

## Appendix 4 Major Capital Projects

EX25.12

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
<b><i>Economic Development &amp; Culture</i></b>											
Fort York Visitors Centre Exhibits	1,512	1,193	1,350	23,424	23,105	Completed	Jun-15	Jun-16	Jun-16	G	G
Comments:	Building open for public visitation; exhibits commissioning under construction										
Explanation for Delay:											
Casa Loma Phase 8	1,252	732	800	6,115	5,595	Completed	Jun-14	Apr-16	Apr-16	G	G
Comments:	Project completed in year 2016										
Explanation for Delay:											
The Guild Revitalization	902	54	402	1,700	855	On Track	Jun-14	Dec-17	Dec-17	R	Y
Comments:	Project originally delayed by third party redevelopment of Bickford hotel banquet facility. Recent progress with Dynamic Hospitality's site plan application has re-focused the project.										
Explanation for Delay:	Spending on site servicing delayed due to forestry/ravines re-approvals for award. Spending on Architectural design delayed by time required to issue a PO.										
Toronto Centre for the Arts Mainstage re-configuration	1,655	1,168	1,655	8,425	7,939	Delayed	Dec-14	Dec-15	Dec-16	R	R
Comments:	Phase 1 completed on time; Phase 2 delayed by complex site conditions and construction management challenges. Budget adjustment of \$1.4M has been approved by TCA Board and by Council on October 5th.										
Explanation for Delay:	Phase 2 of the project, converting the main stage, presented complicated site conditions (complex curved sloped floors, unknown bearing structure) which delayed construction. When Phase 1 adjacent theatre opened, it limited construction hours during performances.										
<b><i>Long Term Care and Home Services</i></b>											
Kipling Acres Site 2 (Phase 3)	7,463	323	7,463	47,500	42,619	Delayed	Sep-14	Mar-16	May-17	G	Y
Comments:											
Explanation for Delay:	Kipling Acres' minor delay is due to updated project completion schedule and the project is expected to be completed by May on budget.										
<b><i>Parks, Forestry and Recreation</i></b>											

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Ferry Boat Replacement #1	3,000	0	750	11,000	151	Delayed	Mar-15	Dec-18	Spring 2019	Ⓞ	Ⓞ
Comments:	The RFP for an appropriately qualified vendor to generate owner's specifications and requirements, to provide Total Design Package (including contract drawings, specifications and other documents), Construction Management and Contract Administration Services for the design, construction, and delivery of a new vessel to City of Toronto Marine Services has been awarded and signed by Concept Naval out of Quebec City. The preliminary design of the ferry is at 80% completion and anticipated to be finalized by late April 2017. A Community consultations meeting was held on March 27th and another meeting is scheduled for the third week of April.										
Explanation for Delay:											
Canoe Landing Community Recreation Centre (Railway Lands)	13,088	279	13,088	68,771	3,133	On Track	Jan-2014	Jul-19		Ⓞ	Ⓞ
Comments:	The consultant's second presentation to the Design Review Panel received unanimous approval on July 5th, 2016. A second submission for Site										
Explanation for Delay:	RFQ/RFP Delayed										
Bessarion CC Design & Construction	8,507	-46	1,200	76,644	2,164	Delayed	2013	2019	Dec-20	Ⓞ	Ⓞ
Comments:	Architects have completed tender documents, and Capital staff are trying to get sign-off from the 5 component stakeholders. Cost estimate										
Explanation for Delay:	RFQ/RFP Delayed										
Wellesley CC Pool - Design & Construction	8,029	-9	3,025	17,000	908	Delayed	2013	2019		Ⓞ	Ⓞ
Comments:	Tender closed on February 28, 2017, however all bids received were significantly higher than the City's budget and the construction cost estimate										
Explanation for Delay:	RFQ/RFP Delayed										
York CC - Design & Construction	1,700	201	1,700	33,270	30,385	On Track	Oct-12	Aug-14	December 2016	Ⓞ	Ⓞ
Comments:	Construction contract was substantially performed (> 97% complete) on December 21, 2016, and the general contractor is now completing the										
Explanation for Delay:											

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Don Mills Civitan Arena Design & Construction	150	0	0	24,500	0	Delayed	Jan-16	Oct-20	TBD	G	R
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to										
Explanation for Delay:	Confirmation of the location for the new arena has delayed the project implementation.										
Enterprise Work Management System	3,283	54	2,415	12,850	1,389	Delayed	Jan-15	Dec-20	TBD	G	G
Comments:	Contract awarded to implementation vendor November 2016. Contract negotiation underway. Urban Forestry implementation targeted for 2019;										
Explanation for Delay:	RFQ/RFP Delayed										
Davisville Community Pool Design and Construction	200	0	20	17,335	0	Delayed	Pre-Design /	2022		G	G
Comments:	Capital Projects Preliminary Design Phase. In consultation with TDSB & the ward Councillor.										
Explanation for Delay:	Community Consultation										
North East Scarborough Community Centre Design and Construction	793	0	75	25,750	57	Delayed	Design Phase - 2016 to 2018 and Construction Phase - 2018 to 2020	Dec-20		G	G
Comments:	Pre-design phase and community consultation (needs survey) are underway. The new councillor was provided with an update at the meeting on										
Explanation for Delay:	RFQ/RFP Delayed										

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Western North York New Community Centre Design and Construction	298		100	33,000	2	Delayed	Design: February 2016 Construction: Fall 2019	Design: Summer 2019 Construction: Fall 2020			G	G
Comments:	Draft of RFP to select architect has been prepared and is being finalized.											
Explanation for Delay:	RFQ/RFP Delayed											
40 Wabash Parkdale New Community Centre Design and Construction	50	0	25	34,050	0	Delayed	Pre-Design/Investigation 2017, Design 2018-2019, Construction - 2020-2023	2023			G	G
Comments:	Pre-design/investigation phases of existing building and site. Currently reviewing prior studies/reports prior to updating same - i.e. existing											
Explanation for Delay:	Project investigation phase											
IT-Registration, Permitting & Licensing	6,275	43	4,329	16,759	1,026	Delayed	Design Phase - 2016 to 2017 and Construction Phase - 2018 to 2020	2019			G	G
Comments:	Vendor RFP in progress to be issued in the first quarter of 2017.											

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Explanation for Delay:	RFQ/RFP Delayed										
<b>Shelter, Support &amp; Housing Administration</b>											
George Street Revitalization - Phase 2	8,409	296	500	8,409	296	On Track	Jan-16	Dec-19		Ⓡ	Ⓢ
Comments:	<p>City Council on March 31 and April 1, 2016, recommended continuing with the scope of work for both PRISM and Montgomery Sisam Architects from March 1, 2016 to December 31, 2016 to ensure work on this project continues. The submission of a staff report to Executive Committee in June 2016 provided additional information regarding alternative procurement options. The project is proceeding to secure suitable sites for transition.</p> <p>Note: In July 2016 Council approved a Design Build Finance alternative procurement model. The total capital cost for the George Street Revitalization is estimated at \$562 million of which \$475.2 million remains unfunded. Staff will bring forward a request through the 2017 Capital Budget proces to address the unfunded portion.</p>										
Explanation for Delay:											
389 Church Street	6,138	0	0	10,538	0	Delayed	Jan-16	Dec-17		Ⓡ	Ⓡ
Comments:	<p>In July 2015, City Council approved in principle that 389 Church Street be modernized and renovated to create approximately 132 self-contained one and two bedroom affordable homes for women and children and authorized City staff to complete more extensive due diligence over the summer. City Council also approved that over the short-term up to eight floors be set aside to continue to provide one floor for the Fred Victor Centre women's program, and up to seven other floors be renovated to accommodate the YWCA Beatrice House transition housing program and the Red Door WoodGreen Family Shelter women and children's shelter and housing program.</p> <p>SSHA in partnership with AHO, Facilities and TCHC has begun the process to appoint a project manager to oversee this work. However, the accomodation of Red Door is no longer required; the scope of work is now limited to long term affordable housing.</p> <p>The architects are engaged in the conceptual design work. Spending will increase once the more detailed plan and construction timelines have been determined.</p>										
Explanation for Delay:	Co-ordination with Other Projects										
<b>Toronto Employment &amp; Social Services</b>											
Wellesley Place Renovation	2,500	0	100	5,000	5,000	Delayed	Jan-16	Dec-17	Dec-17	Ⓡ	Ⓢ
Comments:	The Province and the City have now reached an agreement in principle for a co-location at the redeveloped Wellesley Place office, the RFP for a designer has closed and the design process is underway.										

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Explanation for Delay:	Leasing issues between the City and the Province needed to be addressed before the RFP for a design consultant could be issued.										
<b>Toronto Paramedic Services</b>											
NW District Multi-Function Station	3,233	516	2,045	11,455	8,673	On Track	Jan-16	Jan-17	Jul-17	Ⓞ	Ⓢ
Comments:	Building open for public visitation; exhibits commissioning under construction										
Explanation for Delay:	Occupance of the garage and the first floor is expected to occur in April 2017 with occupancy of the second floor expected around June 2017. The project will be complete by July 2017.										
<b>Transportation Services</b>											
F. G. Gardiner*	26,726	451	12,482	2,440,926	134,709	On Track	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓞ	Ⓞ

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Comments:	<p>Overall, work is proceeding as scheduled on the F.G. Gardiner Strategic Rehabilitation Plan according to the New Implementation Approach adopted by Council in December 2016.</p> <p><b>Gardiner Expressway West Deck Replacement and Interim Repairs:</b> Projects are substantially complete. Approximately \$7.5M will be underspent on engineering and construction for the West Deck Replacement project and approximately \$2.5M will be underspent for the Interim Repairs project. Acceleration of the projects, limited use of contingencies, combined with adoption of methodologies to manage the construction to achieve best value while ensuring project quality conformed to City requirements contributed to the underspending.</p> <p><b>F.G. Gardiner Strategic Plan:</b>            Work is proceeding according to the New Implementation Approach:            \$2.5M up-close inspections of the entire length of the elevated sections of the Expressway to confirm priorities and as input to the design assignment.            \$3.0M design assignment for the section from Jarvis to Cherry St. was awarded in March.            \$2.0M invoiced by Infrastructure Ontario for prior year consulting work on the previous AFP approach.            \$2.0M for pre-design services for the environmental assessment associated with the eastern portion of the Expressway.            \$0.5M for re-surfacing / attenuators / major maintenance work.</p>										
Explanation for Delay:	N/A										
<b>Waterfront Revitalization Initiative</b>											
Fort York Pedestrian and Cycle Bridge	14,694	3,333	8,000	21,659	5,869	On Track	Feb-14	Dec-17		G	G
Comments:	Build Toronto continues to work on Fort York Pedestrian and Cycle Bridge which is in the final stage of design and approvals. Construction began in late August 2016. Completion of legal agreements and sign off from Metrolinx took longer than expected and delayed the start of construction by four months in 2016. Project completion is still expected for the end of 2017.										
Explanation for Delay:											
The Bentway (Proj. Under Gardiner)	10,000	3,000	6,500	25,000	3,000	On Track	Feb-16	Dec-18		G	G

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Comments:	Review of 50% design submission underway. Next design milestone will be 90% design with goal to obtain a construction permit in November/December with a full construction to start in January 2017. Draft environmental assessment study has been filed for public review and approval. Project completion date remains the same.										
Explanation for Delay:											
Port Lands Flood Protection	2,000	529	1,000	7,000	5,529	On Track	Feb-15	Dec-16	May-17	G	Y
Comments:	Funding was approved as part of the 2016 Capital Budget to fund additional site investigations and design studies. Sign off by the Government partners was delayed and required on due dilligence work before any further design and site investigation work can continue.										
Explanation for Delay:	With the release of the delayed Due Dilligence Report, further design and site investigations and risk assessment work will now continue and funding will be required to be extended into 2017.										
<b>Facilities, Real Estate, and Environment &amp; Energy</b>											
Union Station Revitalization	137,844	7,877	95,054	800,700	642,878	On Track	Sep-09	Current Plan - Jun-2018 (Original end date)	Jun-18	G	G
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> <li>- Full design of all stages of work</li> <li>- New VIA Panorama Lounge (2012)</li> <li>- West Wing handover to Metrolinx (2013)</li> <li>- NW PATH Phase 1 (2014)</li> <li>- Implementation of new M&amp;E systems (2014)</li> <li>- York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015)</li> </ul> <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> <li>- Bloor concourse and VIA concourse</li> <li>- Great Hall restoration</li> <li>- Moats and Bay street promenade</li> <li>- Completion of lower level and East Wing retail space</li> </ul>										



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Explanation for Delay:	<p>Issues include: Honouring the Heritage status of Union Station, performance issues with the GC/CM of Stage 1, the prime consultant, and other subcontractors, including claims, environmental and unforeseen site conditions, coordinating and carrying out construction while maintaining operations at the Station. In addition, the Stage 1 contractor has filed a claim against the City for direct and indirect work.</p> <p>To mitigate risks, project teams have responded with value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments, and consideration of different construction methodologies.</p> <p>The project team is also working with internal and external legal council to assess the validity of the Stage 1 claim and prepare the City's counter-claim against the GC/CM.</p> <p>Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors. The revised project budget does not include the cost of these claims. Staff have taken steps to protect the City's interest with respect to these claims, however any future decision resulting in a need to pay out any claims will result in a need for additional funding.</p>										
St. Lawrence Market North Redevelopment	27,390	317	8,348	91,458	10,860	Delayed	Temp Market: Start Date - Dec-14 New North Market: Jan 17	Temp Market: Dec 14 New North Market: Dec 14	Temp Market: Actual End Date- June-15 New North Market: Dec 18	Ⓞ	Ⓢ
Comments:	<p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to twelve months is expected as a result. Design of new building continued to be finalized during this time.</p> <p>Demolition of existing building completed in Q4 2016. Archeological work to be completed in Q2. Tender and award of permanent building contract in Q2 2017. Construction to begin shortly after.</p> <p>Construction of interim market completed in June 2015 and open to public.</p>										

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Explanation for Delay:	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains, resulting in a four stage archeological process and a delay of up to 12 months.</p>										
Old City Hall HVAC	310	-39	969	36,900	36,551	Completed	Dec-14	Dec-15	Dec-16	Ⓜ	Ⓜ
Comments:	Substantial completion was awarded.										
Explanation for Delay:	<p>Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project.</p> <p>Statement of Claim Notices were received by the City from the project contractor. The City is working to prepare City's defence of the claim. Any decisions or results from this will be evaluated in terms of impact on budget and will be reported if necessary.</p>										
<b>Financial Services</b>											
Financial Planning and Reporting System - FPARS - Phase 1 (PBF Implementation)	7,170	1,554	5,102	60,820	48,714	On Track	Jan-10	Dec-14	Oct-15	Ⓜ	Ⓜ
Financial Planning and Reporting System - FPARS - Phase 2 (EPM)							Jan-15		May-18	Ⓜ	Ⓜ
Comments:	<p>Phase 1 (PBF Implementation): Implementation completed in May 2015. Work continues on Value Realization. A total of \$17.627M in ongoing salary and benefits savings has been realized through the use of PBF budgeting personnel expenditure planning (PEP) tool, of which \$4.128M was realized in the 2017 budget. The project team continues to work with divisions to refine financial, complement and performance data to improve their reporting and business processes. By the end of 2016, 62 training sessions were delivered to approximately 575 City-wide attendees, for 5 new, dynamic (customizable) reports, including the City's first performance dashboard (SPIRIT), first HR Vacancy Reports and new payroll reports.</p> <p>Phase 2 (EPM): The EPM project is bringing SAP technology (HANA database and analytics tools) to provide the foundation for automating performance measures, forecasting data and analytics. Implementation of the technology is underway and will support the future data visualization and SAP reporting deliverables of the EPM project. The tools will be tested with 8 pilot divisions in Q2 2017, with implementation for all divisions in early 2018.</p>										
Explanation for Delay:											

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SAP Supported Cross Application Timesheet (CATS)	5,670	2,738	5,202	7,540	4,609	On Track	Jan-14	Sep-16		G	G
Comments:	CATS was successfully implemented in Production as schedule on September 14, 2016. The 45 day post go-live support and warranty period ended October 30th, 2016. The transition and hand-over to the City Sustainment team for the CATS solution was completed on October 28th, 2016. The roll out of Employee Self Service & Manager Self Service for time reporting functions is being piloted to selected City divisions.										
Explanation for Delay:	Staffing Efficiencies realized through phased staffing instead of filling project positions for the duration of the project as well as Outsourcing Functional Spec and SAP development from City to the Vendor.										
<b>Information &amp; Technology</b>											
DISASTER RECOVERY	2125	589	1824	7942	6974	On Track	Jan-13	Dec-24	Dec-24	G	Y
Comments:	<p>Business Continuity Plans writing tutorials have been delayed and are awaiting scheduling by the OEM for the remaining 34% of the process owners. 16% of the ITD plans have received sign-off at the Director level. 50% are still in the process of being written or awaiting review/approval.</p> <ul style="list-style-type: none"> <li>- \$55K 4 Servers for Unstructured File Repository Replication (Q4 2016)</li> <li>- \$55K BES 10/12 DR Solution (Q4 2016)</li> <li>- \$120K AirWatch Cloud DR Solution (Under discussion, planned for Q4 2016)</li> <li>- \$350K Tiered Security Infrastructure (Under discussion, planned for Q4 2016)</li> <li>- \$225K Remote Access - f5 APM (Access Policy Manager) (Under discussion, planned for Q4 2016)</li> <li>- \$400K Professional Services - DR Strategy &amp; Solutions Design (Under discussion, planned for Q4 2016)</li> <li>- \$25K HP Service Manager (Under discussion, planned for Q4 2016)</li> <li>- \$120K MLS (Oracle licenses) (Under discussion, planned for Q4 2016)</li> <li>- \$775K BCM / DR Resources</li> </ul>										
Explanation for Delay:											
EDRMS 2014	540	109	400	540	208	On Track	Jul-05	Dec-17	Dec-17	G	G

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Comments:	<p>As an enterprise solution EDRMS will continue to align with other initiatives such as Enterprise Collaboration. This alignment will ensure no overlap between projects and will define clear lines of demarcation. This work is underway and ongoing. Project spend rates for 2016 are dependent on the completion of an agreement and multiple statements of work in order to perform analysis and design the solution.</p> <p>Key Deliverable/Milestone Comments:</p> <p>a) A statement of work subordinate agreement and a schedule to purchase licenses were also executed on June 24, 2016.</p> <p>b) Project charter approved on June 6, 2016 and project received approval to proceed towards Gate 3.</p> <p>d) Agreement with OpenText and a Statement of Work signed on June 14th.</p> <p>e) Analysis work commenced in July and includes an investigation of existing systems, current record management business processes as well as migration needs.</p> <p>f) Alignment of the project with other initiatives continues in particular to align Design Statements of Work with the Enterprise Collaboration Project.</p>										
Explanation for Delay:											
I&T Consolidated Data Centre	1703	140	350	14565	7307	On Track	May-14	Dec-17	Dec-19	G	Y
Comments:	<p>Data centre space/power is nearing capacity but is being offset at this time by leasing data centre services from TELUS.</p> <p>IT Shared Services Study complete and CDC project strategy 100% complete .</p> <p>Contract Data Centre Specialist to started on Aug. 23.</p> <p>Implementation will incorporate recommendations of IT Shared Services Study and Data Centre Consolidation Strategy. Proposed Strategy has been approved for review by Executive Management from: Facilities &amp; Real Estate, Toronto Water, and Information &amp; Technology. Planning Design Phase to commence only if Approval of recommended Option is received.</p>										
Explanation for Delay:											
EMAIL REPLACEMENT	2467	709	860	9637	7879	On Track	Jan-14	Feb-16	Dec-16	G	Y
Comments:	<p>Project will complete by year end as per agreed schedule. All issues cleared. Key Deliverable/Milestone Comments:</p> <p>Implementation of full name email names remains targeted for completion by Q4. Deployment of full names ongoing. All other key deliverables now planned for removal from scope as they are contingent upon direction from Steering Committee, which has not been received.</p>										
Explanation for Delay:											
Work Mgmt Solution	3193	493	1200	3913	1318	Delayed	Jan-13	Dec-18	Dec-20	G	Y

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Comments:	Total budget is for the overall program. I&T portion is only \$8.13M, the difference is for the other 3 divisions in this program. RFP procurement delays of COTS solution. Recommendation Letter date targeted for Oct/Nov 2016. Vendor targeted to be on board April 2017.										
Explanation for Delay:	RFQ/RFP Delayed										
Web Revitalization: Web Refresh Phase 2	5022	1420	3070	6996	2920	On Track	Apr-2014	Dec-17	Dec-17	G	G
Comments:	Bulk of the technical assessment was completed by the end of September, including major deliverables, AWS Solution Architecture and IaaS Security Model. A number of deliverables (IaaS Capability Assessment, IaaS Management Model, Cloud Services Billing & Reporting Model, WCM Operational Model, WCM Cost Model, WordPress & Drupal Comparative Analysis, Search Platform Assessment, Business Case for Moving WCM to the Cloud) are being finalized by the team and will be complete around the middle of October. The toronto.ca re-design team is catching up the 6 week time delay on their schedule which was caused by LD, and will be completely caught up by the end of 2016.										
Explanation for Delay:											
Employee and Management Self Service Portal Payroll (ESS/MSS)	3517	1651	2473	11284	8766	Delayed	Jan-13	Dec-15	Dec-16	G	Y
Comments:	Alternative MSS content filter solutions being looked at –1) MSS services deactivation through Webdispatcher or F5 2)F5 Option 3)SAP Portal Option 4)Directory of MSS users										
Explanation for Delay:	Other										
Enterprise Time, Attendance & Scheduling Management Solution (TASS)	10138	4403	10137	14955	10687	On Track	Jan-14	Jan-17	Jan-17	G	Y
Comments:	Integration testing Cycle 2 is in progress post completion of SAP Spring support stack and Kronos platform upgrades. Go Live planned for November 9th, 2016.										
Explanation for Delay:											
<b>City Clerk's Office</b>											
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	1,217	501	1,124	4,889	1,798	On Track	Mar-14	Dec-17	Dec-17	G	G

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Comments:	Council approved the staff report to proceed with the Provincial Vendor of Record for OpenText on December 9-10, 2015. (Dec 2015). The City negotiated and signed agreements with OpenText. Work with OpenText has commenced to analyse existing systems and current business operations. Migration considerations to develop a strategy and plan are also underway.										
	The solution will be configured this year and will be piloted within City Clerks Office and the Information Technology Division. This is to be followed with rollouts to other City divisions and City users commencing in 2017 as planned.										
	**NOTE: Total project cost excludes \$3.347M in future year plans as EDRMS Phase 2 scope of work is yet to be defined. The revised project cost also reflects adjustment to incorporate a component of Sharepoint as part of the EDRMS project.										
Explanation for Delay:											
<b>Exhibition Place</b>											
Queen Elizabeth Building -Replace roofs at Exhibit Hall	2,050	0	2,050	2,050	0	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:	new approved in 2017										
Explanation for Delay:											
Enercare Centre - Replace chillers	1,957	791	1,957	3,170	3,079	On Track	Jan-15	Dec-17	Dec-17	G	G
Comments:	Phase 1 completed on time; Phase 2 is on track and invoicing is in progress										
Explanation for Delay:											
Hotel "X" Bridge	1,708	0	1,708	1,920	212	Delayed	Dec-16	Dec-16	Dec-17	G	R
Comments:											
Explanation for Delay:	delayed due to late completion of Hotel										
<b>Toronto Regional &amp; Conservation Authority</b>											
Waterfront & Valley Erosion Control	1,550	388	1,550	8,630	7,597	On Track	Jan-17	Dec-17	Dec-17	G	G

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Comments:											
Explanation for Delay:											
Critical Erosion Control & Floodwork	3,230	808	3,230	17,580	15,077	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
Critical Erosion and Floodwork - Phase 2	4,770	0	4,770	9,770	5,530	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
Waterfront Development	1,473	368	1,473	9,152	8,170	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
Toronto Remedial Action Plan	2,916	729	2,916	15,430	13,486	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
Black Creek Pioneer Village Retrofit	371	93	371	2,121	1,874	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											

## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Explanation for Delay:											
TRCA Information Technology	257	64	257	1,577	1,406	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
Administrative Infrastructure Project	644	81	644	1,960	1,459	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
GreenSpace Land Acquisition (Toronto SHA)	64	16	64	556	513	On Track	Jan-17	Dec-17	Dec-17	G	G
Comments:											
Explanation for Delay:											
<b>Toronto Public Library</b>											
Albion Library	2,662	1,243	3,162	15,007	13,064	On Track	Jan-12	Dec-18	Dec-18	G	G
Comments:	Construction is progressing ahead of schedule due to strong contractor performance										



## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Explanation for Delay:											
Wychwood Library	1,899	8	1,000	9,533	398	Delayed	Jan-15	Dec-19	Dec-19	Ⓜ	Ⓜ
Comments:	Site Plan approval under City review										
Explanation for Delay:	Contract award dependent on site plan approval										
Bayview-Bessarion Library	1,552			12,622	192	Delayed	Jan-14	Dec-20	Dec-20	Ⓜ	Ⓜ
Comments:	The is a joint project with timelines managed by Parks, Forestry and Recreation.										
Explanation for Delay:	Co-ordination with Other City Departments										
Dawes Road Library	2,786	5	1,000	13,263	11	Delayed	Jan-15	Dec-20	Dec-20	Ⓜ	Ⓜ
Comments:	City Facilities and Real Estate is continuing to work on negotiation regarding the site.										
Explanation for Delay:	Delays due to site negotiation process										
St. Clair / Silverthorn Library	1,584	31	1,000	2,247	194	Delayed	Jan-15	Dec-18	Dec-18	Ⓜ	Ⓜ
Comments:	Site Plan approval under City review										
Explanation for Delay:	Contract award dependent on site plan approval										
North York Central Library	3,897	1,666	3,897	14,974	6,419	On Track	Jan-15	Dec-19	Dec-19	Ⓜ	Ⓜ
Comments:	Construction is progressing on schedule.										
Explanation for Delay:											
<b>Toronto Transit Commission</b>											

## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Rocket Yard and Storage Track Accommodation	38,972	26,510	46,765	514,295	141,987	On Track	Jan-11	Dec-21	Dec-21	G	G
Comments:	Contract completions: Greenwood Yard Track Convention & South Fence Replacement; Wilson Yard Site Service Stage I & II; Wilson Carhouse North Expansion. Variance is due increase in estimated expenditures for Keele Yard Retrofit and Wilson Yard Tie in Tracks 33 to 43, Site Services Stage I, Rail Amalgamation Study and Wilson Yard System Works. Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.										
Explanation for Delay:											
Leslie Barns Streetcar Maintenance and Storage Facility	38,972	46,749	67,630	516,674	476,347	On Track		Dec-16	Dec-16	G	G
Comments:	The variance is due to prior year slippage and delays of substantial performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns. Note: The 2016 budget for Leslie Barns was reduced by \$0.685 million as a result of budget transfer from Leslie Barns to Economic Development and Culture – EDC's Art Services (Public Art); approved by Council on October 5, 2016. Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.										
Explanation for Delay:											
Easier Access - Phase III	38,972	19,973	35,014	655,170	246,371	On Track	Jan-11	Dec-25	Dec-25	G	G
Comments:	Work to make stations accessible is underway including ongoing construction at St. Clair W., Ossington, Lawrence W. Stations. Contract award is expected for Royal York and St. Patrick Station before year-end. Electrical Power Upgrade completed at Wellesley, Runnymede and Sherbourne Stations with work commence at Chester and Bay Stations. Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.										
Explanation for Delay:											
Automatic Train Control (ATC) Resignalling project	38,972	35,479	56,830	863,522	302,030	On Track	Jan-11	Dec-18	Dec-19	G	G
Comments:	Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.										
Explanation for Delay:											
Fire Ventilation Upgrade	38,972	9,799	23,687	342,888	238,370	On Track	Jan-11	Dec-18	Dec-18	G	G

## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:	Second Exits Program: Work is underway at Wellesley and Woodbine Stations with substantial performance; Fire Ventilation Upgrade: contract completion by year-end at Lawrence Station Control, Lawrence FVU, Finch Station FVU Deficiencies and Union Station Control by May 2017. Downsview Fan Refurbishment: Fan will be in service prior to year-end.										
Explanation for Delay:											
McNicol Bus Garage	38,972	1,539	2,661	181,000	8,618	On Track	Jan-11	Dec-20	Dec-20	G	G
Comments:	Design-Build RFP released on Feb 29, 2016; First round of proponent design presentation meeting held on April 12-14, 2016 with the Second round on June 7, 2016 and the third round on July 26-27, 2016. Increase in expected expenditures for current year. Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.										
Explanation for Delay:											
Fare System - PRESTO/TTC Farecard	38,972	7,522	13,438	47,557	29,188	On Track	Jan-11	Dec-20	TBD	G	G
Comments:	System Design/Build a) Completed SFTP/turnstile installations at twelve additional subway stations. 26 TTC stations are now enabled for PRESTO. Current PRESTO card readers at five stations will be upgraded in November and December b) Completed installation of AVM's at 18 stations. c) Completed PRESTO installations on legacy streetcars. d) Completed design and specifications for initial 60 Faregates. Completed fareline configuration design for all TTC stations and additional TYSSE stations. Ongoing contract negotiations for initial order of Faregates. e) Ongoing pilot for new HHPOS (Motorola) device f) Initial field trials for SRVM debit/credit upgrade completed. Solution for critical software bugs being developed. Additional field trials being planned. g) Completed installation on eight new streetcars: 4405 -4412  Civil Construction - Completed electrical upgrade at 12 subway stations. Construction complete at station groups 2-4. Ongoing construction at station group 5.										
Explanation for Delay:											
Toronto-York Spadina Subway Extension	38,972	251,953	443,023	3,184,171	2,303,101	On Track	Jan-11	Sep-15	Dec-17	G	G
Comments:	The variance is primarily due to deferral of facilities and systems construction work and timing of commercial settlements including holdback releases.										
Explanation for Delay:											
Scarborough Subway Extension	38,972	14,543	40,313	171,822	30,872	Delayed	Jan-11	Dec-23	Dec-23	G	Y

## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:	Scarborough Subway Project (-\$82.8M): Variance is due to delays in the Environmental Assessment (EA) process and the rebaselining of the project scope. SRT Life Extension (-\$9.9M): The variance is due to slippage from 2015 and three cancelled closures requested by the City which impacted Subway Infrastructure work. The preliminary result of SRT structural assessment showed that SRT would need extensive structural repairs; therefore, TTC is waiting for a recommendation from Bombardier/CAD Rail Industries while maintaining existing work and structural repairs to keep the SRT service in a state of good repair (note: there are only 28 SRT cars in revenue service).										
Explanation for Delay:											
<b>Solid Waste Management Services</b>											
Diversion Systems	18,227	6,379	17,557	63,592	33,384	Delayed	Prior to 2010	Dec-16	Dec-17	Ⓚ	Ⓚ
Comments:	2nd generation green bin contract started in Spring 2016. Scarborough has been completed and Etobicoke will be finished in November 2016. Roll-out expected to be completed in 2017. Funding for various on-going bin purchases is expected to be fully spent by 2017 year end. Vendor invoices are submitted for payment on a monthly basis.										
Explanation for Delay:	Contract award issues.										
Dufferin SSO Facility	18,000	6,558	12,055	54,272	9,063	Delayed	Jan-14	Dec-16	Dec-18	Ⓚ	Ⓚ
Comments:	Design-Build-Commission and Operate and Maintain agreements were signed in early 2016. 50% design complete, 75% design received July 12 and comments provided Aug 10, 2016. Working towards 100% design completion by Jan 2017. Initiated demolition of 700 building began mid June 2016 and site construction preparation for yard waste pad mobilized mid August 2016.										
Explanation for Delay:	RFQ/RFP delayed.										
Long-term Waste Management Strategy	3,391	640	3,020	4,767	2,664	Completed	Jan-10	Apr-15	Jul-16	Ⓚ	Ⓚ
Comments:	Waste Strategy was developed and approved by Council in July 2016. Budget balance will be re-allocated for the Strategy implementation over the 10-year capital plan.										
Explanation for Delay:											
<b>Toronto Water</b>											
St. Clair Reservoir Rehabilitation (CPW060-07)	6,105	455	2,224	28,590	1,159	Delayed	May-14	Dec-19		Ⓜ	Ⓜ
Comments:	Construction commenced in 2016. Project design had been delayed to allow for extended consultation with the community to address park use related issues.										
Explanation for Delay:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.										

## Appendix 4 Major Capital Projects

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	308	161	287	12,413	1,077	On Track	May-12	Dec-23		Ⓞ	Ⓜ
Comments:	<p>The Environmental Assessment (EA) for the implementation of biosolids management upgrades at the Highland Creek Treatment plant was approved at the Council meeting on May 3-4, 2016. The 30 day public review of the EA was completed in early June 2016 and the file was immediately forwarded to the MOECC. City Council authorized the General Manager, Toronto Water to proceed to undertake the detailed design and construction of the preferred option, Fluidized Bed Incineration, and to include enhanced emissions scrubbing technologies, assess the feasibility of including Thermal Hydrolysis and solar panels. The Engineering Design and Contract Administration RFP has been delayed as the City waits for formal MOECC approval of the EA. The current estimated capital cost of the selected preferred alternative is \$107M but does not include the added requirements requested by Council. The original budgeted estimate of \$146.3 million and forecasted completion (year 2023) will be updated in 2017 to include the added requirements requested by Council.</p>										
Explanation for Delay:											