

Appendix 2
Major Capital Projects
For the period ended June 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												
Project Name: Casa Loma Garden Wall Restoration		2,339	1,667	2,339	4,000	2,986	On Track	Jul-23	Dec-25	Dec-25	Ⓒ	Ⓒ
	Comments:	<p>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.</p> <p>The first phase of the project was tendered in Q1 – Q2, 2023 and was awarded to a heritage contractor familiar with the vagaries of the site. substantially performed by June 1, 2024 in time for Liberty's spring season. The contractor is currently completing final touches on the work and dealing with deficiencies and will be fully demobilized from site by the end of July. The last remaining scope of work is to install a new fence and gate which still needs to be fabricated and the contractor will return in September to install them. The first phase of this project is expected to be 100% complete by the end of December 2024. In this account, funds were added for year 2025 to advance the second phase of the project. The plan is to tender this phase of the project at the end of 2024 and complete the work by the end of 2025. At this time the Casa Loma Garden Wall and Casa Loma South Terrace project will be complete.</p>										
	Explanation for Delay:											
Parks, Forestry and Recreation												
Ferry Fleet Replacement		34,502	742	22,309	150,392	4,696	Significant Delay	Design Phase: March 2015	Dec-18	Dec-27	Ⓒ	Ⓡ
	Comments:	<p>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.</p> <p>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 Transform TO objectives. Staff are further reviewing the design for the PAX vessel, to promote accessibility for passengers.</p> <p>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 two bids were evaluated. In July 2024, City Council considered a staff report on the nRFP process and directed staff to negotiate and enter into an agreement with Damen Shipbuilding. Two Vessels will be constructed, with delivery of the first vessel for November 2026, the Second vessel March 2027.</p>										
	Explanation for Delay:	<p>The extended bid period for the Negotiated Request for Proposal (nRFP) for the vessel replacement occurred from July 2023 to November 2023. Following negotiations with City staff, the consultant and highest scoring proponent on the bid, the award of contract was before the July 2, 2024 General Government Committee with execution of an agreement to follow approval.</p>										
Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage		3,200	42	2,272	82,075	78,274	On Track	2013	2020	Building December 31, 2023 Indoor Play Space - Construction December 31, 2025, Warranty Period December 31, 2027	Ⓒ	Ⓒ
	Comments:	<p>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.</p>										
	Explanation for Delay:	<p>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 by December 31, 2025 with the warranty period to the end of December 2027.</p>										

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Don Mills Community Recreation & Arena Facility Design & Construction		500	182	350	166,200	1,258	On Track	Design Phase: January 2016 Construction Start: Q3 2027	Dec-25	Dec-31	Ⓔ	Ⓔ
Comments:		<p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in 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.</p> <p>The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in fall 2022 and was completed in April 2023. 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. Design Development phase is underway. Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review is scheduled for September 2024. Design Review Panel is scheduled for September 2024. Parking requirements are under further review.</p>										
Explanation for Delay:		<p>Conveyance of land at 844 Don Mills Road (Block 3A/3B) from Aspen Ridge Homes to the City is delayed to 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.</p> <p>The start of the construction phase has been deferred from 2025 to Q3-2027 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.</p>										
Davisville Community Pool Design and Construction		1,591	268	7,650	71,835	2,481	Significant Delay	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Q3 2024	Sep-22	Dec-26	Ⓔ	Ⓡ
Comments:		<p>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 approved at the May 1 General Government Committee. Issuance of Site Plan Approval (SPA/NoAC) & building permit/conditional permit(s) is expected by 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.</p>										
Explanation for Delay:		<p>Construction start is delayed by approximately seven (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 2024.</p>										
North East Scarborough Community Centre and Child Care Centre Design and Construction		13,444	9,473	17,883	84,235	54,594	On Track	Design Phase - 2017 to 2020 Construction Start: Q4 2021	Jun-23	Dec-25	Ⓔ	Ⓔ
Comments:		<p>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 67% of the contract amount. The superstructure is completed, the exterior cladding, exterior grading and roofing work 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.</p>										
Explanation for Delay:		<p>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.</p>										

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Western North York New Community Centre and Child Care Centre Design and Construction		501	278	501	133,646	4,278	On Track	Design Phase: February 2016 Construction Start: Q1 2025	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. Final Site Plan Approval (SPA) submission will be submitted by the consultant at the end of July 2024. Construction completion for the open loop wells has been delayed to August 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. Watermain upgrade construction tender was issued by Toronto Water and closes on July 12, 2024. It is anticipated that the watermain construction will be completed by the end of September. 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 July 25, 2024. The award of construction services is anticipated for fall 2024, with construction beginning in Q1 2025. 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. The nRFP tender has been extended by 4 weeks, due to market pressures and additional vendors notified of the opportunity a few weeks after initial tender posting.										
40 Wabash Parkdale New Community Centre Design and Construction		1,511	745	1,511	118,000	3,734	On Track	Design Phase: 2017 Construction Start: Q3 2025	Dec-23	Dec-28	Ⓞ	Ⓞ
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 application was submitted in June 2024. An RFSQ (Request for Supplier Qualifications) is planned for 2024 in advance of project tender in Q1 2025.										
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, high water table and an endangered species of bird (Chimney Swifts) nesting in the existing factory chimney – this process is ongoing.										
IT-Registration, Permitting & Licensing (CLASS Replacement)		9,371	3,136	9,371	45,028	25,084	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.										

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IT-Operational Modernization (former Enterprise Work Management System)		2,249	859	2,249	18,564	14,354	On Track	Jan-12	Dec-20	Dec-26	ⓐ	ⓐ
Comments:		This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.										
Explanation for Delay:		The project is delayed to align with the delivery and coordination of other capital projects.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction		50	0	50	15,800	3,312	Significant Delay	Anticipated Schedule: Design Competition: September 2024-May 2025 Design: May 2025-November 2026 Tender: December 2026 Construction Start: Spring 2027	Dec-22	Dec-29	ⓐ	Ⓨ
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 continues to work in partnership with Waterfront Toronto (WT) to deliver the Rees Park project under authority of a Delivery Agreement. An amendment to the 2021 Delivery Agreement will be required considering the new design competition and project timelines. Preparation of the 'Competition Brief' for a updated park program and design is underway. The competition process will commence in September 2024 to May 2025. The new design team will be hired by WT in Q2 2025. 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 through the design competition and detailed design phase of work. On-going consultation through design will also 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:		There has been a number of changes in the context for this park. Additionally, 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 since the previous park design was required to include/address the storm shaft. The Design Competition for Park Design is being led in partnership with Waterfront Toronto. The updated schedule is as follows: design competition over September 2024-May 2025; design from May 2025-November 2026; request for tender for construction in December 2026; construction start in Spring 2027 and construction completion anticipated by mid-2029. These dates take into consideration co-ordination with other projects adjacent to the site at 360-380 Queens Quay (developer delivered), transfer of additional parkland parcel contributing to the park; and coordination of environmental investigations and remediation required for parkland construction.										
York Off Ramp/Love Park Design and Construction		208	0	208	13,000	12,810	On Track	Design Phase: June 2020 Construction Start: July 15, 2021	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	1,568	1,664	19,149	17,904	On Track	Construction Start: May 10, 2021	Mar-22	Dec-24	ⓐ	ⓐ

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	Comments:	Construction started May 10, 2021. 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. One Year Warranty Review site meeting is scheduled for July 2024.										
	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 & Construction		1,133	684	1,133	65,700	2,910	On Track	Design Phase: March 2020 Construction Start: Q3 2026	Dec-26	Dec-29	🟢	🟢
	Comments:	Public consultation was completed in June 2023. Indigenous public art competition, led by the City and an Indigenous curator has wrapped up in June 2024. Project is at 50% 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 & Construction		240	23	240	10,700	282	On Track	Design Phase: March 2020 Construction: Q2 2028	Nov-26	Oct-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. Tender documents will be held for release until the Ontario Line completion dates are confirmed and the parkland being used by Metrolinx for Ontario Line staging is returned to PFR, which is anticipated to be 2030 for full return of parkland from Metrolinx.										
	Explanation for Delay:	Coordination with other projects										
Wallace Emerson (Galleria) CRC and Park Development		6,980	6,898	15,300	82,990	25,830	On Track	Construction: June 20, 2022	Apr-25	Dec-25	🟢	🟢
	Comments:	Construction on the Wallace Emerson Community Recreation Centre, Childcare Centre and Park Improvements began on June 20th, 2022. Project is forecast to be completed by the end of December 2025. At the end of June 2024, 48.1% 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, Childcare 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 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.										

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Senior Services & Long Term Care												
4610 Finch Ave East		2,611	369	2,611	175,970	2,286	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:											
Toronto Shelter and Support Services												
George Street Revitalization		22,329	11,415	20,093	684,942	104,237	Significant Delay	Jan-16	Feb-28	Feb-30	Ⓡ	Ⓡ
	Comments:	<p>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.</p> <p>GSR Main: In Q3 2023 the Infrastructure Ontario (IO) lead project was placed on hold due to cost estimates that far exceeded the approved budget. A staff report was approved by council in February 6, 2024 (EX11.9) and staff will report back to the Executive Committee in Q4-2024 with recommendation for maximizing the value for money of the current approve project budget. Project execution is currently planned to occur between 2025 to 2030.</p>										
	Explanation for Delay:	<p>The following are general explanations for the delays:</p> <p>1) The GSR Main Project is delayed, as the Completion of output specifications for the release of the RFQ/RFP was delayed. Project scope and cost estimate is going to be reviewed by Executive Committee</p> <p>2) GSR Transition site is delayed due to unexpected site conditions.</p>										
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)		13,664	1,775	5,382	120,139	86,987	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:	<p>The following are general explanations for the delays:</p> <p>1) The project will extend to December 2026 due to complexities in both the acquisition and construction phases of the project.</p> <p>2) One site is dependent upon the completion of the other.</p>										
HSCIS		57,293		57,293	89,511		On/Ahead of Schedule	Jul-24	Dec-33		Ⓔ	Ⓔ
	Comments:	<p>The City is in the process of investigating and performing due diligence work for sites with a plan of securing up to five sites in 2024.</p> <p>During 2024's budget process, \$674.5 million capital needs for Implementation of Homelessness Services Capital Infrastructure strategy (HSCIS) approved by the Council (EC7.7) for 1,600 beds were constrained. The City's request to the Federal government for funding the project was not yet confirmed as of finalization of budget materials.</p> <p>In June 2024 \$89.5 budget has been approved by Council on June 26, 2024 (Item - 2024.EX15.3) with cash flow commitments of \$57.3 million in 2024 and a future commitment of \$32.2 million in 2025, fully funded by the City Building Fund, in order to proceed with the due diligence and acquisition of properties.</p>										
	Explanation for Delay:	None										

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Toronto Paramedic Services												
MULTI-FUNCTION STATION #2 - 300 Progress Ave.		398	217	399	80,585	3,108	On Track	Jan-17	Dec-25	Dec-28	Ⓒ	Ⓓ
	Comments:	This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow Paramedic Services (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 Corporate Real Estate Management's (CREM) 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. The building permit application was submitted on April 5, 2024. The contract documentation for construction services was reviewed by the Fairness Monitor and was issued to market on June 12, 2024, with the Request for Proposal (RFP) award planned in Q4 2024.</p>										
AMBULANCE POST - 30 Queens Plate Dr.		1,931	34	531	2,848	432	Minor Delay	Jan-19	Dec-23	Dec-26	Ⓒ	Ⓓ
	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 (PO) 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.</p> <p>Design development is expected to be completed by the end of November 2024, followed by building permit issuance by January 2025 and tender for a general contractor in Q1 2025. 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)		227	-6	27	465	32	Significant Delay	Jan-22	Dec-25	Dec-26	Ⓒ	Ⓓ
	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.										

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Major Capital Projects
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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:	<p>PS worked with Economic Development Committee (EDC) on integrated public artwork at the station. RFP for artist was issued in May 2022 and the selection of artist in Q3 2022. The artwork was completed and paid by PS in January 2023.</p> <p>The General Contractor (GC) bid expired at the end of March 2023, therefore, the GC procurement process was cancelled by PMMD on May 31,2023. CREM Project Management Office (PMO) will process a Purchase Order Amendment with the consultant to support the re-tendering process for General Contractor, once the sale agreement is executed. We expect a substantial project completion of 12-18 months thereafter.</p> <p>The planned construction start date of January 2023, has been delayed since the 610 Bay property has not been transferred from Toronto Coach Terminal Inc. (TCTI) to the City of Toronto. CREM Transaction Services was previously on a Lease Agreement with TCTI. Legal division is reviewing the sale agreement of 610 Bay property between the City of Toronto and TCTI.</p> <p>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 transaction between the City of Toronto and TCTI closes. The sale was executed in April 2024 and the estimated timeframe to close is August 2024. PS decided not to proceed with the public artwork due to the project scope change above.</p>										
MULTI-FUNCTION STATION #5 - 18 Dyas Road - (Phase 1)	1,171	1	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:	<p>A Feasibility Study/Test Fit started in April 2022 to consider the possibility of housing several Toronto Paramedic Services units. In October 2022, in consultation with CREM/PMO/CreateTO/ ModernTO Architects, it was determined that PS' Community Paramedicine, District 5 Operations and other support operations could be accommodated at this location.</p> <p>In December 2022, CreateTO raised the possibility of moving a fuel site from Oriole Yards to the Dyas site. On April 28, 2023, the feasibility and traffic study were completed in which it was concluded that it would fit into the plans. Relocation of fuel site has not been signed off by the Housing Secretariat (as per CreateTO).</p> <p>A new Project Director and new Project Manager have been assigned to this project to support a phased-in approach timeframe with anticipated 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.</p>										
Transportation Services											
F. G. Gardiner*	187,486	53,403	149,989	2,307,755	521,077	On Track	01-Apr-2017	TBD (subject to the completion of the award process)	N/A	Ⓢ	Ⓢ
Comments:	<p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reach substantial completion. Efforts underway to close out project.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender awarded in 2023.</p> <p>DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate to continue through 2022-2025.</p>										
Explanation for Delay:	N/A										
*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan											

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Housing Secretariat												
Housing Now		62,892	3,713	8,199	883,272	25,702	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		91,620	21,968	45,364	518,160	421,923	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 the Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities). 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.										
Waterfront Revitalization Initiative												
Precinct Implementation Projects		9,101	3,558	6,800	251,123	245,580	On Track	Jan-05	May-25	May-25	Ⓢ	Ⓢ
	Comments:	The East Bayfront Community Centre is a multi-year construction project that commenced in October 2020. Completion is slightly delayed by a few months in 2025 as the contractor 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:											
Port Lands Flood Protection		64,223	60,000	60,000	394,825	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 Flood Protection (2024 Budget Adjustment)		14,870		12,000	22,700		On Track	Feb-24	Dec-25	Dec-25	Ⓢ	Ⓢ
	Comments:	same as Port Lands Flood Protection										
	Explanation for Delay:											
Port Lands Parks and Public Realm		30,000	1,715	25,000	32,500	1,715	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		8,300	24,000		On Track	Feb-24	Dec-25	Dec-25	Ⓨ	Ⓢ
	Comments:	City and TRCA staff have finalized a deliver agreement. Dredging work will commence in the coming weeks and expected to still be completed by the end of 2025.										

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Explanation for Delay:												
Quayside Transportation Infrastructure		58,700	18,988	42,000	102,000		On Track	Feb-24	Dec-26	Dec-26	Ⓔ	Ⓔ
Comments:		A Delivery Agreement has been negotiated and executed. The agreement is comprehensive in nature and applies to both the design and implementation phases of the project. Design work has advanced considerably and invoicing has commenced.										
Explanation for Delay:												
Corporate Real Estate Management												
St. Lawrence Market North Redevelopment		18,310	4,033	15,509	128,020 (based on latest Council approval)	114,166	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: Overall the building is approximately 95% complete. Parking garage, Market, and Court finishes to be completed in Q3, 2024 in preparation for occupancy. *The approved budget was revised in July 2024. The project is on budget based on this revised project budget.										
Explanation for Delay:		Project delays are primarily driven by impacts from the COVID-19 pandemic, labour disruptions impacting available trades during construction, and program-driven changes.										
ModernTO - Workplace Modernization Program		16,731	4,207	13,212	250,000	51,839	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓔ	Ⓔ
Comments:		The Workplace Modernization 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 - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2 South substantially completed in 2023 - The contract for Project Management Services / Program Manager for the Workplace Modernization Program was executed in June 2024 Key elements to be completed: - Onboarding Program Manager to revalidate program requirements, schedule, and budget - Modernization of 5 core buildings in scope - Unlocking 8 City-owned sites, generating an estimated \$450 million in land value to be leveraged for City building purposes (affordable housing, community, and environmental initiatives) - responsibility of CreateTO, see Council report 2022.EX31.10 "ModernTO: Unlocking Eight City-Owned Properties"										
Explanation for Delay:												
New Etobicoke Civic Centre		65,339	26,638	56,891	433,385	61,266	On Track	January 2018	Q1 2028	Q1 2028	Ⓔ	Ⓔ
Comments:		The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2-story below grade parking structure. Construction has commenced in March 2024 with substantial completion expected in March 2028. The building is planned to be open to the public in Q4 2028.										
Explanation for Delay:												

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Accessibility for Ontarians with Disabilities Act (AODA) Program		35,967	7,672	14,805	198,063	137,669	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. The AODA program has been implemented to upgrade 207 City buildings in its present portfolio.</p> <p>Key elements completed to date:</p> <ul style="list-style-type: none">- 59% of the program's Validation, Design and Construction has been successfully completed.- 191 buildings have completed validation.- 175 buildings have completed the detail design documentation for tender and implementation.- 88 buildings are currently in construction or will be procured to start this year.- 48 buildings are in close-out and handover with construction complete.- 140 active projects are at the different stages (validation, design, or construction) of the program. <p>Key elements to be completed:</p> <ul style="list-style-type: none">- Revised strategy is planned to proceed with construction of 45 buildings organized into 6 TAU groups which were temporarily placed on hold.- 4 TAU groups consisting of 24 buildings will be coordinated and integrated with the Workplace Modernization Program and planned state of good repair projects for implementation.- All future work associated accessibility upgrades to the Civic Centres will be coordinated and integrated with the Workplace Modernization Program. As the WMP program manager validates scope and schedule, the timeline for the completion of the AODA work will be updated.										
Explanation for Delay:												
Technology Services												
Disaster Recovery Program		472	221	472	3,861	3,610	On Track	Jan-13	Dec-24	Dec-28	ⓐ	ⓐ
Comments:		<p>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.</p> <p>Part of the scope of the project is to establish the Disaster Recovery (DR) framework and governance including defining policy, standard, processes, and best practices. The DR guideline was communicated and published in Q1 2024 on TechWeb. Currently, in the process of establishing a governance committee with the Toronto Emergency Management and the Office of CISO.</p> <p>A change management plan to implement DR framework and processes has also been developed and drafted. In addition, we are developing a DR training course which will be available for all City divisions by Q1 2025.</p> <p>DR Technology roadmap has been developed, which shows the key projects, deliverables, and dependencies, to enable and implement DR solutions for mission-critical applications. More importantly, it shows the target date to resolve the outstanding audit item.</p>										
Explanation for Delay:		N/A										
Office 365		2,576	984	2,541	9,495	7,903	On Track	Jul-21	Jun-23	Mar-25	ⓐ	ⓐ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:		Project Change Request (PCR) has been submitted to reflect the new planned completion date of January 2025.										
		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 officers. Milestones completed are provided as follows:										
		Milestones completed are provided as follows: <ul style="list-style-type: none">•30,068 licenses assigned•22,155 computers received M365 Applications•11,740 mobile devices received M365 Mobile Applications•27,838 Individual mailboxes migrated•422 Mailboxes provisioned for TFS staff (629 assigned E3)•5350 Shared and Generic Mailboxes migrated•M365 Accessibility training material completed										
		Planning is currently going on for the following: <ul style="list-style-type: none">•Resource Mailbox Migration•Mailboxes with EWS•Deploying Phish Alert Button•Mail flow configuration•Distribution list recreation•Inactive Mailboxes										
Explanation for Delay:		N/A										
Enterprise Work Management Solution		11,360	4,168	11,842	83,105	54,524	Significant Delay	Mar-13	Dec-26	Jun-28	🟡	🔴
Comments:		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. Review of scope and business requirements underway and pending confirmation from the business stakeholders. Part 2 to be delivered by the new vendor(s).										
		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 completed (by vendor - EMA) along with the some initial system design information. The Phase 1 design started May 2, 2024, working with the Toronto Water Vendor (GMBP) and Functional Systems Specifications (FSS) development is ongoing. The rollout date will be confirmed once the delivery contract has been awarded.										
		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										
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.										

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<div>Life to Date</div>												
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		
Office of the Controller												
Financial Systems Transformation Project		57,315	15,899	57,315	151,454	72,686	Significant Delay	Jan-21	Jan-25	Apr-27	Ⓡ	Ⓡ
	Comments:	Project reset is in progress due to delays from the Solution Design phase with open issues and decisions impacting the overall delivery schedule. The forecast in 2023 did not account for the delay caused by the Solution Design, which resulted in a larger budget forecast in 2024, which did not align to the scope delivery. YTD underspending will be utilized in the latter half of the year.										
	Explanation for Delay:	Delay is due to impacts from the Solution Design, where it did not accurately account for integration to other SAP business processes for Divisions that will not be migrating to S/4 in 2025. This has resulted in rework of the design with several months delay, the revised go-live date for S/4HANA is October 2025. The Budget Tool Revitalization project go-live date is February 2027. This is reflected in the revised April 2027 project completion.										
Exhibition Place												
Electrical Underground HV Utilities - Replace Priority Feeders		2,500	293	2,500	2,500	293	On Track	Jan-24	Dec-24		Ⓢ	Ⓢ
	Comments:	Cables have been ordered. Tender for cable installation in progress. Project on track.										
	Explanation for Delay:											
Special Projects - Centennial Square Installation of Indigenous Feature Wall		3,032	2,057	3,032	3,135	2,161	Minor Delay	Jan-23	Dec-23	Sep-24	Ⓢ	Ⓜ
	Comments:	1) Delay refers to the cash flow of carry forward amount as you know in 2023 budget, there was about \$1M was allocated from 3rd party recoveries (OVO Centre). 2) Construction portion: since tender price was above budget due to cost escalations and price of steel, remaining amounts or shortfall was allocated from 2024 budget hence reference to tracking well OR on track.										
	Explanation for Delay:											
Enercare Centre - Replacement of Lower Roof Sections		2,200	65	2,200	2,200	65	On Track	Jan-24	Dec-24		Ⓢ	Ⓢ
	Comments:	Construction in progress. Project on track.										
	Explanation for Delay:											
Toronto and Region Conservation Authority												
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST		1,603	802	1,603	38,617	9,614	Significant Delay	Jan-20	Dec-21	Sep-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 and delay claims 3. Delays to interior trade work as a result of water ingress issues through CLT roof deck and resultant elevated moisture contents. 4. Coordination and submission of Alternative Solutions for OBC non compliant Mass Timber designs.										

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	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Police Service											
Long Term Facility Plan - 54/55 Amalgamation; New Build	214	0	154	100,000	839	On Hold	Jan-17	Dec-28	TBD	Ⓢ	Ⓢ
Comments:	<p>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 a single site. Originally, the former Toronto Transit Commission's (T.T.C.) Danforth Garage site located at 1627 Danforth Avenue was identified as the recommended site for the new Division. However, the estimated cost of construction increased considerably due to increased labour and materials costs, as well as other factors such as the high cost of constructing a very deep waterproof underground parking structure in a location with a high water table. Moreover, the footprint of land available to the Service on the Danforth site was reduced, creating the requirement for an increased number of parking levels underground, and resulting in a significant increase to the estimated cost.</p> <p>The project was put on hold in 2022 Q2 to allow staff to evaluate alternative options so that the Command could make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements of a growing city. The Service has been working with Create.T.O. to identify a viable alternative location for a new facility. This has proven challenging, with limited suitable options available for the size and location required, and those that are suitable are currently burdened by existing occupants. Single site and two-site models have been considered.</p> <p>The Service is currently looking at a two-site (de-amalgamated) model, razing and redeveloping the existing 41 Cranfield and the 101 Coxwell sites in turn, and is investigating the feasibility of relocating members to work out of nearby stations for the construction period.</p>										
Explanation for Delay:	This project is on hold to evaluate alternative options.										
Long Term Facility Plan - 41 Division; New Build	24,500	13,564	24,500	85,740	44,111	On Time	Jan-18	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:	<p>The current 41 Division facility is approximately 60 years old, and there are several building deficiencies due to its aging infrastructure and poor operational configuration. An assessment of the building confirmed it is not economically feasible to address the 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 phased construction and demolition approach for a new building on the existing 41 Division site provides the Service with a new facility with ample area for future expansion. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come.</p> <p>This new divisional building is being constructed in phases. Operations will continue on site during construction. The new 41 Division 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. The last bid package (for landscaping) is out for tender and is anticipated to be closed and awarded by 2024 Q3, following Value Engineering efforts to reduce costs.</p> <p>The building is weather and water tight. Green roof installation is underway, and metal siding is anticipated to be completed by 2024 Q3. All mechanical and electrical equipment rough-ins are complete. Finish installation is underway, followed by device/trim installations (i.e., lighting). Phase 1 Occupancy has been slightly delayed to November 2024 and Phase 2 Occupancy is anticipated for September 2026.</p> <p>The Service is coordinating commissioning and handover procedures, and Preventative Maintenance of Phase 1 equipment/systems, with City staff. The Architect and Contractor have been engaged in meetings with City staff.</p>										
Explanation for Delay:	On time and on budget.										
Relocation of Wellness Services	1,590	4	1,492	2,100	254	On Time	Jan-23	Jan-25	Jan-25	Ⓢ	Ⓢ
Comments:	<p>This project is to undertake renovations required to relocate portions of the Service's Wellness Unit from Toronto Police Headquarters to two additional, more accessible locations, one in the west end of the city (at the Toronto Police College), and the other in the east end of the city (leased space 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.</p> <p>The East location, a 2,709 square foot leased space at 2075 Kennedy Road, became operational on August 29, 2023. The renovation work at the Toronto Police College (West location) was awarded to BDA Inc. through a competitive tender. The Service and the general contractor have both executed the construction agreement. The construction commencement date was established as May 17, 2024, and the general contractor has 26 weeks available from this date to attain substantial completion of the project. The general contractor has commenced construction, mobilizing on the site on June 10, 2024. The Toronto Police College work is on schedule toward completion by December 2024. Facilities Management continues to finalize office furniture requirements for the renovated Toronto Police College space.</p>										
Explanation for Delay:	On time and on budget.										
ANCOE (Global Search)	155	0	155	12,528	12,371	Delayed	Jan-15	Dec-23	Jan-25	Ⓢ	Ⓢ

Appendix 2
Major Capital Projects
For the period ended June 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. 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, enabling the Service to effectively share information in the forms of maps, applications and interactive dashboards internally, with the public and other agencies. Work on the Global Search portion of the project continues, with search functionality being migrated to a new search platform, Elasticsearch, and the inclusion of additional datasets.										
Explanation for Delay:	Delay in transitioning to the new Elasticsearch due to resource constraints.										
Next Generation (N.G.) 9-1-1	6,495	1,539	6,308	16,251	9,095	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. The first phase of 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, which serves as the Primary Site. In addition, 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 second phase of the project will be focused 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. The design of the technological architecture which isolates the Solacom solution from the rest of the Service's network is being reviewed to ensure necessary provisions have been made. To assist with the creation of appropriate Privacy Impact Assessments (P.I.A.s.) for the second phase of N.G. 9-1-1, external expertise has been acquired and is working closely with the Information Privacy and Security Office. Work is underway and current state assessments are being performed to understand the work and processes associated with the Communications Team, Information Technology Teams, and privacy legislation. Recommendations and considerations for the Service and the associated evolution of N.G. 9-1-1 are expected by year-end 2024. Phase 1 of the project was completed in 2024 Q3, and Phase 2 is anticipated to be completed in 2024 Q4. Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. 9-1-1 platform are ongoing. Additionally, collaboration meetings with other Primary Safety Answering Points have been initiated and have fallen into a regular cadence.										
Explanation for Delay:	On time and on budget.										
State-of-Good-Repair - Police	7,441	2,663	5,253	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 or 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 project also includes technology upgrades to optimize service delivery and increase efficiencies.										
Explanation for Delay:	On time and minor delay in spending the 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, in order to reduce the replacement cost of these important and expensive assets. A consultant is anticipated to be engaged by 2024 Q3 to review and identify areas for improvement, efficiencies, technology and savings that can be incorporated into the next lifecycle plan in 2027.										
Explanation for Delay:	On time and on budget.										
Automated Fingerprint Identification System (A.F.I.S.) Replacement	870	0	790	7,874	3,020	Delayed	Jan-19	Dec-24	Mar-25	ⓐ	Ⓨ

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Major Capital Projects
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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 current A.F.I.S. is a 2011 model that was first deployed in January 2013, and reached end of life as at December 31, 2020. A.F.I.S. is based on a biometric identification methodology that uses digital imaging technology to obtain, store and analyze fingerprint data. A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police, 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 project has been delayed due to issues with the vendor. The contract award to IDEMIA was approved in April 2020 and contract negotiations were completed in December 2020. The Planning phase was completed and the project plan was delivered in August 2021. The design phase was completed in October 2023. Current work includes completing the shipment of remaining hardware, ongoing installation and network configuration, and acceptance testing. Migration activities are continuing in tandem with these events. The vendor is continuing to show improvements in aligning their resources with the demands of the project. However, there are still risks involved in maintaining the current A.F.I.S. system while implementing the new solution and utilizing the same staffing in both areas. Steps are being taken to manage this risk with regular review of resources, enhanced support from the vendor, and securing global resources to assist with events and timeline requirements. The Shipment and Factory Acceptance milestones are underway and expected to be completed and paid in 2024 Q3. The final two milestones, Acceptance and Implementation-to-Operational, are expected to be completed and paid in 2024 Q4 and 2025 Q1 respectively.										
Explanation for Delay:	Some delays have occurred in the Factory Acceptance phase. The vendor is having challenges with system configuration.										
Mobile Command Centre	727	157	727	1,565	996	Delayed	Feb-21	Jun-23	Dec-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 (C3) environment. P.K. Van Welding and Fabrication, the selected bidder, has commenced the construction of the vehicle, and progress is underway. The Service remains committed to closely monitoring and implementing the identified technical requirements. This ongoing development and implementation ensures that the vehicle is equipped with state-of-the-art technology solutions that align with the Service's vision of a safer, more secure community. The structure of the vehicle has been built and the interior design and build is ongoing. New technology solutions have been identified and tested to ensure suitability to work in any operating environment. It is anticipated that the Mobile Command Vehicle will be functional to respond to operational requirements in 2024. The vehicle will be going through final inspectional and acceptance July 25, 2024 with all relevant stakeholders at which time it will be moved to Jane Street Garage for decaling and subsequent training for key members. Project will be closed by August 31st 2024 at which time the vehicle will move in to it training and operation phases.										
Explanation for Delay:	The vendor is actively trying to complete the vehicle build but has been challenged with meeting delivery timelines.										
New Records Management System (RMS)	6,000	1,117	6,000	30,598	1,809	On Time	Jan-23	Dec-27	Dec-27	ⓐ	ⓐ
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 at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers). Negotiations on contract terms have been completed. Contract format is being adjusted by vendor to align with the City of Toronto's preferred contract template. The Program Charter has been completed. Some scope decisions are pending further discovery and will be revisited with iterative updates to the Program Charter. The Service has resourced a project team with 19 civilian members, 12 external contractors, and seconded 11 uniform members on a full time basis. There are also subject matter experts from within the Service providing ongoing support to the program on a part time basis. The team officially kicked off the Program in February 2024. The entire Program team completed 5 weeks of training on NicheRMS to prepare for the system design and build phase. Training occurred in March and April 2024. The Program team developed the initial iteration of a TPS version of NicheRMS, with limited scope (single occurrence - Break and Enter) but with comprehensive functionality coverage (call to courts processes included). The system is in development with the upcoming milestones of system demonstrations to the organization beginning in September 2024. The biggest project risk is the retention of resources critical to execute the project and the reliance on internal Subject Matter Experts (S.M.E.s.), particularly uniform members that are often redeployed based on other Service requirements. Lack of consistency and reliance on internal S.M.E.s. has the potential to expand timeline and costs of the project. System builds will continue in an incremental approach over the upcoming 12 months. The go-live approach and schedule is also being reviewed as the timeline may overlap with FIFA events.										
Explanation for Delay:	On time and on budget.										
Transforming Corporate Support (HRMS, TRMS)	109	0	100	8,435	7,199	Delayed	Jan-14	Dec-24	Dec-26	ⓐ	ⓑ

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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 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:		Resource constraints continue to have an effect on project spending.										
Body Worn Camera - Phase II		476	82	200	5,887	5,462	On Time	Jan-17	Jan-25	Jan-25	Ⓡ	Ⓢ
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:		On time. Project was re-base lined which reduced the need for spending the budget.										
Toronto Public Library												
Bridlewood Branch Relocation		2,795	2,481	3,995	9,787	9,472	On Track	Jan-20	Dec-24	Dec-24	Ⓡ	Ⓢ
Comments:		Construction is progressing well, and completion is targeted this year. Additional funding will be requested through a budget transfer from an underspent project										
Explanation for Delay:												
Centennial Renovation & Expansion		3,110	136	1,716	21,744	1,981	Minor Delay	Jan-18	Dec-26	Dec-27	Ⓢ	Ⓡ
Comments:												
Explanation for Delay:		Due to delays in obtaining site plan approval, the timeline shifted by one year and an in-year adjustment to adjust the 2024 cash flow will be requested										
Dawes Road Reconstruction & Expansion		1,946	31	143	37,757	7,659	Significant Delay	Jan-15	Dec-27	Dec-28	Ⓡ	Ⓡ
Comments:												
Explanation for Delay:		Awaiting site plan approval. Construction is anticipated to start in 2025. An in-year adjustment to adjust the 2024 cash flow will be requested										
Perth Dupont Relocation		1,879	234	1,854	5,918	1,703	On Track	Jan-18	Dec-24	Dec-25	Ⓢ	Ⓡ
Comments:		Construction started in April. The timeline shifted by one year due to delays in an agreement between the City and the developer on when TPL can take ownership title to start the fit-out for the branch										
Explanation for Delay:												
Pleasant View Library Renovation & Expansion		2,081	12	29	4,189	12	Significant Delay	Jan-21	Dec-25	Dec-25	Ⓡ	Ⓡ
Comments:												
Explanation for Delay:		Awaiting site plan approval. Construction is anticipated to start in 2025. An in-year adjustment to adjust the 2024 cash flow will be requested										

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Major Capital Projects
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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		
Toronto Transit Commission												
Fire Ventilation Upgrades		4,964	678	5,340	390,074	370,356	On Track	1998	On-going	On-going	Ⓔ	Ⓔ
	Comments:	To date, the following works have been completed: • Major upgrades at five stations – York Mills, Sheppard, Finch, Union and Lawrence. • Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West, Clanton Park Emergency Service Building (ESB) and Sherbourne stations. The following work is currently underway as part of the program: • Testing and commissioning of the new Subway Ventilation Equipment at Eglinton station being completed as part of the Eglinton Crosstown LRT project is ongoing and planned to be completed this year. • 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 this year.										
	Explanation for Delay:	NA										
Second Exits		18,303	5,543	18,303	178,612	39,728	On Track	2022	Post 2033	Post 2033	Ⓜ	Ⓔ
	Comments:	The status of the 14 stations included in the Second Exits program: • Nine stations have completed Second Exits/Entrances and are in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester, Museum and Donlands. The Second Exit/Entrance at Museum Station opened on May 30, 2024. The Donlands Station Second Exit/Entrance opened on August 8, 2024.										
	Explanation for Delay:	NA										
Easier Access III & Station Redevelopment		103,698	52,335	125,614	1,169,817	708,310	Minor Delay	2007	31/12/2027	31/12/2027	Ⓔ	Ⓜ
	Comments:	To date, 55 out of 70 subway stations have been made accessible including Donlands Station, which was made accessible with new elevators at the main entrance on August 8, 2024. The following summarizes the remaining 15 stations in the program: • One station (Old Mill) is still in the pre-construction phase, and 14 stations are under construction. • Yorkdale Station is accessible and construction continues in order to reach Substantial Performance (SP). 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 has been impacted for a few stations and is reflected in the overall status as at caution.										
	Explanation for Delay:	The project schedules for Summerhill, College, Museum and Lawrence stations have been impacted due to unforeseen site conditions, utility coordination challenges and sub-contractor performance. A detailed program update will be provided to the TTC Board in Q4 2024 based on a schedule impact analysis.										
Purchase of Buses		184,959	125,965	183,955	1,116,840	578,568	On Track	2018	31/12/2025	31/12/2025	Ⓔ	Ⓔ
	Comments:	336 Hybrid-Electric Buses (Delivery Complete): • As of August 31, 2024, all 336 buses have been delivered, of which 306 are in-service, and the remaining are undergoing commissioning. 340 Zero Emission Buses (eBuses): • Final bus configuration meetings were completed in March 2024. • The First Articles of Inspection for lead buses from New Flyer and NOVA were completed in April and June 2024, respectively. • Pre-production meetings were completed and the lead bus from each supplier was delivered in July 2024.										
	Explanation for Delay:	NA										

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Major Capital Projects
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(\$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		
Purchase of New Subway Train	3,143	676	2,041	926,537	7,503	Significant Delay	2020	TBD	TBD	Ⓡ	Ⓡ
Comments:	<p>As of this submission, there is partial funding committed for the new subway train order.</p> <ul style="list-style-type: none"> 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 as part of the New Deal Agreement. Two-thirds (\$1.52 billion) of the funding required for 55 new trains for Line 2 is committed towards the total current estimated \$2.27 billion. The TTC continues to engage with the Federal government to seek the remaining one-third funding (\$758 million). The Province has committed for the full funding of 15 trains required for YNSE and SSE. The TTC will continue to pursue funding for the additional 25 trains to accommodate growth on Line 1, as well as 17 trains to meet future growth requirements (post-2032) for both Line 1 and Line 2 out to 2041. The remaining one-third federal funding (\$758 million) is needed to unlock the provincial funding commitment for the 55 Line 2 replacement trains per the New Deal Agreement. The TTC has until Q1 2025 to obtain a full funding commitment to start the RFP process. In July 2024, the Federal government announced the Canada Public Transit Fund (CPTF), which will provide \$3 billion per year for public transit infrastructure beginning in 2026-2027. The TTC submitted an Expression of Interest for the Baseline Funding Stream under the CPTF. In August 2024, confirmation was received that the TTC is an eligible recipient and next steps for the process to confirm funding availability were outlined. The TTC continues to work with the Federal government to secure funding for 55 new subway trains. In parallel, staff continue to finalize RFP readiness to restart the procurement process. Consultation with government partners is ongoing. An update, with next-step recommendations will be brought to the Board in September 2024. 										
Explanation for Delay:	• Delay in obtaining federal funding commitment (one-third share - \$758 million)										
Streetcar - Purchase (Growth)	218,593	82,424	218,593	516,127	272,693	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 August 2024, 20 streetcars have been accepted by the TTC.										
Explanation for Delay:	NA										
Yonge-Bloor Capacity Improvements	30,436	11,930	38,845	1,261,780	92,019	Minor Delay	2015	Post 2035	Post 2035	Ⓢ	Ⓢ
Comments:	<ul style="list-style-type: none"> Early works construction for the relocation of existing utilities is ongoing 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. Brookfield is progressing the chiller plant design to completion in Q4 2024 prior to tender and construction. The Request for Proposal (RFP) in-market period is continuing. The RFP is scheduled to close in Q4 2024 and the PDB contract for the Development Phase Agreement is scheduled to be awarded in Q1 2025. 										
Explanation for Delay:	The RFP is scheduled to close in Q4 2024 to address proponent concerns with award of the Progressive Design Build (PDB) contract for the Development Phase Agreement in Q1 2025, and completion of the Development Phase expected in early 2027. Opportunities to mitigate the project schedule will be examined with the successful PDB proponent during the Development Phase.										

Solid Waste Management Services											
GREEN LANE LANDFILL	22,625	3,784	22,888	236,149	146,371	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	17,549	3,573	14,652	361,644	90,222	On Track	Prior to 2010	Dec-32	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	3,772	5,871	130,104	64,854	On Track	Prior to 2010	Dec-32	Dec-32	Ⓢ	Ⓢ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: Delayed > 6 months Projects overall is on track. Delays on Keele Valley Landfill ops & training building due to building permits										

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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		
Toronto Parking Authority (TPA)											
St. Lawrence (CREM City Led)	14,000		14,000	14,000	0	On Track	Jan-24	Dec-24	N/A	ⓐ	ⓐ
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:											
St. Patrick (JV TPA Led)	5,551		5,551	5,551	0	On Track	Dec-18	Dec-24	N/A	ⓐ	ⓐ
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	17,072	6,615	15,072	17,072	6,615	On Track	Jan-24	Dec-24	N/A	ⓐ	ⓐ
Comments:	As part of the priorities on reducing state of good repairs backlog, these selected garages have been chosen for 2024 to be completed. Any underspend shown is resulting from current estimates where shown savings is on expected construction contingency savings being realized.										
Explanation for Delay:											
NEW GARAGE FIT OUTS (St. Lawrence and St. Patricks)	6,824	127	6,699	6,824	127	On Track	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 joint venture.										
Explanation for Delay:	Scope of new garage fit out was subject to opening of St. Lawrence and St. Patrick's garage. Current estimates expect TPA to achieve substantial completion by end of year with possession.										
Toronto Water											
DOWNSVIEW TRUNK WATERMAIN	23,083	8,005	20,500	84,763	47,809	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 D BUILDING	24,620	7,181	16,500	91,083	19,280	Minor Delay	Mar-18	Dec-27	Dec-27	Ⓜ	Ⓜ
Comments:	Project was awarded in 2023, and is currently experiencing minor delays in 2024.										
Explanation for Delay:	Delayed due to site conditions and to coordinate with operational needs.										
OUTFALL CONSTRUCTION	13,935	3,802	10,470	281,899	247,387	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	65,807	16,277	56,113	315,252	166,679	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	1,388	82	1,388	52,773	8,178	On Track	Sep-17	Dec-28	Dec-29	ⓐ	ⓐ
Comments:	Construction works for the first phase of the project are nearing completion.										
Explanation for Delay:											
Don & Waterfront Trunk/CSO Const - PHASE 1	35,519	15,227	34,033	453,947	388,245	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.										
Explanation for Delay:											
<div>>70% of Approved Project CostⓐOn/Ahead of Schedule</div> <div>Between 50% and 70%ⓂMinor Delay < 6 months</div> <div>< 50% or > 100% of Approved Project CostⓇSignificant Delay > 6 months</div>											