

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|-----------------------------------|--|------------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Economic Development & Culture | | | | | | | | | | | |
| Casa Loma Garden Wall Restoration | 2,339 | 702 | 2,339 | 3,000 | 916 | On Track | Jul-23 | Dec-25 | Dec-25 | Ⓢ | Ⓢ |
| 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 was awarded to a heritage contractor familiar with the vagaries of the site. Construction has started as of November 1, 2023. The contractor has maintained an aggressive schedule in order to meet the contract requirement to be substantially performed and 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 | 2,611 | 98 | 2,611 | 175,970 | 2,015 | On Track | Mar-20 | Dec-27 | | Ⓢ | Ⓢ |
| Comments: | Project is in the design development and zoning application phase. Division is currently working with City planners on the required rezoning application. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |
| Parks, Forestry and Recreation | | | | | | | | | | | |
| Ferry Boat Replacement #1 | 34,502 | 643 | 17,200 | 150,392 | 4,597 | 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 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 Q3 2024. | | | | | | | | | | |
| 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. | | | | | | | | | | |

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| Ethennonhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonhawahstihnen Library Branch, and Underground Parking Garage | 3,200 | 7 | 2,272 | 82,075 | 78,272 | On Track | 2013 | | Building December 31, 2023 Indoor Play Space June 30, 2025 | ⓐ | ⓐ |
| 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 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract is being finalized with City legal. Anticipated completion of the indoor play space is September 30, 2025. | | | | | | | | | | |
| Don Mills Community Recreation & Arena Facility Design & Construction | 500 | 78 | 350 | 166,200 | 1,154 | 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 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 | 1,591 | 236 | 7,650 | 62,000 | 2,450 | Significant Delay | Pre-Design / Investigation - February 2017 Design - October 2020 | Sep-22 | Dec-26 | ⓐ | ⓐ |
| 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 closed on February 13, 2024. Award of the construction contract was before the May 1 General Government Committee. Issuance of Site Plan Approval (SPA) & building permit is expected by Q2/Q3 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements (including Lease revisions) are underway. Cash flow will be accelerated in subsequent quarterly variance reports to align to progress of the project. | | | | | | | | | | |

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| 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. Construction is now anticipated to start Q3/Q4 2024. | | | | | | | | | | |
| North East Scarborough Community Centre and Child Care Centre Design and Construction | | 9,238 | 5,294 | 17,883 | 84,235 | 50,415 | On Track | 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 15th, 2021, and the construction agreement was fully executed on January 21st, 2022. The project is advancing, and the contractor has been paid for 62% of the contract amount. The superstructure is completed and the exterior cladding is advancing as well as mechanical and electrical work. Cash flow will be accelerated in subsequent quarterly variance reports to align to progress of the project. | | | | | | | | | | |
| 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 Q3/Q4 2025. | | | | | | | | | | |
| Western North York New Community Centre and Child Care Centre Design and Construction | | 501 | 206 | 500 | 133,646 | 4,206 | On Track | 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 art 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. The nRFP for construction services was posted to Ariba on April 24, 2024 and closes on June 27, 2024. The award of construction services is anticipated for fall 2024, with construction beginning in late 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 2024, the procurement process has delayed planned spending. | | | | | | | | | | |
| 40 Wabash Parkdale New Community Centre Design and Construction | | 1,511 | 3 | 1,511 | 118,000 | 2,992 | On Track | 2017 | Dec-23 | Dec-28 | Ⓢ | Ⓡ |

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| | Comments: | Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid-September 2020 with a variety of virtual public meetings. Site design work 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 December 2023, including the Indigenous Engagement. The Design Development Report and Class B Cost Estimate were submitted for COT Review and Approval in August 2023. COT Staff have reviewed and approved the Report and Cost Estimate and authorized the consultants to proceed to the next stage - Construction Documents, currently in progress. The Site Plan Approval pre-application (SPA) was submitted in July 2023 and is currently on-going. The full Site Plan Approval submission is anticipated for June 2024. An RFSQ (Request for Supplier Qualifications) is planned for 2024 in advance of project tender. | | | | | | | | | | |
| | 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. | | | | | | | | | | |
| IT-Registration, Permitting & Licensing (CLASS Replacement) | | 9,371 | 2,331 | 9,371 | 45,028 | 23,643 | On Track | 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: | Project currently on track. | | | | | | | | | | |
| IT-Operational Modernization (former Enterprise Work Management System) | | 2,249 | 520 | 2,249 | 18,564 | 12,490 | 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. | | | | | | | | | | |

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| 318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction | | 50 | 0 | 50 | 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 PF&R and the Senior Management Team (SMT) and will be vetted with the advisory committees and public through engagement that will continue through detailed design. On-going consultation through design 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. | | | | | | | | | | |
| | 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 | | 208 | 0 | 208 | 13,000 | 12,810 | On Track | Design: June 2020 Construction Start: July 15 2021 Complete: June 2023 | Aug-20 | Dec-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. Substantial Completion achieved in June 2023 and the park opened to the public on June 23rd, 2023. Pond Commissioning successfully completed April 30th, 2024 including handover meeting to City. | | | | | | | | | | |
| | Explanation for Delay: | Pond Commissioning completed April 30th, 2024 and pond warranty period initiated May 1st, 2024. Extended Warranty for pond (from 1 to 2 years) requested and being discussed. Park under warranty for 2 years. One year park warranty meeting being planned for May 2024. | | | | | | | | | | |
| Lower Yonge Street Community Centre Space | | 1,664 | 582 | 1,664 | 19,149 | 16,918 | On Track | | 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 | | 1,133 | 433 | 1,133 | 65,700 | 2,658 | On Track | | Dec-26 | Dec-29 | ⓐ | ⓐ |

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| | 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 2024 budget process, the overall project cost has increased from \$106.7 million to \$107.9 million. Debt financing of \$42.2 million has been identified on the capital constraints list for the replacement share of the project. | | | | | | | | | | |
| Moss Park - Park Redevelopment Design | | 240 | 22 | 240 | 10,700 | 282 | On Track | | Nov-27 | Nov-30 | Ⓒ | Ⓓ |
| | Comments: | Detailed design of the park is progressing and will be followed by preparation of contract documents. The park design is being coordinated to align with adjacent projects including the John Innes Community Recreation Centre replacement and the Metrolinx Ontario Line Moss Park station site which has an extended timeline adding complexity to the overall delivery of assets. | | | | | | | | | | |
| | Explanation for Delay: | Coordination with other projects | | | | | | | | | | |
| Wallace Emerson (Galleria) CRC and Park Development | | 2,441 | 5,524 | 15,300 | 82,990 | 24,457 | On Track | 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 April, 2024, 44.85% of the overall project, including the Developer's community benefit obligations, has been completed. Cash flow will be accelerated in subsequent quarterly variance reports to align to progress of the project. | | | | | | | | | | |
| | 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 | | 22,329 | 888 | 15,426 | 684,942 | 93,710 | Significant Delay | Jan-16 | Feb-28 | Feb-30 | Ⓓ | Ⓓ |
| | Comments: | GSR Transition: Difficulties experienced in acquiring and renovating sites to transition clients out of Seaton House have so far delayed the project. 2024 approved cashflows will support construction at 76 Church St. and 2299 Dundas. 76 Church is expected to be completed by the end of Q3-2024. Construction at 2299 Dundas had a delayed start and is expected to be completed in Q4-2025. GSR Main: The RFP process was placed on hold while the City analyzes the updated cost estimates for the project as a whole. A staff report was approved by 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. Preliminary estimates for construction completion is Feb 2030. | | | | | | | | | | |

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| 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 by Executive Committee 2) GSR Transition site is delayed due to construction complications | | | | | | | | | | |
| Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds) | | 13,664 | 1,006 | 5,382 | 120,139 | 86,218 | Significant Delay | Jan-18 | Dec-25 | Dec-26 | Ⓒ | Ⓓ |
| Comments: | | Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q4-2024. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is anticipated in December 2026. | | | | | | | | | | |
| Explanation for Delay: | | The following are general explanations for the delays: 1) The project will extend to December 2026 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 | 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 | 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 Paramedic Services | | | | | | | | | | | | |

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|--|------------------------|---|------------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| MULTI-FUNCTION STATION #2 - 300 Progress Ave. | | 198 | 55 | 198 | 80,585 | 3,108 | On Track | 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: | <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 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>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.</p> <p>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 Memorandum of Understanding for Site Plan Approval has been reviewed and signed by Ministry of Transportation, Transportation Services, and Engineering and Construction Services. Building permit application was submitted on April 5, 2024. The contract documentation for construction services is currently being reviewed by Fairness monitor and is expected to be issued to market for bids on a negotiated request for proposal or "nRFP" in June 2024, with award planned in Q4 2024.</p> | | | | | | | | | | |
| AMBULANCE POST - 30 Queens Plate Dr. | | 1,931 | 15 | 531 | 2,848 | 432 | Minor 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 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.</p> | | | | | | | | | | |
| MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1) | | 1,227 | -6 | 27 | 465 | 32 | Significant Delay | Jan-22 | Dec-25 | | ® | ® |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|-------------------------------------|------------------------|--|------------|--------------------|---|--------------|-------------------|-------------|--|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| | 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 was 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) | | 1,370 | 0 | 70 | 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). | | | | | | | | | | |
| | 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* | | 187,486 | 9,619 | 103,117 | 2,307,755 | 477,293 | On Track | 01-Apr-2017 | TBD (subject to the completion of the award process) | N/A | Ⓢ | Ⓢ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|------------------------|---|------------|--------------------|---|--------------|----------|------------|----------|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| | 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 | | 79,093 | 30,000 | 57,000 | 417,525 | 360,602 | On Track | Nov-16 | Dec-25 | Dec-25 | Ⓞ | Ⓞ |
| | 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 Blvd 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. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Port Lands Parks and Public Realm | | 30,000 | | 25,000 | 32,500 | | On Track | Feb-24 | Dec-25 | Dec-25 | Ⓜ | Ⓞ |
| | Comments: | Agreements involving Waterfront Toronto, Federal and Provincial Government and the City have been executed to provide funding for park finishes for the parks that are created through Port Lands Flood Protection (River Park North, River Park South and Promontory Park South). Work is continuing in 2024 with funding required into 2025. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Keating Channel Dredging | | 12,000 | | 9,000 | 24,000 | | On Track | Feb-24 | Dec-25 | Dec-25 | Ⓜ | Ⓞ |
| | Comments: | City and TRCA staff are in the final stages of finalizing a delivery agreement. Dredging work will commence in the coming weeks. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Quayside Transportation Infrastructure | | 58,700 | | 42,000 | 102,000 | | On Track | Feb-24 | Dec-26 | Dec-26 | Ⓜ | Ⓞ |
| | Comments: | Project spending has been delayed as City and Waterfront Toronto staff finalize the terms of a Delivery Agreement. The agreement, which is comprehensive in nature and which will apply to both the design and implementation phases of the project has been finalized and expected to be executed by the end of 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 | | 9,101 | 2,309 | 7,500 | 251,123 | 242,257 | On Track | Jan-05 | May-25 | May-25 | Ⓞ | Ⓞ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|--|---|------------|--------------------|---|--------------|-------------------|--|--|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| 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 is 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 Initiative 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 | | 18,310 | 1,024 | 18,310 | 128,020 | 110,734 | Significant Delay | July 2019 *Note this is a re-baselined start date based on latest approval from Council | Q2 2022 *Note this is a re-baselined end date based on latest approval from Council | Q3 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 95% complete. Parking garage, Market, and Court finishes to be completed in Q3, 2024 for occupancy. Forecast updated based on estimated contractor and consultant billings and construction work progress. The revised year-end projection of \$18.3 million reflects increased project costs presented in the report to the General Government Committee meeting on July 2, 2024, the budget adjustments for which are included in this Variance Report for approval. | | | | | | | | | | |
| Explanation for Delay: | | Project delays are primarily driven by unforeseen cost escalations from the COVID-19 pandemic, client-driven changes including the incorporation of updated workplace modernization standards, evolving information and technology requirements around the delivery of court services, security and police radio system infrastructure, and errors and omissions from the Prime Architect. | | | | | | | | | | |
| ModernTO - Workplace Modernization Program | | 16,731 | 1,872 | 15,538 | 250,000 | 49,505 | On Track | Q3 2019 | Q4 2027 | Q4 2027 | ⓐ | ⓐ |
| 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 201,000 sq. ft., by exiting 22 out of 34 leases (32 original, 2 added scope), resulting in \$7.9 million annual recurring operating savings - Bid-award panel adopted contract for Project Management Services for the ModernTO Program and Corporate Real Estate Management in April 2024 - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2 South substantially completed in 2023 Key elements to be completed: - Accelerated construction on Metro Hall 2 North, 11, 12; and partial accelerated work on Metro Hall 7, 8, and City Hall 17E - 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" | | | | | | | | | | |

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Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|--|--|------------|--------------------|---|--------------|----------|--------------|---------------|---------------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Explanation for Delay: | | | | | | | | | | | | |
| New Etobicoke Civic Centre | | 53,339 | 16,839 | 36,361 | 433,385 | 51,468 | On Track | January 2018 | Q1 2028 | Q1 2028 | ⓐ | ⓐ |
| Comments: | | <p>The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2 storey below grade parking structure.</p> <p>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.</p> | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | | |
| Accessibility for Ontarians with Disabilities Act (AODA) Program | | 41,267 | 3,631 | 11,636 | 199,045 | 134,610 | On Track | January 2018 | December 2024 | December 2024 | ⓐ | ⓐ |
| 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>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.</p> <p>As of April 2024, 52% of the program has been successfully completed with the following completion rates: 95% validation, 79% design, 58% procurement and 47% construction complete. There are currently 109 active projects at the different stages, namely validation, design and construction.</p> <p>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 York Civic Centre including an AODA complaint Elevator, 255 Spadina Rd. City of Toronto Archives and 95 other building facilities (some of these under substantial completion) namely TPS, Paramedics, TFS, FM and client buildings where to date more than 150 washroom renovations and 100 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: | | | | | | | | | | | | |
| Technology Services | | | | | | | | | | | | |
| Disaster Recovery (DR) Program | | 295 | 158 | 508 | 3,683 | 3,535 | On Track | Jan-13 | Dec-24 | Dec-28 | ⓐ | ⓐ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|---|------------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | A Project Change Request (PCR) has been created to address scope changes and to realign on deliverables that will achieve business outcomes. The PCR is going through the review and approval process. Major milestone: Completed the development of the Enterprise IT Disaster Recovery Guideline, which was finalized and published on TechWeb in March 2024. Disaster Incident response plan: Defined processes and matrix, finalized the integrations with MIM, Cyber incident response plan, and business continuity plan on high-level processes and matrix, presented to MIM managers and directors and received buy-in. Change Management: Change management strategy and plan development are in-progress. The stakeholder's list has been developed, and the planning is underway for stakeholder engagement and communications. Training Strategy: Researched training providers' offering and assessed on-demand videos. A training developer was hired, and onboarded on April 8, 2024, to support the training course development for Disaster Recovery. Planning and developing ABIA (Application Business Impact Analysis) engagement and communication plan, that support the collection and assist with the validation of key DR related information on Mission Critical applications from Application Owners. | | | | | | | | | | |
| Explanation for Delay: | Project Change Request in place to re-scope, reset and update timeline | | | | | | | | | | |
| Office 365 | 2,576 | 601 | 2,548 | 9,495 | 7,520 | Significant Delay | Jul-21 | Jun-23 | Jan-25 | Ⓢ | Ⓢ |
| Comments: | The M365 Program (Office 365) is currently in Phase 1 of 3 The 1st Phase focuses on the migration of mailboxes to the cloud, M365 Applications installation and license assignment to all divisions, elected officials, and accountability offices. Milestones completed are provided as follows: <ul style="list-style-type: none">30,068 licenses assigned22,155 computers received M365 Applications11,740 mobile devices received M365 Mobile Applications27,838 individual mailboxes migrated As we continue through Phase 1, we turn our focus to the migration of shared and generic mailboxes, which commenced in April and is expected to conclude this summer. | | | | | | | | | | |
| Explanation for Delay: | Delays in the Installation of the Classic hybrid architecture model to accelerate the velocity migration volume had a major impact on the deployment timeline and the planning of other M365 components. Project Change Request (PCR) will be submitted to reflect the new planned completion date of January 2025. | | | | | | | | | | |
| Enterprise Work Management Solution (EWMS) | 10,961 | 2,125 | 11,557 | 80,023 | 52,481 | Significant Delay | Mar-13 | Dec-26 | Jun-28 | Ⓢ | Ⓢ |

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Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|------------------------|---|------------|--------------------|---|--------------|-------------|------------|----------|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| | Comments: | <p>The EWMS implementation for the four divisions will occur in 3 phases. Phase 1 has been completed for SWMS – Facilities and Equipment Maintenance, and Transportation – Road Operations. Due to the large scope of PFR Phase 1 - Urban Forestry, this rollout was divided into Part 1 and 2. Part 1 is focused on transitioning users from the legacy Toronto Maintenance Management System (TMMS) and went live April 2, 2024. The Part 2 scope is being reviewed and pending confirmation from the business stakeholders.</p> <p>The Toronto Water Phase 1 scope includes the rollout to Distribution & Collections (D&C), Customer & Technical Support (C&TS), Water Infrastructure Management (WIM). The Phase 1 business requirements document has been completed (by vendor - EMA) along with the some initial system design information. The system design is now underway. The rollout date will be confirmed once the delivery contract has been awarded.</p> <p>Phase 2&3 planning and development of business requirements is underway for SWMS, Transportation, PF&R, and Toronto Water. The procurement to award a new vendor contract(s) is underway and is expected to be in place mid 2024. The actual rollout dates will be confirmed once the vendors have been awarded the individual divisional delivery contracts</p> | | | | | | | | | | |
| | Explanation for Delay: | Phase 2 planning is underway for SWMS and Transportation. It is delayed due to coordination with Phase 1 which experienced delays due to changes in procurement strategy and direction. Project Change Request (PCR) will be submitted to re-baseline project timeline. | | | | | | | | | | |
| Office of the Controller | | | | | | | | | | | | |
| Financial Systems Transformation Project | | 57,315 | 12,597 | 57,315 | 151,454 | 69,384 | Minor Delay | Jan-21 | Jan-25 | May-25 | Ⓡ | Ⓡ |
| | Comments: | Project reset is in progress due to delays from the Solution Design phase with open issues and decisions impacting the overall delivery schedule. Revised schedule is in progress to determine the new go-live date. Underspending will be utilized in the later half of the year. | | | | | | | | | | |
| | Explanation for Delay: | Delay is mainly due to project replanning in early Fall 2023 to reflect current program realities. Project reset is in progress due to delays from the Solution Design phase with open issues and decisions impacting the overall delivery schedule. Revised schedule is in progress to determine the new go-live date. | | | | | | | | | | |
| Exhibition Place | | | | | | | | | | | | |
| Electrical Underground HV Utilities - Replace Priority Feeders | | 2,500 | 31 | 2,500 | 2,500 | 31 | On Track | Jan-24 | Dec-24 | | Ⓡ | Ⓢ |
| | Comments: | Cables have been ordered. Project on track. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Special Projects - Centennial Square Installation of Indigenous Feature Wall | | 3,032 | 935 | 3,032 | 3,135 | 1,038 | On Track | Jan-23 | Dec-24 | | Ⓡ | Ⓢ |
| | Comments: | Construction in progress. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Enercare Centre - Replacement of Lower Roof Sections | | 2,200 | 37 | 2,200 | 2,200 | 37 | On Track | Jan-24 | Dec-24 | | Ⓡ | Ⓢ |
| | Comments: | Tender awarded. Contractor preparing for on-site mobilization. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |

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Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | Life to Date | | |
|--|------------------------|--|------------|--------------------|---|--------------|-------------------|------------|----------|---------|--------------|---------|--|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | On Budget | On Time | |
| Toronto and Region Conservation Authority | | | | | | | | | | | | | |
| LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST | | 1,603 | 534 | 1,603 | 38,617 | 9,347 | 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 permeant 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 | 614 | 0 | 160 | 100,000 | 839 | On hold | Jan-17 | Dec-28 | TBD | ® | ® |
| Comments: | This project provides for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility (as recommended by the Transformational Task Force) at the former Toronto Transit Commission's (T.T.C.) Danforth Garage site located at 1627 Danforth Avenue. However, the estimated cost of construction has increased considerably due to increased labour and material costs. Additionally, the footprint of land available to the Service on the Danforth site was also reduced. The Service is currently working with CreateTO. to identify viable locations for a new facility which has been challenging due to limited suitable options due to the size and divisional boundaries. Also single site vs two-site models are being considered. A report with recommendations will be provided to the Board by the 3rd quarter of 2024. | | | | | | | | | | |
| Explanation for Delay: | This project is on hold to allow staff to evaluate alternative options. | | | | | | | | | | |
| Transforming Corporate Support (HRMS, TRMS) | 329 | 0 | 329 | 8,435 | 7,199 | On Time | 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. PeopleTools 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: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| Radio Replacement | 100 | 0 | 100 | 75,921 | 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: | On time and on budget. | | | | | | | | | | |
| Body Worn Camera - Phase II | 476 | 3 | 250 | 5,887 | 5,382 | On Time | Jan-17 | Dec-24 | Dec-24 | Ⓞ | Ⓞ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|---|------------|--------------------|---|--------------|---------|------------|----------|----------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Comments: | This project has equipped frontline officers with B.W.C.s. This initiative will enhance public trust and accountability as part of its commitment to the delivery of professional, transparent, unbiased, and accountable policing. The consolidation contracts with Axon Canada for B.W.C's, Conducted Energy Devices and In-Car Cameras was approved by the Board in December 2022 . 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. Original estimates included spending on professional services and purchase of additional equipment and accessories to serve as spares and training equipment. Internal resource realignment reduced the need for professional services. A reassessment of training equipment additionally reduced the need for spending. | | | | | | | | | | |
| Explanation for Delay: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| State-of-Good-Repair - Police | 7,441 | 1,234 | 5,941 | on-going | on-going | On Time | 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 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. | | | | | | | | | | |
| Explanation for Delay: | On time and on budget. | | | | | | | | | | |
| Next Generation (N.G.) 9-1-1 | 6,795 | 3,059 | 6,795 | 16,251 | 10,615 | On Time | Jan-19 | Dec-25 | Dec-25 | Ⓢ | Ⓢ |
| 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 focuses 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: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| Long Term Facility Plan - Facility and Process Improvement | 19,000 | 7,067 | 19,000 | 85,575 | 37,615 | On Time | Jan-18 | Dec-26 | Dec-26 | Ⓢ | Ⓢ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|--|------------|--------------------|---|--------------|---------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| 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: | Project progress accelerated. | | | | | | | | | | |
| Long Term Facility Plan - 41 Division; New Build | 19,000 | 7,067 | 19,000 | 85,575 | 37,615 | On Time | Jan-18 | Dec-26 | Dec-26 | Ⓡ | Ⓢ |
| 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: | Project progress accelerated. | | | | | | | | | | |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 869 | 0 | 869 | 7,874 | 711 | On Time | 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: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| ANCOE (Enterprise Business Intelligence, Global Search) | 155 | 0 | 155 | 12,528 | 12,371 | On Time | Jan-15 | Dec-23 | Dec-24 | Ⓢ | Ⓢ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|-------------------------------------|--|------------|--------------------|---|--------------|----------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| 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: | On time and on budget. | | | | | | | | | | |
| Relocation of Wellness Services | 1,850 | 1 | 1,492 | 2,100 | 251 | On Time | 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. | | | | | | | | | | |
| Explanation for Delay: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| Mobile Command Centre | 727 | 13 | 727 | 1,735 | 851 | On Time | 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: | Project is re-base lined. On time and on budget. | | | | | | | | | | |
| New Records Management System (RMS) | 9,000 | 456 | 9,000 | 30,598 | 1,148 | 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. | | | | | | | | | | |
| Toronto Public Library | | | | | | | | | | | |
| Bridlewood Branch Relocation | 2,795 | 1,683 | 2,795 | 9,787 | 8,674 | On Track | Jan-20 | Dec-24 | Dec-24 | Ⓞ | Ⓞ |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | <div>Life to Date</div> <div>↓</div> | |
|---------------------------------------|------------------------|---|------------|--------------------|---|--------------|-------------------|------------|----------|---------|--------------------------------------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| | Comments: | Construction is progressing well, and completion is targeted this year. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Centennial Renovation & Expansion | | 3,110 | 107 | 2,199 | 21,744 | 1,952 | On Track | Jan-18 | Dec-26 | Dec-27 | Ⓜ | Ⓜ |
| | Comments: | | | | | | | | | | | |
| | Explanation for Delay: | TLS recently received a demolition permit. Construction is anticipated to start in July. The timeline shifted by one year due to delays in obtaining site plan approval | | | | | | | | | | |
| Dawes Road Reconstruction & Expansion | | 1,946 | 8 | 622 | 37,757 | 7,636 | Significant Delay | Jan-15 | Dec-27 | Dec-28 | Ⓜ | Ⓜ |
| | Comments: | | | | | | | | | | | |
| | Explanation for Delay: | Awaiting site plan approval. Construction is anticipated to start in October. | | | | | | | | | | |
| Perth Dupont Relocation | | 2,081 | 20 | 409 | 4,189 | 20 | Significant Delay | Jan-21 | Dec-25 | Dec-25 | Ⓜ | Ⓜ |
| | Comments: | | | | | | | | | | | |
| | Explanation for Delay: | Awaiting site plan approval. Construction is anticipated to start in October. | | | | | | | | | | |

| Toronto Transit Commission | | | | | | | | | | | |
|--|---|--------|---------|-----------|---------|----------|------|------------|------------|---|---|
| Fire Ventilation Upgrades & Second Exits | 23,267 | 3,039 | 23,670 | 568,686 | 406,902 | On Track | 1998 | Post 2032 | On-going | Ⓜ | Ⓜ |
| Comments: | <p>To date, the following works have been completed:</p> <ul style="list-style-type: none"> • Major upgrades at five 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. <p>The following work is currently underway as part of the program:</p> <ul style="list-style-type: none"> • The Fire Ventilation Upgrades at Eglinton Station are being completed as part of the Eglinton Crosstown LRT project. Testing and Commissioning of the subway ventilation system is ongoing. Metrolinx plans to complete the testing and commissioning by Q3 2024. • Scope Review design for State of Good Repair – Subway Ventilation Equipment Replacement at Russell Hill ESB and Dupont Station and Spadina Station Line 1 and Line 2 is ongoing. Scope review design is in progress for both contracts and is planned to be completed in Q4 2024. | | | | | | | | | | |
| Explanation for Delay: | NA | | | | | | | | | | |
| Easier Access III & Station Redevelopment | 103,698 | 30,656 | 108,825 | 1,169,817 | 686,630 | On Track | 2007 | 31/12/2027 | 31/12/2027 | Ⓜ | Ⓜ |
| Comments: | <p>To date, 54 out of 70 subway stations have been made accessible. The following summarizes the remaining 16 stations in the program:</p> <ul style="list-style-type: none"> • One station (Old Mill) is still in the pre-construction phase, and 15 stations are under construction. • Yorkdale Station is accessible and construction continues in order to reach Substantial Performance (SP). <p>For stations that will not be accessible by January 1, 2025, an alternative plan has been developed to provide accessible bus or streetcar service as part of the 2025 Annual Service Plan. The program schedule status is green based on performance against the re-baselined program schedule reported to the Board in April 2024.</p> | | | | | | | | | | |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|-----------------------------------|--|---|------------|--------------------|---|--------------|-------------------|------------|------------|------------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Explanation for Delay: | | NA | | | | | | | | | | |
| Purchase of Buses | | 184,797 | 96,864 | 184,798 | 1,118,880 | 549,467 | On Track | 2018 | 31/12/2025 | 31/12/2025 | Ⓔ | Ⓔ |
| Comments: | | <p>336 Hybrid-Electric Buses:</p> <ul style="list-style-type: none">• As of April 30, 2024, 328 buses out of 336 have been delivered, of which 249 are in-service, and the remaining are undergoing commissioning.• The last hybrid bus is scheduled to be delivered by the end of Q2 2024 within budget. <p>340 Zero Emission Buses (eBuses):</p> <ul style="list-style-type: none">• Pre-production meetings were completed and deliveries are expected to start in Q2 2024.• Final bus configuration meetings were completed in March 2024.• The First Article Inspection for the New Flyer 12-metre (40-foot) Lead bus was completed in April 2024. | | | | | | | | | | |
| Explanation for Delay: | | NA | | | | | | | | | | |
| Purchase of New Subway Train | | 3,143 | 376 | 3,143 | 926,537 | 7,204 | Significant Delay | 2020 | TBD | TBD | Ⓡ | Ⓡ |
| Comments: | | <p>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. On November 27, 2023, the Province announced a 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 engage with the Federal government to seek the remaining one third funding (\$758 million) for the 55 Line 2 trains. Advocacy efforts have been underway with transit industry peers to seek the advancement of the federal permanent transit fund. This is a potential source of federal funding for trains. In parallel, staff continue to finalize RFP readiness for a new train procurement to be restarted. A comprehensive update, with next-step recommendations will be brought to the Board in September 2024. Please note the November 22, 2023 report outlined scenarios for train procurement, including costs, risks and impacts associated with each scenario.</p> | | | | | | | | | | |
| Explanation for Delay: | | • Some activities were paused due to lack of funding commitment. | | | | | | | | | | |
| Streetcar - Purchase (Growth) | | 218,593 | 45,415 | 218,593 | 516,127 | 235,684 | 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 April 2024, 12 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 | | 30,436 | 3,457 | 30,436 | 1,261,780 | 83,547 | On Track | 2015 | Post 2035 | Post 2035 | Ⓔ | Ⓔ |
| Comments: | | <ul style="list-style-type: none">• Award of the early works construction package for the relocation of existing utilities was approved at the July 12, 2023 Board meeting and construction is on-going 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. The TTC continues to keep affected stakeholders informed of the progress of the work and any potential impacts.• Negotiations were completed with the developer at 2 Bloor Street East for property acquisition and chiller plant replacement agreements, which were executed by all parties on May 1, 2024 with registration of expropriation plans completed on May 2, 2024.• The RFP is scheduled to close in Q3 2024 | | | | | | | | | | |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | Life to Date | |
|---|------------------------|---|------------|--------------------|---|--------------|----------|---------------|----------|---------|--------------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | On Budget | On Time |
| | Explanation for Delay: | NA | | | | | | | | | | |
| Solid Waste Management Services | | | | | | | | | | | | |
| GREEN LANE LANDFILL | | 22,617 | 3,547 | 25,900 | 236,186 | 146,035 | On Track | Prior to 2010 | Dec-26 | Dec-26 | Ⓢ | Ⓢ |
| | Comments: | Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; and buffer land acquisition. | | | | | | | | | | |
| | Explanation for Delay: | Status: On Track | | | | | | | | | | |
| TRANSFER STATION ASSET MANAGEMENT | | 21,114 | 1,530 | 16,030 | 367,157 | 88,186 | On Track | Prior to 2010 | Dec-33 | Dec-33 | Ⓢ | Ⓢ |
| | 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 | | 10,530 | 2,761 | 8,379 | 131,996 | 63,757 | On Track | Prior to 2010 | Dec-33 | Dec-33 | Ⓢ | Ⓢ |
| | Comments: | Legislated project for the perpetual care of closed landfills. | | | | | | | | | | |
| | Explanation for Delay: | Status: On Track Projects overall is on track. Delays on Keele Valley Landfill ops & training building due to building permits | | | | | | | | | | |
| Toronto Parking Authority | | | | | | | | | | | | |
| St. Lawrence Market (City Led) | | 14,000 | | 14,000 | 14,000 | 0 | On Track | Jan-24 | Dec-24 | Dec-24 | Ⓢ | Ⓢ |
| | Comments: | The project is a City led project that requires St. Lawrence to be handed over to TPA to its satisfaction. CREM expects the facility to be handed over to TPA in 2024. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| Acquisition - CP 221 (JV) 121 ST. PATRICK ST. | | 5,593 | | 5,593 | 5,837 | 103 | On Track | Dec-18 | Dec-24 | Dec-24 | Ⓢ | Ⓢ |
| | Comments: | This is a Joint venture that is expected to close with the hand over from developers. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| GARAGE REPAIRS CP43 CP68 CP58 HEALTH | | 12,824 | 1,291 | 12,824 | 12,824 | 1,291 | On Track | Jan-24 | Dec-24 | Dec-24 | Ⓢ | Ⓢ |
| | Comments: | As part of the priorities on reducing state of good repairs backlog, these selected garages have been chosen for 2024 to be completed | | | | | | | | | | |

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Major Capital Projects
For the period ended April 30, 2024
(\$000s)

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| Division/Project name | | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|---|------------------------|---|------------|--------------------|---|--------------|-------------------|------------|----------|---------|-----------|---------|
| | | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| | Explanation for Delay: | | | | | | | | | | | |
| NEW GARAGE FIT OUTS (St. Lawrence and St. Patricks) | | 5,950 | 49 | 3,450 | 5,950 | 49 | Significant Delay | Jan-24 | Dec-24 | Jun-25 | Ⓡ | Ⓢ |
| | Comments: | This scope of this project is to retrofit equipment for new car park opening in 2024. This is related to St. Lawrence and St. Patrick's JV | | | | | | | | | | |
| | Explanation for Delay: | Scope of new garage fit out was subject to TPA income sharing agreement with City. Due to delay in Income Sharing agreement TPA had to decrease scope and defer some portion to 2025. | | | | | | | | | | |
| | | | | | | | | | | | | |
| Toronto Water | | | | | | | | | | | | |
| DOWNSVIEW TRUNK SEWER | | 23,083 | 3,011 | 23,035 | 84,763 | 42,815 | On Track | Jan-23 | Dec-25 | Dec-25 | Ⓢ | Ⓢ |
| | Comments: | Contract was awarded in 2022, and transmission watermain works are proceeding on track in 2024. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| ASHBRIDGES BAY | | 24,620 | 4,216 | 23,500 | 91,083 | 16,315 | On Track | Mar-18 | Dec-27 | Dec-27 | Ⓢ | Ⓢ |
| | Comments: | Project was awarded in 2023, and is currently forecast to proceed on track in 2024. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| OUTFALL CONSTRUCTION | | 13,407 | 2,401 | 10,430 | 281,371 | 245,986 | On Track | Jan-18 | Dec-26 | Dec-26 | Ⓢ | Ⓢ |
| | Comments: | Construction started in early 2019, and is proceeding on track in 2024. The project is approximately 88% completed. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| FAIRBANKS SILVERTHORNE | | 70,912 | 11,896 | 56,261 | 312,252 | 162,298 | On Track | Oct-21 | Dec-28 | Dec-28 | Ⓢ | Ⓢ |
| | Comments: | The main tunnel contract was awarded in 2021, and tunnelling activities started in 2023. Construction expenditures are proceeding on track for 2024. | | | | | | | | | | |
| | Explanation for Delay: | | | | | | | | | | | |
| DON & WATERFRONT - OFFLINE STORAGE TANK | | 4,388 | 66 | 603 | 52,773 | 8,162 | Significant Delay | Sep-17 | Dec-28 | Dec-29 | Ⓡ | Ⓡ |
| | Comments: | Construction works for the first phase of the project are nearing completion. | | | | | | | | | | |
| | Explanation for Delay: | Project delayed to address TRCA requirements for building in the flood plan. | | | | | | | | | | |
| Don & Waterfront Trunk/CSO Const - PHASE 1 | | 32,519 | 8,893 | 35,467 | 453,947 | 381,912 | On Track | Jan-18 | Dec-25 | Dec-25 | Ⓢ | Ⓢ |
| | Comments: | Coxwell Bypass Tunnel is approximately 90 per cent complete. Three of the five main shafts that are connected to this tunnel are scheduled to be completed in 2024. The project is expected to proceed ahead of the forecast in 2024. | | | | | | | | | | |

Appendix 2
Major Capital Projects
For the period ended April 30, 2024
(\$000s)

(\$000s)

| Division/Project name | 2024 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | Status | Start Date | End Date | | On Budget | On Time |
|--|-------------------------------------|------------|--------------------|---|--------------|--------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Actual | YE Projected Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Explanation for Delay: | | | | | | | | | | | |
| <div><div>>70% of Approved Project Cost</div><div>Between 50% and 70%</div><div>< 50% or > 100% of Approved Project Cost</div><div><div>Ⓒ</div>On/Ahead of Schedule</div><div>Ⓐ</div>Minor Delay < 6 months</div> <div><div>Ⓓ</div>Significant Delay > 6 months</div> | | | | | | | | | | | |

Ⓡ