

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

(\$000s)

Division/Project name		2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development & Culture												
Casa Loma Garden Wall Restoration		3,339	2,836	3,339	5,000	3,497	Minor Delay	Jul-23	Dec-25	Jun-26	Ⓢ	Ⓢ
	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. Construction started November 1, 2023, and the contractor maintained an aggressive schedule in order to meet the contract requirement to be substantially performed by June 1, 2024 in time for Liberty's spring season. The contractor compiled the work, dealt with deficiencies and demobilised from site by the end of Q3. The last remaining scope of work is to install a new fence and gate which will be fabricated by the contractor and installed in February 2025. The first phase of this project will be 100% complete by the end of December 2024.</p>										
	Explanation for Delay:	Additional funds were added to the Casa Loma Garden Wall Restoration project for 2025 to advance the second phase of the project. The plan is to tender this phase of the project in the spring of 2025 and complete the work by the end of June 2026. It is expected that both the Casa Loma Garden Wall and Casa Loma South Terrace projects will both be completed by the end of June, 2026.										
Parks, Forestry and Recreation												
Ferry Fleet Replacement		34,502	7,121	22,309	150,392	11,075	On Track	Design Phase: March 2015	Dec-18	Dec-27	Ⓢ	Ⓢ
	Comments:	<p>An RFP was issued in July 2017 for professional services for ferry fleet replacement options. 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, a hybrid-electric vessel design. The cost of the ferries as designed exceeded the available budget. In 2020, City Council set new goals for GHG emission. Based on the above, it was determined to proceed with fully electric vessels and the necessary supporting shore side charging infrastructure. The 10Y capital plan was amended in 2022 based on the revised cost of the project. Concept Naval's scope was amended due to changes in ferry design and construction administration. An Agreement was executed with Concept Naval to proceed with the design of full electric vessels and the necessary shore side infrastructure. The new vessels will be accessible and covered. The RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022. In March 2023, AKA Energy Systems was determined as the successful system integrator as a result of this RFP. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and closed November 13th, 2023. The two bids received were evaluated and in July 2024, City Council recommended award to Damen Shipbuilding. Two Vessels will be constructed, with delivery of the first vessel for November 2026, the Second vessel March 2027. The end date of December 2027 reflects timing for receipt and close-out of all invoicing.</p>										
	Explanation for Delay:	Project is currently on track										
Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage		7,243	55	7,243	87,036	78,274	On Track	2013	2020	Building - December 31, 2023, Legal and Deficiencies December 31, 2024 Indoor Play Space - Construction December 31, 2025, Warranty Period December 31, 2027	Ⓢ	Ⓢ

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	Comments:	The community centre and library fully opened to the public on July 4, 2023. Celebratory opening with the community took place on March 22, 2024 marking a key milestone for the community. The Contractor has completed 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. An additional scope to convert the mini gym into an indoor play space is underway. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract has been executed. Design concepts are being prepared in anticipation for circulation and internal review in November and December followed by public consultation and engagement in early 2025. The anticipated completion date for the indoor play space is December 31, 2025, with the warranty period extending until the end of December 2027.										
	Explanation for Delay:	Project is currently on track										
Don Mills Community Recreation & Arena Facility Design & Construction		500	318	350	166,200	1,394	On Track	Design Phase: January 2016 Construction Start: Q3 2027	Dec-25	Dec-31	🟢	🟢
	Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in Q4 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 by December 2024. The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in fall 2022 and was completed in April 2023. The Schematic Design Report was completed in May 2023 and reviewed by PF&R staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 and was completed in November 2023. Design Development phase is underway. Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review occurred in September 2024. Design Review Panel is scheduled for December 2024. Parking requirements are under further review.										
	Explanation for Delay:	Project is currently on track										
Davisville Community Pool Design and Construction		3,270	3,183	7,186	71,835	2,481	On Track	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024	Sep-22	Feb-27	🟢	🟢
	Comments:	The construction tender to four pre-qualified general contractors closed June 5, 2023, and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender.A second Request for Tender (RFT) was re-issued on November 16, 2023 and closed on February 13, 2024. Award of the construction contract was approved at the May 1, 2024 General Government Committee. Site Plan Approval (SPA/NoAC) and building permit/conditional permit(s) were issued. Construction started August 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 the progress of the project.										
	Explanation for Delay:	Project is currently on track										
North East Scarborough Community Centre and Child Care Centre Design and Construction		16,076	16,076	20,981	84,235	61,137	On Track	Design Phase - 2017 to 2020 Construction Start: Q4 2021	Jun-23	Dec-25	🟢	🟢

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	Comments:	Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. The project is advancing, and the contractor has been paid for 75% of the contract amount. The superstructure is completed; the exterior cladding, exterior grading at daycare outdoor area, parking, and driveway; concrete at playground, parking lot, splash pad and curbs work is advancing as well as mechanical and electrical work. Cash flow will be accelerated in subsequent quarterly variance reports to align to the progress of the project.										
	Explanation for Delay:	Project is currently on track										
Western North York New Community Centre and Child Care Centre Design and Construction		501	387	501	133,646	4,408	On Track	Design Phase: February 2016 Construction Start: Q2 2025	Fall 2021	Mar-28	Ⓢ	Ⓢ
	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 has been fully executed with the TCDSB. Final Site Plan Approval (SPA) submission was submitted by the consultant in early September 2024. The open loop wells construction has reach substantial completion. Three (3) Public Artists have been retained and are currently developing the designs of the art installation. Watermain upgrade construction work is approximately 90% completed. The Negotiated Request for Proposal (nRFP) for construction services was posted to Ariba on April 24, 2024 and closed on August 28, 2024. The technical evaluation of the proposals is currently underway. The award of construction services is anticipated for Q1 2025, with construction beginning in early Q2 2025. Completion of the community centre is anticipated by the end of Q1 of 2028.										
	Explanation for Delay:	Project is currently on track										
40 Wabash Parkdale New Community Centre Design and Construction		2,290	1,751	2,290	118,000	4,740	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 14, 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) will happen by December 31, 2024 in advance of project tender in Q1 2025.										
	Explanation for Delay:	Project is currently on track										
IT-Registration, Permitting & Licensing (CLASS Replacement)		9,371	4,832	9,371	45,028	26,780	On Track	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-26	Ⓢ	Ⓢ
	Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6, 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 23, 2018 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. Phase 1 of the project includes the launch of ACTIVENet out of the box functionality in addition to prioritized product development items. The new registration and booking system is scheduled to launch to the public on November 6, 2024. After post-launch system stabilization is complete, phase 2 will commence in Q1 2025 which will include 8 product development stories and additional enhancement requests that were identified during phase 1 and launch.										
	Explanation for Delay:	Project currently on track.										

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IT-Operational Modernization (former Enterprise Work Management System)		2,249	1,057	1,500	18,564	14,552	Minor Delay	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	On Track	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. Additionally, Toronto Water has removed a shaft for their planned tunnel from this relocation resulting in the need for re-design of the park since the previous park design left space for the tunnel shaft. 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 is anticipated to commence in Fall 2024 to Spring 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, Senior Management Team (SMT) and the ward Councillor and will be vetted with the advisory committees and public through engagement through the 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. The updated schedule is as follows: 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.										
	Explanation for Delay:	Project currently on track.										
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 8, 2021 and mobilization on July 16, 2021. Substantial completion achieved in June 2023 and the park opened to the public on June 23, 2023. Pond Commissioning completed April 30, 2024 and pond warranty period initiated May 1, 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 2025.										
	Explanation for Delay:	Project currently on track.										
Lower Yonge Street Community Centre Space		1,800	1,785	1,800	19,033	18,121	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 31, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31, 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 14, 2023. The facility is now open to the public - a soft opening occurred on June 17, 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 by December 31, 2024 and the close-out of the project. One Year Warranty Review site meeting occurred in July 2024. Correction of warranty deficiencies is ongoing.										
	Explanation for Delay:	Project currently on track.										
FMP-John Innes CRC Redevelopment Design & Construction		1,133	1,003	1,133	65,700	3,229	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 75% contract document phase with Site Plan Approval (SPA) and building permit still outstanding until drawing set complete for Fall 2024 submission.										
	Explanation for Delay:	Project currently on track.										
Moss Park - Park Redevelopment Design & Construction		240	23	240	10,700	282	On Track	Design Phase: March 2020 Construction: Q2 2028	Nov-26	Dec-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. This coordination has added complexity to the overall delivery of assets and therefore extended the timeline 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 PF&R, which is anticipated to be 2030 for full return of parkland from Metrolinx.										
	Explanation for Delay:	Project currently on track.										
Wallace Emerson (Galleria) CRC and Park Development		14,315	13,670	17,800	81,790	32,603	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 20, 2022. Project construction Total Completion is forecast for May 2026. Cash flow will be accelerated in subsequent quarterly variance reports to align to progress of the project. The percentage of work completed to the end of Q2 2024 was reported as 48.1% in error when it should have been 52%. As of September 30 2024, 61.03% of the project Construction Contract has been certified complete and invoiced.										
	Explanation for Delay:	Project currently on track.										
Senior Services & Long Term Care												
4610 Finch Ave East		2,611	769	2,611	175,970	2,686	Significant Delay	Mar-20	Dec-27	Dec-29	Ⓢ	Ⓢ
	Comments:	Project is in the design development and zoning application phase. Project team is currently working with City planners on the required rezoning application.										
	Explanation for Delay:	Zoning By-law Approval (ZBA) / Site Plan Approval (SPA) combined submission is no longer allowed due to Bill 109. Due to unknown City infrastructure capacity issue, an unplanned Sanitary Flow capacity analysis was required.										
Toronto Shelter and Support Services												
George Street Revitalization		26,073	14,430	20,093	684,942	107,251	Significant Delay	Jan-16	Feb-28	Feb-30	Ⓢ	Ⓢ

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	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 Q4-2024. 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 on February 6, 2024 (EX11.9) to end the memorandum of understanding with Infrastructure Ontario to deliver the GSR project using the Design-Build Finance alternative financing and procurement (public-private partnership) and staff will report back to the Executive Committee in Q4-2024 with recommendation for maximizing the value for money of the current approved 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	3,122	5,253	120,139	88,334	Significant Delay	Jan-18	Dec-25	Dec-26	Ⓞ	Ⓢ
	Comments:	<p>Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q1 of 2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is anticipated in December 2026.</p>										
	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	43	18,532	89,511	43	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 on November 8, 2023 (EC7.7) for 1,600 beds up to 20 sites were constrained. The City's request to the Federal government for funding the project has not yet been confirmed.</p> <p>In June 2024 \$89.5 million 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 up to 5-7 new properties and 5 City-owned properties. The remaining \$585.0 million has been included for capital needs constraints in 2025 budget submission.</p> <p>Currently two sites have been acquired and four City owned properties have also been secured for shelter development.</p>										
	Explanation for Delay:											
Toronto Paramedic Services												
MULTI-FUNCTION STATION #2 - 300 Progress Ave.		398	250	398	80,585	3,328	On Track	Jan-17	Dec-25	Dec-28	Ⓞ	Ⓞ
	Comments:	<p>This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.</p>										

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Explanation for Delay:	<p>Design: A second feasibility study conducted by CREM's architect was completed in July 2019. The architectural contract for the design was awarded in June 2020. In 2021, the Conceptual Design Phase, Schematic Design Phase, and Net Zero Energy Feasibility Study were completed, followed by the Detailed Design Phase. A development request was submitted to City Planning in December 2021. Due to supply chain disruptions and rising material and labor costs, Procurement Services initiated a targeted market survey in the spring of 2022 to assess interest in specialized products and high-volume materials specified in the design.</p> <p>Expropriation: On July 15, 2021 (2021.GL24.12), City Council approved expropriation proceedings to acquire part of 350 Progress Avenue. This acquisition was necessary to construct a primary access route to 300 Progress Avenue and provide site services, including domestic water, sanitary, stormwater, hydro, telecommunications, and other ancillary infrastructure for the new Toronto Paramedic Services multi-function station. The Stage 1 expropriation report was approved in November 2021, with a 30-day notice period completed without any requests for a Hearing of Necessity. The Stage 2 report was adopted by the General Government and Licensing Committee (GGLC) on July 4, 2022 (2022.GL32.27) and approved by City Council on July 19, 2022. Stage 2 Notices were issued to the owner of 350 Progress Avenue on October 26, 2022. The City of Toronto paid the Land Transfer Tax for the 350 Progress Avenue expropriation to the Ministry of Finance on November 25, 2022. An offer of possession for the expropriated land was served, accepted on February 23, 2023, and payment was finalized on August 3, 2023.</p> <p>Parking impacts: Coordination with Toronto Police to address parking impacts related to the proposed access plan is ongoing.</p> <p>Permit: In February 2023, City Planning requested a redesign and additional site investigations. CREM submitted a revised development application to City Planning on May 1, 2023. The Memorandum of Understanding for Site Plan Approval was reviewed and signed by the Ministry of Transportation, Transportation Services, and Engineering and Construction Services. The building permit application was submitted on April 5, 2024.</p> <p>General Contractor Tender: The contract documentation for construction services was reviewed by the Fairness Monitor and released to the market on June 12, 2024. The nRFP award is scheduled for Q1 2025.</p>										
AMBULANCE POST - 30 Queens Plate Dr.	1,931	47	531	2,848	47	Significant Delay	Jan-19	Dec-23	Dec-26	Ⓡ	Ⓡ
Comments:	This project construction involves 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 TFS Station A Woodbine project.										
Explanation for Delay:	<p>Property utilization: On October 20, 2020, TFS announced the deferral of the 30 Queen's Plate Drive station and corresponding fire apparatus projects, as community development had not occurred as planned. In June 2021, at the Operational Program Management Committee (OPMC) meeting, PS proposed a plan regarding the utilization of the property in collaboration with TFS and CreateTO. As a result of this meeting, PS was granted permission to use the property.</p> <p>Design: In Q1 2023, a Purchase Order was issued for architectural and engineering design services. The Consultant initially anticipated that the design would be completed by September 2023; however, it was delayed due to changes in scope for a permanent building instead of a high-maintenance temporary Sprung Structure. The updated design will also include additional onsite facilities for staff, such as change rooms, showers, and lockers. A Purchase Order amendment for consulting services was issued on August 30, 2023, to incorporate these scope changes. Design development is expected to be completed by the end of November 2024.</p> <p>Permit: The building permit is anticipated to be issued by January 2025.</p> <p>General Contractor Tender: The tender for a general contractor is planned for Q3 2025. The project requirements include adherence to green standards and heating specifications for the office space.</p>										
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)	227	-6	27	465	18	Significant Delay	Jan-22	Dec-25	Dec-28	Ⓡ	Ⓡ
Comments:	Phase 1 involves using 610 Bay Street as an interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations undergoing SOGR and AODA upgrades, and a staging area for logistical and medical supplies in downtown Toronto.										

Appendix 2
Major Capital Projects
For the period ended September 30, 2024
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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>Artwork: PS collaborated with the Economic Development & Culture Division to integrate public artwork at 610 Bay Street Station. An RFP for an artist was issued in May 2022, with an artist selected in Q3 2022. PS paid for the artwork in January 2023. However, changes to the project scope in 2024 led to the cancellation of the artwork, and the funds were refunded.</p> <p>Property ownership and first General Contractor tender: In 2022, CREM initiated the General Contractor (GC) tender, with the contract award and construction start planned for January 2023. CREM Transaction Services had a previous lease agreement with Toronto Coach Terminal Inc. (TCTI), which owns the 610 Bay Street property. Construction could not start since City of Toronto did not own the property. The January 2023 construction start timeline was delayed. The GC bid expired at the end of March 2023, prompting PMMD to cancel the procurement process on May 31, 2023. The Legal Division reviewed the sale agreement for the 610 Bay Street property between the City of Toronto and TCTI. The property sale was finalized on April 8, 2024, and the transaction closed on July 18, 2024.</p> <p>Design: The project's original goal was to construct a temporary Paramedic Station at 610 Bay St. Due to delays in the property transfer, the scope has been changed to interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations.</p> <p>Permit: A building permit was issued on September 11, 2024.</p> <p>Second General Contractor tender: On July 25, 2024, the second GC tendering started in collaboration with the consultant, UOAI Inc. Substantial project completion is expected within 12 to 18 months following the General Contractor (GC) contract award.</p>										
MULTI-FUNCTION STATION #5 - 18 Dyas Road - (Phase 1)	1,171	3	70	10,000	33	Significant Delay	Jan-22	Dec-27		Ⓡ	Ⓡ
Comments:	Multi-Function Station #5 to be used by Community Paramedicine (CP) and District 5 (D5) primarily due to increased service demands.										
Explanation for Delay:	<p>Project Scope: A Feasibility Study/Test Fit commenced in April 2022 to explore the potential for housing several Toronto Paramedic Services (PS) units. In October 2022, after consultations with CREM, PMO, CreateTO, and ModernTO architects, it was determined that PS's Community Paramedicine, District 5 Operations, and other support operations could be accommodated at this location.</p> <p>Fuel Site Relocation: In December 2022, CreateTO proposed the possibility of relocating a fuel site from Oriole Yards to the 18 Dyas Road site. On April 28, 2023, a feasibility and traffic study was completed, concluding that the relocation would fit into the plans. However, the relocation of the fuel site has not yet been approved by the Housing Secretariat, as per CreateTO.</p> <p>Project Director and Manager Assignment: In 2024, a Project Director and Project Manager were assigned to this project to support a phased approach, with anticipated PS occupancy of the entire building by 2026.</p> <p>Tenants at 18 Dyas Road: The location currently houses the Paramedic Services Community Paramedicine program and various City of Toronto divisions. CreateTO is working with ModernTO to relocate other divisions from 18 Dyas Road. Once, these divisions are relocated, a General Construction RFP will be drafted.</p> <p>Business Note Development: In Q3 2024, CreateTO is currently initiating a Business Note (BN) that outlines potential paths forward for this project. The BN is contemplating three options:</p> <ol style="list-style-type: none">1. Reallocate the current tenants to another municipally owned building.2. Allow the tenants to remain at their current location while Paramedic Services explores an alternative site.3. Sell the property, using the proceeds to fund a new location for the current tenants and establish a separate site for PS.										
Transportation Services											
F. G. Gardiner*	209,986	118,180	179,613	2,380,455	585,854	On Track	01-Apr-2017	TBD (subject to the completion of the award process)	N/A	Ⓢ	Ⓢ

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Major Capital Projects
For the period ended September 30, 2024
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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:	<div>Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reach substantial completion. Efforts underway to close out project. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender awarded in 2023. DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate to continue through 2022-2025.</div> <div>Note: budget adjusted to reflect recent provincial funding provided for GS2 contract Acceleration</div>										
	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											
Housing Secretariat												
Housing Now		62,892	4,926	41,413	883,272	26,659	Significant Delay	Jan-19	Dec-25	Dec-29	🟡	🔴
	Comments:	<div>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.</div> <div>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.</div>										
	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	27,762	44,004	518,160	430,817	Minor Delay	various	various	various	🟡	🟡
	Comments:	<div>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).</div>										
	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	5,896	7,000	251,123	247,748	On Track	Jan-05	May-25	May-25	🟢	🟢
	Comments:	<div>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.</div>										
	Explanation for Delay:											
Port Lands Flood Protection		64,223	60,000	60,000	394,825	390,602	On Track	Nov-16	Dec-25	Dec-25	🟢	🟢

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Major Capital Projects
For the period ended September 30, 2024
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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:												Port Lands Flood Protection is one of North America's most significant urban regeneration projects. Together with associated projects, it will flood protect over 240 hectares of land in the Port Lands. Funded by all three levels of government, the \$1.42 billion project includes 23 separate sub-projects and, in addition to flood protection, is anticipated to remediate contaminated land, deliver new bridges, infrastructure and public parks, and create a new naturalized mouth of the Don River. Some key milestones for 2024 include: fully opening the realigned Cherry Street and bridges over the Keating Channel from Lake Shore Blve E south to Commissioners, re-opening Commissioner Street and bridges over the new river valley, completing construction of and flooding of the river valley and beginning the excavation north to link the new valley to the Don River; commencing the demolition of the old Cherry Street lift bridge; and, completing a number of required utility relocations including water, stormwater and gas infrastructure.										
Explanation for Delay:																						
Port Lands Flood Protection (2024 Budget Adjustment)												14,870		14,000	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	3,784	11,000	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:												Some of the soil that is needed to support construction is taking longer to settle than anticipated resulting in the deferral of some of the work into 2025 and reduced expenditures for 2024. There is no change in the forecasted completion date as a result of the 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 has commenced and expected to be completed by the end of 2025.										
Explanation for Delay:																						
Quayside Transportation Infrastructure												58,700	33,906	42,000	102,000	33,906	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	7,164	15,509	128,020 (based on latest Council approval)	116,874	Significant Delay	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re-baselined end date based on latest approval from Council	Q4 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 98% complete. Parking garage, Market, and Court finishes to be completed in Q4, 2024 in preparation for full occupancy. Partial occupancy attained for Level 03 and Level 04, and part of Level 02. *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, program-driven changes, and Contractor performance including completion of deficiencies.										
ModernTO - Workplace Modernization Program												16,731	6,861	11,458	250,000	54,492	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓔ	Ⓔ

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Major Capital Projects
For the period ended September 30, 2024
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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 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 - Project Management Services / Program Manager for the Workplace Modernization Program onboarded Q3 2024 Key elements to be completed: - 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	56,339	32,395	52,635	433,385	67,024	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 storey 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:											
	Accessibility for Ontarians with Disabilities Act (AODA) Program	35,967	11,119	15,515	198,063	141,116	On Track	January 2018	December 2027	December 2027	Ⓢ	Ⓢ
	Comments:	CREM is implementing a capital accessibility program to proactively upgrade facilities that fall under its capital maintenance program called Toronto Accessibility Upgrades (TAU). It is following the highest level of standard (the Toronto Accessibility Design Guidelines), wherever feasible, for the removal of accessibility barriers at City-owned buildings. The AODA program has been implemented to upgrade 201 City buildings in its present portfolio. 5 buildings were removed from the program and transferred to TSSS as they are run TSSS. One other location was removed to be a stand-alone project to include SOGR upgrades. Key elements completed to date of the 201 Buildings: - Overall 76% of the program's Validation, Design and Construction has been successfully completed. - 196 buildings have completed validation. With 5 buildings remaining to receive Validation sign-off from the clients. - 175 buildings have completed the detail design documentation for tender and implementation. 26 buildings are still in Design. - 40 buildings are currently in construction or will be procured to start this year. 79 Buildings are to be procured and constructed. - 104 buildings are in close-out and handover with construction complete. 97 Buildings are to start and/or complete construction. - 56 active projects are at the different stages (validation, design, or construction) of the program. Key elements to be completed: - Revised strategy is planned to proceed with construction of 14 buildings organized into 2 TAU groups which were temporarily placed on hold. - 8 TAU groups consisting of 49 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											

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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		
Disaster Recovery Program	472	286	462	3,683	3,674	Significant Delay	Jan-13	Dec-24	Dec-28	Ⓞ	Ⓡ
Comments:	<p>A Project Change Request (PCR) has been submitted to address scope changes and to realign timelines and deliverables that will achieve business outcomes.</p> <p>Disaster Recovery (DR) program has four work streams:</p> <ul style="list-style-type: none"> •One stream of work packages is to set up the DR management framework and governance. this includes creating the 1st DR Policy, 1st DR Guideline, as well as templates and processes. This has been completed in 2024. •Second stream of work packages is to establish Business Continuity Disaster Recovery joint program Committee with partners of TEM and office of CISO to collectively mitigate corporate risks. Additionally, implement DR framework to all City divisions by leveraging organizational change management practices to establish a community of DR practices. This currently in progress. •Third stream is to ensure the implementation foundational infrastructure solutions at Tiffield DC in order to enable DR environment in the City. This work is transitioned to DC Modernization project. •Fourth stream is to assess application priority, conduct architectural assessment on mission-critical applications, plan and implement DR solutions by leveraging DRaaS vendors and managed services. This is currently in progress for planning. •DR program also co-develop DR Staff Report for reporting to City Council/Audit Committee each year since 2022. A report expected to be completed in October. 										
Explanation for Delay:	Project re-aligning scope and deliverables. A project change request will be submitted to rebaseline timelines.										
Office 365	2,576	1,476	2,474	9,495	8,395	On Track	Jul-21	Jun-23	Mar-25	Ⓞ	Ⓞ
Comments:	<p>Project Change Request (PCR) has been submitted to reflect the new planned completion date of March 2025.</p> <p>The Scope of the M365 Phase 1 project is to migrate mailboxes to the Cloud, install M365 Applications, and assign licenses to staff within all divisions, elected officials and teams, and accountability officers offices.</p> <p>Milestones completed are provided as follows:</p> <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 • 1,660 Resource Mailbox Migration • 1,259 Distribution List Recreated • ~12,000 Inactive Mailboxes Migrated <p>Planning is currently going on for the following:</p> <ul style="list-style-type: none"> • Resource Mailbox Migration • Mailboxes with EWS • Deploying Phish Alert Button • Mail flow configuration 										
Explanation for Delay:											
Enterprise Work Management Solution	11,626	6,648	10,656	84,485	57,003	Significant Delay	Mar-13	Dec-26	Dec-29	Ⓢ	Ⓡ

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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 implementation of the Enterprise Workforce Management System (EWMS) across four divisions is progressing through three distinct phases: Phase 1 Phase 1 has been successfully completed for the SWMS (March 2022) as well as Transportation for Road Operations (October 2022). The system went live April 2024 for PF&R - Urban Forestry and users are being transitioned to the new system in groups. Part 2 of the PF&R rollout is currently under review, awaiting confirmation from business stakeholders. In parallel, the Toronto Water Phase 1 rollout is concentrating on critical areas such as Distribution & Collections (D&C), Customer & Technical Support (C&TS), and Water Infrastructure Management (WIM). System design and the procurement of vendor services for implementation are underway. Phase 2/3 Planning and development of business requirements for Phases 2 and 3 are currently in progress to complete the full transition to Maximo and the decommissioning of current legacy work management system. The procurement process for awarding new vendor contracts is expected to be completed in 2025. The vendor contracts will confirm the rollout timelines for the remaining Phase 2 and Phase 3 scope areas. This remaining scope also includes the implementation of a new Maximo mobile solution as well as the transition to a cloud based system architecture.										
	Explanation for Delay:	Phase 2 and 3 planning is underway. The project timelines will be re-baselined once the vendor contracts are awarded in early 2025.										
Financial Operations & Control												
Financial Systems Transformation Project		57,315	22,676	34,764	151,454	79,463	On Track	Jan-21	Jan-25	Apr-27	Y	G
	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 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 30, 2027 project completion. The project is on track based on the revised completion date. 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.										
	Explanation for Delay:											
Exhibition Place												
Electrical Underground HV Utilities - Replace Priority Feeders		2,500	1,503	2,500	2,500	1,503	On Track	Jan-24	Dec-24		G	G
	Comments:	Cables have been received. Tender for cable installation awarded. Project on track.										
	Explanation for Delay:											
Special Projects - Centennial Square Installation of Indigenous Feature Wall		3,032	2,939	3,032	3,135	3,042	Minor Delay	Jan-23	Dec-23	Dec-24	G	Y
	Comments:	1) Delay refers to the cash flow of carry forward amount. In 2023 budget, \$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	551	2,200	2,200	551	On Track	Jan-24	Dec-24		G	G
	Comments:	Construction in progress. Project on track.										
	Explanation for Delay:											
Toronto and Region Conservation Authority												
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST		1,603	1,203	1,603	38,617	10,014	Significant Delay	Jan-20	Dec-21	Dec-24	R	R
	Comments:	Currently completing Building Department Inspections and final sign-off letters from Consultants.										

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Life to Date												
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:		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.										
Toronto Police Service												
Long Term Facility Plan - 54/55 Divisions; New Build		214	0	154	100,000	839	On Hold	Jan-17	Dec-28	TBD	Ⓡ	Ⓡ
Comments:		This project provides for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility (as recommended by the Transformational Task Force) at 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 by Create.T.O. to accommodate additional uses for the land. This created the requirement for an increased number of parking levels underground, resulting in a significant increase to the estimated cost. •The project was put on hold in 2022 Q2 to allow staff to evaluate alternative options. By doing so, the Command could make an informed decision on how to proceed in a fiscally responsible way that meets the 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. As a result, single site and two-site models have been considered. •The Service is currently looking at a two-site (de-amalgamated) model, razing and redeveloping the existing 41 Cranfield Road and 101 Coxwell Avenue sites in turn, and is investigating the feasibility of relocating members to work out of nearby stations for the construction period. •Subject to Board and funding approval, the Service is pursuing to de-amalgamate 54 and 55 Divisions. To facilitate the fulsome de-amalgamation the Service will reconstruct a new 54 Division on the 54 Division land, relocate 55 Division staff into the 54 Division and rebuild a new 55 Division on the 55 Division land. The 2025 capital program will be amended to reflect these changes and the Board will be provided an updated plan as part of the capital program.										
Explanation for Delay:		This project is on hold to evaluate alternative options.										
Long Term Facility Plan - 41 Division; New Build		28,200	20,623	28,200	86,000	51,171	On Time	Jan-18	Dec-26	Dec-26	Ⓞ	Ⓞ
Comments:		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 only 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 room for future expansion. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. •This new divisional building is being constructed in phases. Operations are continuing 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. •The tender process is now complete, and the Construction Manager (Eastern Construction Company) and the construction costs are finalized. •The building is weather and watertight. Green roof installation for Phase 1 is complete. Metal siding is 95% complete. •Over the past few months, the Service has been coordinating the commissioning and handover procedures, and Preventative Maintenance of Phase 1 equipment/systems, with City staff. The Architect and Construction Manager have been engaged in meetings with City staff. •Phase 1 Occupancy is projected for 2025 Q1, while Phase 2 Occupancy is expected by 2026 Q4. •In September 2024, the Construction Manager provided a revised cash flow projection that was higher than the projection submitted in July 2024, primarily due to the acceleration of a considerable amount of work to meet the target occupancy date for Phase 1 of the project. After careful analysis of the 2024 budget requirements, the Service proposes an in-year transfer of \$3.7M from N.G. 9-1-1 in 2024; this amount will be returned to N.G. 9-1-1 in 2025. The total increased cashflow of \$3.7M will be sufficient for 2024 and staying within the overall project budget remains achievable.										
Explanation for Delay:		On time and on budget.										
Relocation of Wellness Services		1,590	574	1,491	1,840	824	On Time	Jan-23	Jan-25	Jan-25	Ⓞ	Ⓞ

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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:	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. •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 is on schedule to be completed by January 2025. •Facilities Management continues to finalize office furniture requirements for the renovated Toronto Police College space.										
Explanation for Delay:	On time and on budget.										
ANCOE (Global Search)	155	0	109	12,528	12,371	On Time	Jan-15	Jan-25	Jan-25	ⓐ	ⓐ
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 program includes key projects such as E.B.I. as well as Global Search. The program goals are the enhancements of the Service's analytical reporting environments through the integration of advanced Power B.I., geospatial and reporting technologies. The program aims to deliver streamlined service processes, enhance data accessibility and the delivery of analytics products to front-line members, management, and the public. •The E.B.I. portion of the project has been successfully completed, along with the implementation of the Service's Geographic Information System (G.I.S.) and Power BI platforms. •The Service continues to expand its use of Power B.I. and G.I.S. technologies for monitoring and reporting on operational and strategic initiatives. These technologies enhance the Service's ability to share information through maps, applications, and interactive dashboards, both internally and with external stakeholders, including the public and other agencies. •The Global Search portion of the project is still in progress. The migration of the search functionality to a new Elastic Search platform is complete. The focus for 2024 Q4 is integrating additional datasets and establishing the sustainment team.										
Explanation for Delay:	On time and on budget.										
Next Generation (N.G.) 9-1-1	2,795	2,103	2,730	16,251	9,659	Delayed	Jan-19	Dec-25	Sep-26	ⓐ	Ⓡ
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, which included 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, has been completed. •The second phase of the project is in progress and is focused on transitioning to the I.P. protocol and improving 9-1-1 capabilities including the way the public requests 9-1-1 services and how emergency responders communicate with each other. •The technological architecture of the overall solution for the second phase is being reviewed. •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 the end of 2024. •Collaboration meetings with the secondary Public Safety Answering Point (P.S.A.P.) (which includes Toronto Paramedic Services and Toronto Fire) on the N.G. 9-1-1 platform are ongoing. Additionally, regular collaboration meetings with other P.S.A.P.s have been initiated. •The project also includes the renovations of partial floors of the Communication Centre. These renovations have been deferred to 2025 and 2026, to first allow the completion of the second phase of the technical solution, estimated for the end of 2024.										
Explanation for Delay:	In order to ensure the project's second phase will be completed by end of 2024 per the Canadian Radio-television and Telecommunications' directive, a decision was made to defer the renovation of partial floors of the Communication to 2025 and 2026.										
State-of-Good-Repair - Police	7,441	4,140	6,716	on-going	on-going	On Time	on-going	on-going	on-going	ⓐ	ⓐ

Appendix 2
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:	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 on budget.										
Radio Replacement	100	0	75	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	612	7,874	3,020	Delayed	Jan-19	Dec-24	Apr-25	Ⓢ	Ⓜ
Comments:	<p>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 also integrated with other Service systems to, for example, provide real-time confirmation of prisoner identity for Booking Officers and to process requests for background clearance, police reference checks and clearance letter services.</p> <p>•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.</p> <p>•In 2024 Q2, delays were incurred with the configuration, testing and acceptance of the system through the vendor's development and assurance processes. The vendor is working towards resolving these issues and has updated the project schedule to reflect the delay. The majority of equipment is on site and the vendor is currently coordinating the shipment of remaining hardware. Migration activities are continuing in tandem with these events.</p> <p>•The final two milestones, Acceptance and Implementation-to-Operational, are expected to be completed by 2025 Q2.</p> <p>•The vendor is continuing to show improvements in aligning their resources with the demands of the project. There is ongoing balancing of the same resources needed to maintain the current A.F.I.S. system, while also implementing the new solution. This risk is being managed with regular review of resources and enhanced support from the vendor.</p>										
Explanation for Delay:	Delays in the Factory Acceptance (FAT) phase with system configuration and debugging issues. The unspent amount will be carried forward to 2025.										
Mobile Command Centre	727	707	727	1,565	1,545	Delayed	Feb-21	Jun-24	Dec-24	Ⓢ	Ⓢ
Comments:	<p>This vehicle will support the 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 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.</p> <p>The vehicle will incorporate all necessary capabilities to support and integrate with other emergency services, as well as with 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> <p>•P.K. Van Welding and Fabrication was the selected bidder. Original timelines for delivery of the vehicle were delayed due to supply chain challenges which affected the timely delivery of various components. The vehicle went through final inspection and delivery acceptance in July 2024.</p> <p>•Decaling and training for key members were conducted in August and September 2024 respectively. It is anticipated that the vehicle will be functional to respond to operational requirements in 2024 Q4.</p>										
Explanation for Delay:	After some delays in receiving the vehicle from vendor, the project team is currently delivering driver training and certification and expects to complete the project by end of 2024.										
New Records Management System (RMS)	6,000	1,964	5,000	30,598	2,657	On Time	Jan-23	Dec-27	Dec-27	Ⓢ	Ⓢ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:		This project is for the replacement of the existing R.M.S., a core business operating system of the Service. A review of the Service's existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges and hinder the progression to a digital environment. 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 the Service's information and 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. •The Project Charter has been completed. Some scope decisions are pending further discovery and will be revisited with iterative updates to the Project Charter. •The Service has resourced a project team with 8 civilian members, 11 external contractors, and 9 uniform members seconded on a full-time basis. There are also subject matter experts (S.M.E.s) from within the Service providing ongoing support to the project on a part time basis. The team officially kicked off the project in February 2024. •The entire project team completed 5 weeks of training on Niche R.M.S. to prepare for the system design and build phase. Training occurred in March and April 2024. •The project team developed the initial iteration of a Service version of Niche R.M.S., with limited scope (single occurrence – Break and Enter) but with comprehensive functionality coverage (call to courts processes included). •The system will be developed using an incremental build approach over the next 12 months. Build 1 of the Service's Niche R.M.S. was completed in September 2024 and the project team had several engagements within the Service to show the value the system will be able to deliver. •A project website has been launched for the Service's internal audience, providing information about the system and system demonstration videos. •The biggest project risk is the retention of resources critical to executing the project, and the reliance on internal S.M.E.s, particularly uniform members that are often redeployed based on operational Service requirements. Lack of consistency and reliance on internal S.M.E.s has the potential to expand the timeline and costs of the project. The go-live approach and schedule is also being reviewed as the timeline may overlap with Federation Internationale de Football Association (F.I.F.A.) 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-25	Dec-26	Ⓢ	Ⓢ
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	152	201	5,887	5,531	Delayed	Jan-17	Jan-25	Jun-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. 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:		Delay in procurement.										
Toronto Public Library												
Bridlewood Branch Relocation		3,995	3,761	3,995	10,987	10,753	On Track	Jan-20	Dec-24	Dec-24	Ⓢ	Ⓢ
Comments:		Construction is progressing well, and completion is targeted this year.										
Explanation for Delay:												

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Centennial Renovation & Expansion		1,710	1,057	1,460	21,744	2,903	On Track	Jan-18	Dec-26	Dec-27	Ⓔ	Ⓔ
	Comments:											
	Explanation for Delay:											
Dawes Road Reconstruction & Expansion		144	61	114	37,757	7,688	On Track	Jan-15	Dec-27	Dec-28	Ⓔ	Ⓔ
	Comments:											
	Explanation for Delay:											
Junction Triangle Construction (Perth Dupont Relocation)		1,879	1,385	1,679	5,918	2,854	On Track	Jan-18	Dec-24	Dec-25	Ⓔ	Ⓔ
	Comments:											
	Explanation for Delay:											
Pleasant View Library Renovation & Expansion		29	16	29	4,189	16	On Track	Jan-21	Dec-25	Dec-26	Ⓔ	Ⓔ
	Comments:											
	Explanation for Delay:											
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	Ⓔ	Ⓔ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	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										
Purchase of New Subway Train		3,143	676	2,041	926,537	7,503	Significant Delay	2020	TBD	TBD	Ⓜ	Ⓜ
	Comments:	As of this submission, there is partial funding committed for the new subway train order. • 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:	• 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.										
*TTC's information is sourced from Q2, as Q3 data is not yet available.												
Solid Waste Management Services												
GREEN LANE LANDFILL		22,606	7,983	21,278	236,149	158,602	On Track	Prior to 2010	Dec-26	Dec-26	Ⓢ	Ⓢ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	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:											
TRANSFER STATION ASSET MANAGEMENT		17,549	7,051	13,982	361,644	94,391	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:											
PERPETUAL CARE OF CLOSED LANDFILLS		10,530	6,048	6,150	130,104	67,035	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 mths Projects overall is on track. Delays on Keele Valley Landfill ops & training building due to building permits										
Toronto Parking Authority (TPA)												
St. Lawrence (CREM City Led)		14,000		14,000	14,000	0	On Track	Jan-24	Dec-24	Dec-24	Ⓞ	Ⓞ
	Comments:	The project is a City led project that requires St. Lawrence to be handed over to TPA to its satisfaction. CREM expects the facility to be handed over to TPA in 2024.										
	Explanation for Delay:											
St. Patrick (JV TPA Led)		5,551		5,468	5,551	0	On Track	Dec-18	Dec-24	Dec-24	Ⓞ	Ⓞ
	Comments:	This is a Joint venture that is expected to close with the hand over from developers in Q4 2024										
	Explanation for Delay:											
GARAGE REPAIRS CP43 CP68 CP58 HEALTH		17,072	9,822	16,072	17,072	9,822	On Track	Jan-24	Dec-24	Dec-24	Ⓞ	Ⓞ
	Comments:	As part of the priorities on reducing state of good repairs backlog, these selected garages have been chosen for 2024 to be completed. 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	2,745	6,824	6,824	2,745	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 JV.										
	Explanation for Delay:	Scope of new garage fit out was subject to opening of St. Lawrence and St. Patricks garage. Current estimates expect TPA to achieve substantial completion by end of year with possession.										
Toronto Water												
DOWNSVIEW TRUNK WATERMAIN		23,083	15,522	23,831	84,763	55,326	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	16,838	27,300	91,083	28,937	On Track	Mar-18	Dec-27	Dec-27	Ⓞ	Ⓞ
	Comments:	Project was awarded in 2023, and is currently proceeding on track in 2024.										
	Explanation for Delay:											
OUTFALL CONSTRUCTION		13,935	6,550	10,138	281,899	250,136	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 90% completed										
	Explanation for Delay:											
FAIRBANKS SILVERTHORNE		65,807	25,217	56,663	315,252	175,620	On Track	Oct-21	Dec-28	Dec-28	Ⓞ	Ⓞ
	Comments:	The main tunnel contract was awarded in 2021. The tunnelling component of the project started in 2023 and was completed in 2024. Construction expenditures are proceeding on track for 2024.										
	Explanation for Delay:											

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
DON & WATERFRONT - OFFLINE STORAGE TANK		1,388	155	1,250	52,773	8,251	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	19,318	35,519	453,947	392,336	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<div>Ⓞ</div>On/Ahead of Schedule</div> <div>Between 50% and 70%<div>Ⓜ</div>Minor Delay < 6 months</div> <div>< 50% or > 100% of Approved Project Cost<div>Ⓡ</div>Significant Delay > 6 months</div>												