer Tax for the 350 Progress Avenue expropriation was paid by the City of Toronto to the Ministry of Finance on November 25, 2022. The offer of possession for the expropriation was served and acceptance of Offer was issued on February 23, 2023 and payment was made on August 3, 2023. In February 2023, City Planning required re-design and additional site investigations to be conducted. CREM submitted a revised development submission to City Planning on May 1, 2023. The review by Ministry of Transportation, Transportation Services, and Engineering and Construction Services has been completed. City Planning has drafted the Memorandum of Understanding for Site Plan Approval and will be circulated for signature by the Project Management Office. Building permit applications will be submitted in Q2. The contract documentation is under development for a construction services tender and is expected to be issued to market for bids on a negotiated request for proposal or "nRFP" in spring of 2024, with award planned in Q4 2024.									
AMBULANCE POST - 30 Queens Plate Dr.	1,574	143	1,848	417	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.									

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	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Explanation for Delay:	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. 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. 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 was 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.									
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)	1,295	33	1,465	32	Significant Delay	Jan-22	Dec-25		®	®
Comments:	Phase 1 scope was for 610 Bay Street to 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 project scope has been revised to accommodate the relocation of District 6 offices to 610 Bay Street.									
Explanation for Delay:	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. 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. 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. The original project scope to build a temporary Paramedic Station at 610 Bay St. With the delays in the sale of the property, the project scope has been revised to accommodate the relocation of District 6 offices to 610 Bay St. The procurement process to hire the General Contractor (GC) will start once the building permit is issued and the property sale agreement between the City of Toronto and TCTI is executed.									
MULTI-FUNCTION STATION #5 (Phase 1)	1,200	30	10,000	30	Significant Delay	Jan-22	Dec-27		®	®
Comments:	Multi-Function Station #5 to be used by Community Paramedicine (CP) and District 5 (D5).									

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	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Explanation for Delay:	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. 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). A new Project Director and new Project Manager have been assigned to this project to support a phased-in approach timeframe with anticipated Paramedics Services occupancy of the entire building by 2026. Construction would start following the move out. 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.									
Transportation Services										
F. G. Gardiner*	60,545	60,545	2,295,313	467,675	On Track	01-Apr-2017	TBD (subject to the completion of the award process)	N/A	G	G
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 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- 2025.									
Explanation for Delay:	N/A									
The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan										
Waterfront Revitalization Initiative										
Port Lands Flood Protection	70,000	70,000	394,825	330,602	On Track	Nov-16	Jun-25	Jun-25	G	G
Comments:	Port Lands Flood Protection is one of North America's most significant urban regeneration projects. Together with associated projects, it will flood protect over 240 hectares of land in the Port Lands. Funded by all three levels of government, the $1.42 billion project includes 23 separate sub-projects and, in addition to flood protection, is anticipated to remediate contaminated land, deliver new bridges, infrastructure and public parks, and create a new naturalized mouth of the Don River. Some key milestones for 2024 include: fully opening the realigned Cherry Street and bridges over the Keating Channel from Lake Shore Blve E south to Commissioners, re-opening Commissioner Street and bridges over the new river valley, completing construction of and flooding of the river valley and beginning the excavation north to link the new valley to the Don River; commencing the demolition of the old Cherry Street lift bridge; and, completing a number of required utility relocations including water, stormwater and gas infrastructure.									

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	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Explanation for Delay:										
Quayside Transportation Infrastructure	28,500	0	102,000	0	On Track	Feb-23	Dec-26	Dec-26	Ⓡ	Ⓖ
Comments:	Project spending has been delayed as City and Waterfront Toronto staff finalize the terms of a Delivery Agreement. The draft agreement, which is comprehensive in nature and which will apply to both the design and implementation phases of the project, will be final by May 2024. Design work has advanced considerably and is ongoing; design-phase invoices will be submitted as soon as the Delivery Agreement has been finalized and executed.									
Explanation for Delay:										
Precinct Implementation Projects	13,609	4,508	251,123	242,023	On Track	Jan-05	Feb-25	May-25	Ⓡ	Ⓨ
Comments:	The East Bayfront Community Centre is a multi-year construction project that commenced in October 2020. Completion is slightly delayed by a few months in 2025 as the contractor trying to coordinate the completion of the community centre with the construction of the residential condo units. This project is jointly funded with PF&R and the Waterfront Secretariat. The portion of funding from the Waterfront Revitalization Initiatives Capital Budget is to be spent first and is now expected to be exhausted by the end of 2024. The water works component on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay was completed in 2022; its two year warranty period and a final reconciliation of outstanding payments to vendors will be completed in 2024.									
Explanation for Delay:										
Corporate Real Estate Management										
St. Lawrence Market North Redevelopment	32,852	23,742	117,729	108,837	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	Q2 2024	Ⓖ	Ⓡ
Comments:	Phase 1:Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015. Phase 2:Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017. Phase 3: Construction progress to the end of December 2023 includes completion of the super-structure, floor framing, and full building envelope including the parking garage. Interior mechanical and electrical work is nearing completion. Overall the building is approximately 93% complete. Parking garage, Market, and Court finishes to be completed by end of Q2, 2024 for occupancy. Forecast updated based on estimated contractor and consultant billings and construction work progress.									
Explanation for Delay:	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. 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. Construction progress has also been impacted by ongoing additional work required to correct design errors and construction deficiencies.									
ModernTO - Workplace Modernization Program	27,492	14,060	250,000	47,632	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓖ	Ⓖ

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	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Comments:	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. Key elements completed to date: - Reduced office floor area by approximately 176,000 sq. ft., by exiting 19 out of 34 leases (32 original, 2 added scope), resulting in $6.9 million annual recurring operating savings - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2nd substantially completed in 2023 Key elements to be completed: - Resources to be acquired for modernization of 5 core buildings in scope - Unlocking 8 City-owned sites, generating an estimated $450 million in land value to be leveraged for City building purposes (affordable housing, community, and environmental initiatives) - responsibility of CreateTO, see Council report 2022.EX31.10 "ModernTO: Unlocking Eight City-Owned Properties"									
Explanation for Delay:										
New Etobicoke Civic Centre	38,440	3,721	433,385	34,629	On Track	January 2018	Q1 2028	Q1 2028	G	G
Comments:	The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2 storey below grade parking structure. Council approval to award the construction contract was achieved in December 2023. Construction has commenced in March 2024 with substantial completion expected in March 2028. The building is planned to be open to the public in Q4 2028.									
Explanation for Delay:										
Accessibility for Ontarians with Disabilities Act (AODA) Program	60,205	39,126	199,045	130,979	On Track	January 2018	December 2024	December 2024	G	G

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	Appr.	YE Actual	Appr. Budget	Life to Date			Planned	Revised		
Comments:	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. The AODA program underwent a restrategization due to project overlap and stakeholder input and thereby CREM expects to upgrade 207 City buildings in its present portfolio with a further 50 buildings to be reintegrated into the program once available for construction work. The AODA program includes work under the management of Shelter, Support and Housing Administration. This is to ensure compliance with the AODA, while realizing time efficiencies and cost savings, standardized quality across all projects, and business continuity at affected sites. As of December 2023, 52% of the program has been successfully completed with the following completion rates: 92% validation, 71% design, 58% procurement and 35% construction complete. There are currently 92 active projects at the different stages, namely validation, design and construction. Some of the major milestones include the application and completion of requirements for ICIP federal and provincial funding for several AODA projects. AODA upgrades were completed at 95 Lavania - Swansea Town Hall Community Centre, 301 Broadview Ave - Margaret's Housing And Community Support Services and 72 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.									
Explanation for Delay:										
Technology Services										
Disaster Recovery (DR) Program	836	615	3,610	3,388	On Track	Jan-13	Dec-28	Dec-28	G	G
Comments:	Disaster Recovery (DR) program is currently progressing with three streams of work. The first stream focuses on establishing the DR Program framework and implementing city-wide standardized practices. Progress is provided as follows: - Published the 1st DR Policy in Q2. - Finalized DR planning and reporting templates in Q3 - Developed IT DR Guideline (Standard) in Q3. conducted consultations and finalize it in Q4, then published it in Q1 2024. - Acquired Training Developer resource in Q1 2024, developing training course and materials in 2024. The second stream involves assessing DR solution gaps and identifying DR Solution Implementation Strategy. A draft version was completed in Q3. conducted consultations with all key stakeholders in Q4 in order to finalize the Application Architecture Approach. This includes considering physical DR site options and identifying opportunities how to implement DR solutions. The third stream addresses City Council mandate (AU13.9), The program collaborated with OEM, OC and Internal Audit to develop two staff reports related to this mandate. Both staff reports and supporting materials were completed in Q3, and they were submitted to the Audit Committee in Q4. Additionally, the program established and chaired 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.									
Explanation for Delay:	The project is expected to be completed on time.									

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Office 365	3,196	1,920	9,289	6,919	Minor Delay	Jul-21	Jun-23	Jan-25	Ⓨ	Ⓡ
Comments:	The project is in the implementation phase. Velocity Migration for M365 is ongoing with the deployment of Phase 1 components. The divisions are categorized into three groups, and each group is divided into Waves.									
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.									
Enterprise Work Management Solution (EWMS)	9,009	9,009	48,817	31,732	Significant Delay	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.									
Office of the Controller										
Financial Systems Transformation Project	86,010	36,617	151,454	56,787	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.									
Exhibition Place										
Duct Bank Relocation	9,100	3,937	9,100	9,100	Completed	Jan-22	Dec-22	Dec-23	Ⓖ	Ⓡ
Comments:	Project is now complete. To facilitate new Hotel X Phase 2 development, there was 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 and Phase II for Electrical component are complete after initial delays due to supply chain issues (long lead times for the delivery of high voltage electrical equipment).									
Explanation for Delay:	Supply chain issues - High voltage electrical equipment delivery time between 37 to 47 weeks.									
Industry Building Roof Replacement and Midarch Snow Shed Structure Upgrades	5,915	5,875	5,915	5,875	Completed	Jan-23	Dec-23	Dec-23	Ⓖ	Ⓖ

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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 in-year budget adjustment and supplementary fundings from various other approved projects. The increase in cost was due to unforeseen site conditions and added scope in adjacent area.									
Explanation for Delay:										
Food Building Roof Replacement	6,536	6,443	6,536	6,443	Completed	Jan-23	Dec-23	Dec-23	Ⓖ	Ⓖ
Comments:	The accepted bid exceeded 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 in-year budget adjustment with several supplementary fundings from various approved projects.									
Explanation for Delay:										
Lighting Retrofit at Various Buildings	2,380	2,247	2,380	2,247	Completed	Jan-23	Dec-23	Dec-23	Ⓖ	Ⓖ
Comments:	Overall construction is complete. Waiting for contractor's invoice; hence, financially is still open.									
Explanation for Delay:										
Toronto and Region Conservation Authority										
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST	1,605	1,605	38,617	8,679	Significant Delay	Jan-20	Dec-21	Jul-24	Ⓡ	Ⓡ
Comments:										
Explanation for Delay:	The delay is the result of the following factors: 1. Mass timber trade and construction manager under performing 2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation claims 3. Delay in installation of permanent roofing system due to elevated moisture content in CLT deck 4. Waterwall design revisions to resolve access conflicts									
Toronto Police Service										
Long Term Facility Plan - 54/55 Amalgamation; New Build	768	154	50,500	839	On hold	Jan-17	Dec-28	TBD	Ⓡ	Ⓡ

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Comments:	The estimated 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. Moreover, the footprint of land available to the Service on the Danforth site was reduced, creating the requirement for an increased number of parking levels underground, which caused a significant increase to the estimated cost. 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 of a growing city. The Service is currently working with Create.T.O. to identify viable locations for a new facility.									
Explanation for Delay:	This project is on hold to allow staff to evaluate alternative options.									
Transforming Corporate Support (HRMS, TRMS)	865	258	8,435	7,199	Delayed	Jan-14	Dec-24	Dec-25	Ⓡ	Ⓨ
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, and work to modify T.R.M.S. application code to work with query/S.Q.L. databases has been completed. H.R.M.S. People Tools and application upgrade for migration to production was completed and the database conversion will be completed in 2024. Delays have been faced to secure a resources to review and enhance current Talent Acquisition practices to improve the candidate experience, communication and transparency practices.									
Explanation for Delay:	Resource constraints continue to have an effect on project spending.									
Radio Replacement	1,949	1,944	38,051	38,046	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, Radios have been received, installations and roll-out has been completed for this phase.									
Explanation for Delay:										
Body Worn Camera - Phase II	560	296	5,887	5,379	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. In June 2022, a new training course for Case Managers and Investigators focusing 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 as Managers move into new roles. The Toronto Police College has established a Technology Implementation Section that will include all Evidence.com training into the broader curriculum. Additionally, B.W.C. training and Evidence.com disclosure training are now standard courses that are available as officers require it or as they transfer into new roles. Current priorities include integration of the legacy evidence management system(s) into Evidence.com, as well as improving evidence disclosure compliance throughout the Service, including addressing a significant disclosure backlog.									
Explanation for Delay:	Resource constraints.									
State-of-Good-Repair - Police	6,038	3,570	on-going	on-going	Delayed	on-going	on-going	on-going	Ⓨ	Ⓨ

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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 continue 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. To improve project efficiency and address the S.O.G.R. backlog, two project supervisors were hired in 2023. This will ensure that critical projects progress on time with the goal of overall improvements of Service facilities and operations.									
Explanation for Delay:	Internal resource constraints is affecting the spending rate. However, new resources have been hired to work on SOGR backlog.									
Next Generation (N.G.) 9-1-1	3,945	3,059	10,856	7,556	On Time	Jan-19	Dec-25	Dec-25	G	G
Comments:	Current 9-1-1 systems are voice-centric and were originally designed for landlines. Per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure for N.G. 9 1 1 to an Internet Protocol (I.P.)-based platform technology capable of carrying voice, text and other data components. The system is designed to improve the way people request emergency services and how emergency responders communicate with each other. The system will also provide more accurate location information, which will help emergency responders reach people more quickly and efficiently. This project includes the implementation of the new technology provided by Solacom, as well as the renovation of the training room, training room furniture and the retrofitting of other floors at the current Communications Centre building. In addition to this, the project includes integration of existing systems such as Computer Aided Dispatch (C.A.D.) and Voice Logging Services (V.L.S.) with the Solacom solution, as well as more robust reporting capabilities. The project will also focus on transitioning to the I.P. protocol and improvements to 9-1-1 capabilities including the way the public requests 9-1-1 services and how emergency responders communicate with each other. This project is anticipated to be completed by the end of 2025.									
Explanation for Delay:	No delays. Project Progressing on schedule.									
Long Term Facility Plan - Facility and Process Improvement	900	394	3,508	3,002	Delayed	Jan-18	Dec-23	Mar-24	R	G
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.									
Long Term Facility Plan - 41 Division; New Build	20,628	16,843	76,656	24,579	On Time	Jan-18	Dec-26	Dec-26	R	G

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Comments:	The current 41 Division facility is approximately 60 years old. Due to its aging infrastructure and poor operational configuration, this facility was identified as needing replacement. Assessments performed confirmed that it was not economically feasible to address the ongoing building deficiencies through renovations or to retrofit the existing 41 Division to accommodate the current needs of the Service, and a new build is proceeding. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. This new divisional building is being constructed in phases. Operations will continue on the site during construction. This will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. Working drawings are complete. Tendering for the balance of trade disciplines are progressing, following Value Engineering efforts to reduce costs. Roof is installed and building is now considered watertight. Curtain wall is installed and Interior fit out is underway (i.e. mechanical and electrical equipment / rough-ins, partition layout and commencement of interior finishes). Phase 1 Occupancy is scheduled for August 2024. and Phase 2 Occupancy is scheduled for June 2026. The construction schedule for 41 Division was accelerated to expedite work in some areas to mitigate schedule impacts and maintain our milestone dates (Critical Path). The over-all project cost remains the same.									
Explanation for Delay:	The City's Net Zero Emissions requirement caused project delays associated with the 41 Division building redesign and subsequent tendering of the various bid packages.									
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,107	237	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 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 A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), communicating electronically for real time identification, fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system, and communicates electronically to provide real-time confirmation of prisoner identity for Booking Officers. It is also integrated with Livescan systems at Talent Acquisition and Records Release to process requests for background clearance, police reference checks and clearance letter services where fingerprints are required for confirmation of criminal record history. The contract was award to IDEMIA and the Design Phase was completed in October 2023. The vendor is continuing to align their resources with the demands of the project and this project will be completed in 2024.									
Explanation for Delay:	Vendor resource constraints									
ANCOE (Enterprise Business Intelligence, Global Search)	393	236	12,528	12,371	Delayed	Jan-15	Dec-23	Dec-24	Ⓨ	Ⓨ
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 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. The program 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 and the Service continues to increase the use of Power B.I. and G.I.S. technologies for monitoring and reporting on operational and strategic initiatives.									
Explanation for Delay:	There have been delays in transitioning to the new Platform due to resourcing constraints.									
Relocation of Wellness Services	1,700	250	2,000	250	Delayed	Jan-23	Dec-24	Dec-24	Ⓨ	Ⓖ
Comments:	This project is to undertake renovations required to relocate portions of the Service's Wellness Unit from Toronto Police Headquarters (H.Q.) to more accessible locations in the west end of the city, at the Toronto Police College, and in the east end of the city, at 2075 Kennedy Road. Once completed, the new decentralized delivery model will allow members to access wellness services from central, east and west locations. The anticipated benefits are increased access to care and improved service to members, creating a more supportive work environment for members to seek support. The East location became operational on August 29, 2023. and the rest of the west location will be completed in 2024.									

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Explanation for Delay:	The design stage took longer than anticipated and has pushed construction completion and furniture delivery into 2024.									
Mobile Command Centre	1,609	712	2,325	838	Delayed	Feb-21	Jun-23	Jun-24	Ⓡ	Ⓨ
Comments:	The Service is in the final stages for the build of a new 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 vehicle will incorporate all necessary capabilities to support and integrate with other emergency services, as well as municipal, provincial and federal agencies. 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. It is anticipated that the Mobile Command Vehicle will be functional to respond to operational requirements in 2024.									
Explanation for Delay:	Vendor related delays									
New Records Management System (RMS)	10,000	693	20,600	693	Delayed	Jan-23	Dec-25	Dec-25	Ⓡ	Ⓖ
Comments:	This project is for the replacement of the existing R.M.S., 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 and hinder the progression 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 and cost avoidance, reduce risk, increase transparency and improve other operational processes to deliver public safety services effectively and efficiently. The contract award was approved and negotiations on contract terms have been ongoing . The Service has resourced a Program team and in the process of being trained on Niche RMS to prepare for the system design and build phase.									
Explanation for Delay:	Delay in contract negotiations and hiring of resources.									
Toronto Public Library										
Bridlewood Branch Relocation	6,413	6,413	9,787	6,992	On Track	Jan-20	Dec-24	Dec-24	Ⓖ	Ⓖ
Comments:	Project is under construction and progressing well									
Explanation for Delay:										
Centennial Renovation & Expansion	3,500	962	21,613	1,845	Significant Delay	Jan-18	Dec-26	Dec-27	Ⓡ	Ⓡ
Comments:										
Explanation for Delay:	Project behind schedule due to City delays in providing site plan approval									
Dawes Road Reconstruction & Expansion	2,533	1,106	36,206	7,628	Significant Delay	Jan-15	Dec-27	Dec-28	Ⓡ	Ⓡ

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Comments:										
Explanation for Delay:	Construction start estimated to be in 2024 pending site plan approval									
Perth Dupont Relocation	3,359	149	5,897	1,469	Significant Delay	Jan-18	Dec-24	Dec-25	Ⓡ	Ⓡ
Comments:										
Explanation for Delay:	Project is behind schedule due to delays in agreement between City and developer on when TPL can take ownership title to start the fit out for the branch									
Toronto Transit Commission										
Fire Ventilation Upgrades & Second Exits	37,908	24,742	555,818	403,863	Minor Delay	1998	Post 2032	Post 2032	Ⓨ	Ⓨ
Comments:	To date, the following works have been completed: • Major upgrades at 5 stations – York Mills, Sheppard, Finch, Union and Lawrence. • Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West and Clanton Park Emergency Service Building (ESB) and Sherbourne stations. Second Exits/Entrances: The following outlines the status of the 14 Second Exits in the program: • Seven of the stations have completed second exits/entrances in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley and Chester. • The construction has commenced for Dundas West and Metrolinx Bloor GO/UP Express Interchange connection (managed by Metrolinx).									
Explanation for Delay:	• Unforeseen site conditions or labour strikes at College, Donlands and Museum Stations.									
Easier Access III & Station Redevelopment	115,150	115,150	1,168,733	655,974	Minor Delay	2007	31/12/2027	31/12/2027	Ⓖ	Ⓨ
Comments:	To date, 54 out of the 70 subway stations have been made accessible. The following summarizes the remaining 16 stations in the program: • One station (Old Mill) is still pre-construction phase, and 15 stations are under construction. • 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									
Purchase of Buses	275,924	222,930	1,118,880	452,603	Minor Delay	2018	Post 2036	Post 2036	Ⓨ	Ⓨ

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Comments:	336 Hybrid-Electric Buses: • 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. • As of February 29, 2024 292 buses out of 336 have been delivered, of which 209 are in-service, and the remaining are undergoing commissioning. • The last hybrid bus delivery is scheduled in Q2 2024. 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. • Contracts were awarded for the supply and delivery of 340 eBuses to the following suppliers: 136, 40-foot eBuses to Nova Bus Inc; 204, 40-foot eBuses to New Flyer Industries • Pre-production meetings were completed and deliveries are expected to start in Q2 2024.									
Explanation for Delay:	Hybrid-Electric: • Variance due to delivery schedule changes resulting from supply chain issues affecting both vendors.									
Purchase of New Subway Train	2,310	1,407	817,050	6,828	Significant Delay	2020	TBD	TBD	Ⓡ	Ⓡ
Comments:	In June 2023, the TTC was required to cancel the active RFP for the new train procurement due to lack of full funding commitment to advance. The TTC continues to seek matching funding from other orders of government in order to restart the procurement process. A separate report was provided to the November 22, 2023 meeting of the Board. As of this submission, there is currently no full funding commitment for the new subway train order. On November 27, 2023, the Province of Ontario announced commitment of $758 million towards the purchase of 55 replacement trains for Line 2, subject to matching funding from the Federal government. The TTC continues to have ongoing engagement in order to seek full funding to allow the procurement process to be restarted.									
Explanation for Delay:	• Some activities were paused due to lack of funding commitment.									
Streetcar - Purchase (Growth)	54,044	53,214	468,000	190,269	On Track	2019	31/12/2026	31/12/2026	Ⓖ	Ⓖ
Comments:	• The first streetcar was delivered on schedule in August 2023, and routine tests have been completed and passed successfully. As of February 2024, seven streetcars have been accepted by the TTC. The program continues to track on schedule and on budget.									
Explanation for Delay:	NA									
Yonge-Bloor Capacity Improvements	20,015	20,015	1,440,109	80,090	On Track	2015	Post 2033	Post 2033	Ⓖ	Ⓖ

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Comments:	• The early works demolition package for removal of the existing structures on 81 Bloor Street East, 40/42 Hayden Street and 830 Church Street was awarded in March 2023 and substantially completed in November 2023. These properties will be utilized for the construction of a new accessible entrance and electrical building on Bloor Street as well as a fan plant building on Church Street. • Award of the early works construction package for the relocation of existing utilities was approved at the July 12, 2023 Board meeting with completion expected in Q4 2024. Utility relocations, including sewer and hydro within the Bloor Street East right-of-way are necessary prior to the commencement of the main construction work. • A Request for Pre-Qualification (RFPQ) for a Progressive Design-Builder closed on October 19, 2023. The TTC has received submissions from proponents. The TTC has undertaken evaluations and shortlisting of pre-qualified proponents. The Request for Proposal (RFP) was issued to pre-qualified proponents in February, 2024.									
Explanation for Delay:	NA									
Solid Waste Management Services										
GREEN LANE LANDFILL	22,556	16,813	211,452	144,663	On Track	Prior to 2010	Dec-26	Dec-26	G	G
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; and buffer land acquisition.									
Explanation for Delay:	Status: On Track									
TRANSFER STATION ASSET MANAGEMENT	22,393	16,855	252,313	86,581	On Track	Prior to 2010	Dec-32	Dec-32	G	G
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.									
Explanation for Delay:	Status: On Track									
PERPETUAL CARE OF CLOSED LANDFILLS	9,178	8,538	114,308	61,493	On Track	Prior to 2010	Dec-32	Dec-32	G	G
Comments:	Legislated project for the perpetual care of closed landfills.									
Explanation for Delay:	Status: On Track									
Toronto Parking Authority										
St. Lawrence Market (City Led)	14,000	0	14,500	0	Significant Delay	Jan-17	Dec-23	Dec-24	R	R
Comments:	Although work has been done on site, TPA expects to gain control of the garage in October 2024. Substantial completion is when TPA will record the transaction as capital. It is expected that post possession, specific outfitting and post possession requests related to safety and operational considerations to be taken.									
Explanation for Delay:	Waiting for construction to be completed to get access to garage.									

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Acquisition - Bessarion Community Centre (City Led)	4,142	3,992	4,704	4,303	Minor Delay	Jan-22	Jul-23	Dec-24	G	G
Comments:	In 2022, the work was done by Parks and Recreation and transferred to Toronto Parking Authority in Q3 2023. Post possession, there were additional change orders for elevator, staircase and entrance (height bar). There are work going into 2024 for the completion of additonal change request.									
Explanation for Delay:	Change orders to address safety and operational compliance									
Acquisition - CP 221 (JV) 121 ST. PATRICK ST.	128	3	6,137	103	On Track	Jul-23	Dec-24	Dec-24	R	G
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.									
BIKE SHARE EQUIPMENT PURCHASE (TPA led)	0	0	0	0	On Track	May-23	Oct-23	Apr-24	G	G
Comments:	TPA delivered a strong performance in delivering 1.1 million more rides in 2023 vs prior year (over 17.5 million km). Highlights include the purchase of 1,392 e-bikes; installation of 350 e-docking points equipped with electric charging capabilities; 110 solar-powered docking stations and 515 Iconic bikes.									
Explanation for Delay:										
EV CHARGING PROGRAM - OFFSTREET (TP Led)	0	0	0	0	On Track	Feb-23	Oct-23	Dec-24	G	G
Comments:	In 2023, the TPA significantly expanded its electric vehicle (EV) charging network, deploying 193 new EV chargers across 19 locations, boosting total Off-street EV charging inventory to 310 units across 30 locations.									
Explanation for Delay:										
EV CONSULTANTS ON-STREET (City Led)	0	0	0	0	On Track	Feb-23	Nov-23	Dec-24	G	G
Comments:	The 2023 On-street EV Charger program delivered 50 EV new chargers across 28 locations. In addition, the TPA acquired the EV charging infrastructure of Toronto Hydro Electric System Limited (THESL) for $840,000 which included 47 charges. Total 2023 capital expenditures were $3.3 million with a carry-forward expense of $400,000 in 2024.									
Explanation for Delay:										
Toronto Water										
*** St Claire - Reservoir Rehabilitation**	17	13	34,390	28,978	Completed	Jan-14	Dec-23	Dec-23	G	G
Comments:	Construction works have been completed.									
Explanation for Delay:										

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*** ROSEHILL PS REHAB**	131	42	8,468	4,814	Completed	Jan-15	Dec-24	Dec-24	G	G
Comments:	Construction works have been completed.									
Explanation for Delay:										
DOWNSVIEW TRUNK SEWER	38,518	37,992	84,169	15,235	On Track	Jan-23	Dec-25	Dec-25	G	G
Comments:	Contract was awarded in 2022, and transmission watermain works proceeded ahead of the forecast in 2023.									
Explanation for Delay:										
ASHBRIDGES BAY	10,924	7,925	84,871	4,270	On Track	Mar-18	Dec-27	Dec-27	G	G
Comments:	Project was awarded in 2023, and proceeded on track in 2023.									
Explanation for Delay:										
OUTFALL CONSTRUCTION	24,886	24,872	281,356	226,626	On Track	Jan-18	Dec-26	Dec-26	G	G
Comments:	Construction started in early 2019, and is proceeding on track in 2023.									
Explanation for Delay:										
FAIRBANKS SILVERTHORNE	71,806	71,806	312,301	103,734	On Track	Oct-21	Dec-27	Dec-27	G	G
Comments:	Contract was awarded in 2021, and tunnelling activities started in 2023. Construction expenditures proceeded ahead of the forecast in 2023.									
Explanation for Delay:										
DON & WATERFRONT - OFFLINE STORAGE TANK	2,964	2,912	49,602	6,019	On Track	Sep-17	Dec-26	Dec-26	G	G
Comments:	Construction works for the first phase of the project are nearing completion.									
Explanation for Delay:										
Don & Waterfront Trunk/CSO Const - PHASE 1	45,706	45,706	453,833	340,320	On Track	Jan-18	Dec-25	Dec-25	G	G
Comments:	Coxwell Bypass Tunnel is approximately 90 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:										

Notes: The St.Clair Reservoir and Rosehill PS Rehab projects will be removed from future variance reports as these projects have been completed.

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>70% of Approved Project Cost	G	On/Ahead of Schedule
Between 50% and 70%	Y	Minor Delay < 6 months
< 50% or > 100% of Approved Project Cost	R	Significant Delay > 6 months