

EX35.25

APPENDIX 3
Major Capital Projects
(\$000s)

Division/Project name	2017 Cash Flow		Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Approved	YE Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Economic Development & Culture</i>										
St. Lawrence Centre Roof	2,573	614	2,573	614	On Track	Apr-17	Jul-18		Ⓞ	Ⓞ
Comments:	This project, initially planned and budgeted for 2015, was deferred. In 2016 a building condition audit was completed that identified additional urgent SOGR work to be done at the same time. Budget adjustments were done in Q1 to increase the budget due to cost escalation. Construction started September 2017 with completion planned for Q2 in 2018. Current plans and funding will only complete 4 out of the 10 roofs.									
Explanation for Delay:										
Casa Loma Phase 9	2,176	265	2,235	325	On Track	Oct-17	Apr-19		Ⓞ	Ⓞ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed. The changed scope required approvals different from the original project, which caused delays. Spending for 2017 will be less than projected but the project remains on time and on budget.									
Explanation for Delay:										
The Guild Cultural Revitalization	641	401	798	488	On Track	Jun-14	Dec-18	Dec-19	Ⓜ	Ⓢ
Comments:	EDC Capital Assets has begun working on site development and the design of the arts centre in Building 191. The current schedule calls for construction to start in September 2018, dependant on site plan approvals.									
Explanation for Delay:	The project has been generally delayed as a result of the extended focus on the development application and approvals for the banquet hall.									
Toronto Centre for the Arts Mainstage re-configuration Phase 2	691	691	9,828	9,827	Significant Delay	Dec-14	Dec-15	Dec-16	Ⓞ	Ⓜ
Comments:	Phase 1 of the project, the Stage Tower Theatre, was completed in April 2015. The substantial completion of Phase 2, the Lyric Theatre, was achieved September 2016. In 2016, a budget increase of \$1.4 million, funded from the TCA capital reserve fund, was required due to cost escalation.									
Explanation for Delay:	Anomalies in the design build section of the theatre delayed the completion. Civic Theatres Toronto resolved the final deficiencies and the project is now complete.									
<i>Long-Term Care Homes & Services</i>										
Project Name: KIPLING ACRES SITE 2 (PHASE 3)	5,389	5,437	47,500	44,335	Completed	Sep-14	Mar-16	May-17	Ⓞ	Ⓢ
Comments:										
Explanation for Delay:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the 2017 cash flow of \$5.4 million was spent and accrued to resolve remaining deficiencies and legal claims.									

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Parks, Forestry & Recreation										
Ferry Boat Replacement #1	700	688	11,000	839	Significant Delay	Mar-15	Dec-18	Dec-20	Ⓞ	Ⓡ
Comments:	The design work has been put on hold temporarily. The contractor has communicated their commitment to the delivery of an appropriate vessel and are willing to adjust/augment any preliminary design as required. A RFP was issued on July 7th, 2017 for consultant services for additional ferry fleet replacement analysis, and closed on July 31st, 2017. The contract was awarded to KPMG LLP working with BMT Group Ltd.									
Explanation for Delay:	The additional analysis provides comprehensive review of existing ferry operations. It will inform immediate ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a comprehensive business analysis which clearly outlines anticipated costs and benefits.									
Canoe Landing Community Recreation Centre (Railway Lands) - New Community Centre - TDSB & TCDSB Construction	13,088	10,992	78,248	16,196	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Aug-19	Ⓡ	Ⓢ
Comments:	Construction commenced on July 5th, 2017. Project is proceeding on schedule. Construction is approximately 22% complete. A Ground Breaking Event was held September 13th, 2017.									
Explanation for Delay:										
Bessarion CC Design & Construction	6,321	983	76,644	2,958	Significant Delay	2013	2020	Dec-21	Ⓞ	Ⓡ
Comments:	PMMD issued Tender Call No. 267-2017 to the three (3) pre-qualified General Contractors on October 12, 2017 and it closed on December 6, 2017. The low bid, in conjunction with other soft costs (either expected or committed to date) would exceed the current overall project budget, resulting in a project funding gap of approximately \$16.200 million (including a \$0.600 million contingency allowance increase, as recommended). A recommendation to increase funding by \$16.200 million was approved by City Council on April 24, 2018.									
Explanation for Delay:	RFQ/RFP Delayed									
Wellesley CC Pool - Design & Construction	8,029	1,546	20,000	2,463	Significant Delay	2013	May-19	Dec-19	Ⓡ	Ⓡ
Comments:	Construction is in progress: The contractor has received the Right-of-way (ROW) occupancy permit from Transportation Services. The drilling of the geothermal boreholes is now complete. The contractor has completed the installation of the perimeter piles along the sidewalk and the footings for most of the partial basement (mechanical rooms). The concrete basement walls for the basement mechanical rooms is well underway. Contract Work Certified (Work to Date) is at 11% of the total contract amount.									
Explanation for Delay:	The winter weather has hampered the speed of the concrete pours, so there has been some slippage to schedule. Based on their schedule and this slippage, construction substantial performance is anticipated for Fall 2019 with staff occupancy 2 or 3 months after.									

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York CC - Design & Construction	2,047	1,032	33,270	31,217	Significant Delay	Oct-12	Aug-14	December 2016 (substantial), October 2017	Ⓞ	Ⓡ
Comments:	Construction contract was substantially performed (> 97% complete) on December 21, 2016, and the general contractor is now completing the remaining work and outstanding deficiencies. Landscape work has been completed and handed over to Parks for maintenance. Recreation Staff have occupied the building since the end of December and the centre was opened to the public on January 18, 2017. An official grand opening was held April 23, 2017.									
Explanation for Delay:	Contractor issues									
Don Mills Civitan Arena Design & Construction	150		1,950		Significant Delay	Jan-16	Dec-19	Dec-21	Ⓞ	Ⓡ
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 844 Don Mills Road (Celestica site) subject to 3 conditions relating to an OMB appeal, a complete development application with an appropriate park block, and an appropriate timeline. The OMB appeal is settled, the development application is complete, but the appropriate park block and timelines have not yet been resolved. City Council directed City Staff to negotiate with the owners of the Celestica site and report back to Council. The report was before Government Management Committee on April 3, 2017 and on April 26, 27 and 28, City Council adopted the following: 1. City Council direct staff to ensure that the new Community Centre, to be built as part of the land exchange agreement with Cadillac Fairview, be operational by October 2020 (the closing date of the existing Don Mills Arena), in accordance with the development agreement approved by City Council; and 2. City Council direct the General Manager, Parks, Forestry and Recreation to strike a Steering Committee comprised of City staff, local residents and the Ward Councillor in order to facilitate the October 2020 deadline for the new Community Centre.									
Explanation for Delay:	Awaiting site to be conveyed to the City in 2020 or 2021.									
Davisville Community Pool Design and Construction	200		1,475		Significant Delay	Pre-Design / Investigation - Feb 2017 Design - Jan 2020 Construction - 2021	Sep-22	Sep-23	Ⓞ	Ⓡ
Comments:	Capital Projects Preliminary Design Phase. In consultation with TDSB and the ward Councillor. CreateTO is negotiating a lease agreement with the TDSB.									
Explanation for Delay:	Negotiations with the Toronto District School Board									

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North East Scarborough Community Centre Design and Construction	793	169	25,750	226	Significant Delay	Design Phase - 2016 and Construction Phase - 2019	Dec-20	December 2022 based on potential inclusion of a new pool	Ⓒ	Ⓓ
Comments:	Community consultation (needs survey) was completed in April 2017. The first public consultation meeting was held on June 27, 2016, the second was held on January 12, 2017, and the third will be scheduled after completion of the re-hiring of a project architect (estimated by the end of April 2018). Addition of the pool to the program (as per the community consultation) has resulted in a revised scope of work for the design team, and therefore the RFP was re-issued in October 2017 to accommodate the change.									
Explanation for Delay:	RFQ/RFP Delayed									
Western North York New Community Centre Design and Construction	298	5	1,400	7	Significant Delay	Design: February 2016 Construction: June 2020	Fall 2020	Spring 2023	Ⓒ	Ⓓ
Comments:	A Request for Proposal (RFP) to select the architect and design team was issued March 13, 2018. Subsequently, Children's Services advised that they wished to have a child care centre be included in the community centre, so an addendum will need to be issued.									
Explanation for Delay:	RFQ/RFP Delayed									
40 Wabash Parkdale New Community Centre Design and Construction	50	22	34,050	22	Significant Delay	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Dec-24	Ⓒ	Ⓓ
Comments:	The majority of the pre-design/investigation phase is complete, with the current topographical survey in progress. An internal Stakeholders meeting was held in February 2018 to review the initial benchmark programme. A draft RFP to select an architect has been prepared and is being finalized with Purchasing and Materials Management Division (PMMD).									
Explanation for Delay:	RFQ/RFP Delayed									

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IT-Registration, Permitting & Licensing	6,275	1,729	16,759	2,713	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-21	Ⓞ	Ⓜ
Comments:	The RFP was issued on April 6, 2017. Submissions were received on May 30, 2017 and they are currently under evaluation. The planned contract award date is July 2018.									
Explanation for Delay:	RFQ/RFP Delayed									
IT-Enterprise Work Management System	3,283	1,506	12,850	2,841	Significant Delay		Jan-12	Dec-21	Ⓞ	Ⓜ
Comments:	Implementation vendor (EMA) selected. Work is broken into Work Packages (WP). Work Package A (Requirements Validation and Design) has begun and will continue into 2018. WP B (Technical Implementation) to take place in 2018 and WP C (Implementation of system for Urban Forestry) is slated to take place over 2019 and 2020. Other planned Work Packages will implement Toronto Water, Transportation and Solid Waste. Future Work Packages will be needed to implement the Parks and Community Recreation Branch. This is now targeted for 2020-2021.									
Explanation for Delay:	Procurement Issues									
<i>Shelter, Support & Housing Administration</i>										
George Street Revitalization	36,682	4,229	80,098	4,229	On Track		Jan-16	Dec-23	Ⓜ	Ⓜ
Comments:	City Council on December 15, 2016, authorized three contracts, duration terms for all being January 1, 2017 to June 30, 2018: PRISM as Owner's Representative, Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and Infrastructure Ontario as AFP advisors, to ensure ongoing progress for GSR and in particular the development of Project Specific Output Specifications (PSOS). All work is proceeding on schedule. The project is also proceeding to secure suitable sites for transition of Seaton House residents, as directed by Council. 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 \$566 million of which \$472.9 million remains unfunded. Staff will bring forward a request through future Capital Budget processes to address the unfunded portion.									
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. 3306 Kingston and 731 Runnymede are underway and working with Real Estate to secure additional sites.									
<i>Toronto Employment & Social Services</i>										
Project Name: HSI Project - Phase 2	2,313	147	9,823	147	On Track		Jan-18	Dec-21	Ⓞ	Ⓞ
Comments:										
Explanation for Delay:										

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<i>Toronto Paramedic Services (PS)</i>										
Project Name: NW District Multi-Function Station	3,783	3,283	12,005	11,454	On Track	Jan-16	Mar-17	Dec-18	Ⓢ	Ⓡ
Comments:	<p>Full occupancy and building was turned over to Paramedic Services/CoT Facilities on September 7th, 2018. PS ambulances began operating out of the facility as of October 11th, 2017. The project is substantially complete. The back parking lot will be completed by July 31, 2018. Asphaltting of the parking lot can only be done in late 2018 Spring, as weather permits.</p> <p>The Solar panels installation is currently in design phase with the CoT Energy Consultants and scheduled as a 2018 Project.</p>									
Explanation for Delay:	Acceleration of the project at a cost of \$0.550 million in 2017 was Council approved to mitigate previous years delays which had abnormally wet spring conditions and issues surrounding soil remediation and sewer connection.									
Project Name: MULTI-FUNCTION STATION #2 - PREPARATION	400	340	15,350	343	On Track	Jan-17	Dec-20		Ⓢ	Ⓢ
Comments:	<p>Full feasibility study was completed and received from the consultants as of January 2018. The next step is the design phase. The Multi-function preparation project is scheduled for completion in Dec 2020, while design and construction is expected to be completed in 2022.</p> <p>For the 2019-2028 Capital budget process, PS will request an S7 category capital project related to the Multi-Function Station #2. This will allow PS to maximize 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. In addition the footprint of the expanded station will better utilize the full 7.97 acres available at the site.</p>									
Explanation for Delay:										

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<i>Transportation Services</i>										
F. G. Gardiner*	26,726		2,440,926	143,865	On Track	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓡ	Ⓢ
Comments:	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. The engineering design for the section from Jarvis to Cherry St. has been completed. Tendering of the Jarvis to Cherry contract is planned for early 2018, with a tender date closing in mid-May. Contract Award is expected in June 2018. Pre-design services for the environmental assessment associated with the eastern portion of the Expressway are expected to be retained and work to begin in 2018 at an estimated cost of \$2M.									
Explanation for Delay:	N/A									
<i>Waterfront Revitalization Initiatives</i>										
TRANSPORTATION INITIATIVES	12,039	2,324	31,775	22,309	Delayed	Feb-14	Dec-17	Dec-18	Ⓢ	Ⓣ
Comments:	Construction is ongoing for the Fort York Pedestrian and Cycle Bridge. Assembly of the bridge components is underway. Bridge installation, connections and trails will be completed by the end of 2018.									
Explanation for Delay:	The schedule to complete construction has been revised to end of 2018 due to the time required to secure required legal agreements and design, technical and operational approvals.									
CHERRY STREET STORMWATER LAKEFILLING	35,000	19,163	65,000	19,163	On Track	Nov-16	Dec-19		Ⓢ	Ⓢ
Comments:	Core stone shipments by ship and barge have commenced and lakefilling is underway.									
Explanation for Delay:										

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PORT LANDS FLOOD PROTECTION	40,300	14,743	400,417	14,743	Delayed	Jan-17	Mar-23	Dec-24	Ⓞ	Ⓢ
Comments:	An initial \$ 40 million in City funding is currently being utilized to allow Waterfront Toronto to work with City Divisions, TRCA, TPLC and Ports Toronto to advance the design and environmental remediation technology field testing so that the project schedule can be maintained. 10% design has been completed for the River Valley & Parks, Roads & Servicing and for Bridges, and the detailed design process will continue in 2018. Site excavation will be underway in the summer of 2018.									
Explanation for Delay:	Preliminary schedule to complete construction has been revised to the end of 2024 to reflect the baseline construction schedule.									
THE BENTWAY (PROJECT UNDER GARDINER)	10,500	10,500	24,000	23,500	On Track	Feb-16	Dec-18		Ⓞ	Ⓞ
Comments:	Construction will be complete by the end of 2018. Funding has been transferred to Waterfront Toronto as per payment schedule.									
Explanation for Delay:										
<i>Facilities Management, Real Estate & Environment</i>										
Union Station Revitalization	137,844	72,396	800,700	707,837	Delayed	Sep-09	Current Plan - Dec-2018 (Original end date was May-2016)	Dec-18	Ⓢ	Ⓢ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <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"> - Bloor concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade 									

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Explanation for Delay:	<p>Issues having an impact throughout the life of the project include maintaining heritage elements of Union Station., performance issues with contractors during Stage 1, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Stage 1 construction contractor has filed a claim against the City for direct and indirect work. The project team is 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. Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors.</p> <p>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> <p>Metrolinx schedule delays resulted in a \$22.8M increase to budget that was approved by Council at its meeting on February 12, 2018 for increased construction costs and indirect costs related to internal staffing, insurance, and third party consultant support. An additional \$0.385M was approved by council on January 31, 2018 to be used for the installation of a public art piece at Union Station as part of the Union Station Revitalization project.</p> <p>Risk continues on project schedule and budget with respect to Metrolinx's ability to meet their deliverable timelines. The City is working closely with Metrolinx to ensure deliverables required to mitigate the impacts on the City's remaining construction activities are met.</p>									
St. Lawrence Market North Redevelopment	3,284	2,657	91,458	13,200	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: 2020 (Date to be confirmed once	⊕	⊕
Comments:	<p>Construction of interim market completed in June 2015 and open to public.</p> <p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to fourteen 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. On April 26, 2017 Council approved funds for the salvage of archaeological remains for future public interpretation within the new North Market redevelopment in accordance with the approved Heritage Interpretation Plan. An additional \$10.885M was approved by Council at its meeting on February 12, 2018 for the incremental design and construction cost of the heritage archeological display as well as the Stage 4 archaeological mitigation process and changes in cost discovered through new information included in the construction bids and additional project contingency.</p> <p>Bondfield identified as the winning bid through the construction tender process. Updated project schedule was revised to reflect expectations given tender closing and pending award. Staff are currently conducting their due diligence prior to entering into an agreement with the contractor of the winning bid through the tender process. Once an agreement is reached and a schedule is provided there will be greater certainty on project end date.</p>									

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Explanation for Delay:	Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders. Discovery of significant archeological remains, resulting in a four stage archeological process and change in project scope due to public interpretation has caused delays to project timelines.									
Old City Hall HVAC	1,253	889	37,843	37,479	Completed	Dec-14	Dec-15	Dec-16	Ⓢ	Ⓢ
Comments:	Substantial completion was awarded.									
Explanation for Delay:	Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project. 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.									
Information and Technology										
DISASTER RECOVERY	3203	1588	27031	18278	Delayed	Jan-13	Mar-24	Dec-24	Ⓢ	Ⓢ
Comments:	I&T Division Business Continuity/Disaster Recovery Governance Committee established and implemented. Recovery requirements collected from the business divisions during the business impact analysis work (BIAs) continue to be analyzed for use in determining new disaster recovery strategies. A reassessment of the approach to Disaster Recovery commenced in 2017 including establishment of a governance framework, review of the DR strategy, and development of a 3-year work plan.									
Explanation for Delay:	Underspend and project delay since the Disaster Recovery (DR) project was reassessed and re-scoped in 2017 in concert with the Tiffield Data Centre renovation.									
EDRMS 2014	820	307	4069	2912	Delayed	Mar-14	Mar-18	Dec-18	Ⓢ	Ⓢ
Comments:	Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9-10, 2015. The City has negotiated and signed agreements with OpenText. Work with OpenText is in progress. The Open Text Content Server is configured in the Sandbox environment. Full implementation of solution expected in June 2018. Pilot to start in July 2018 for completion in December 2018.									
Explanation for Delay:	Underspend and project delay due to misalignment between cashflow request and actual project plans. The project has decided to adopt a phased approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions.									

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I&T Consolidated Data Centre	2345	736	12645	8109	Delayed	May-14	Oct-19	Dec-19	Ⓢ	Ⓢ
Comments:	Feasibility studies completed in Q3 2016 estimated total project costs of \$13.6M. The detailed design phase has produced the 50% and 80% complete specifications with the associated cost estimates from an independent cost consultant. Additional funding will be required to address the projected shortfall.									
Explanation for Delay:	Basis of design took longer than expected to incorporate improved redundancy and automation. Site improvements were also included during the design, deferring issue of the construction tender into 2018 and resulting in lower charges this year. The 100% complete detailed architectural, mechanical and engineering design will be complete by January 2018.									
WORK MGMT SOLUTION	4570	1477	9210	3123	Delayed	Jan-2013	Mar-25	Dec-25	Ⓡ	Ⓡ
Comments:	Contract Negotiation Plan was approved. Master Service Agreement and Statement of Works were drafted. Contract was fully executed and purchase order issued on June 30, 2017. The vendor has been engaged for the initial work package and formal kick-off has occurred (July 12, 2017). Planning now in progress in partnership with the vendor. Target for completion is July 2018.									
Explanation for Delay:	There was a delay in the proponent evaluation process by 8 months which consequently delayed selection and scoring. Future year cashflows have been re-forecasted to accommodate this delay.									
Web Revitalization: Web Refresh Phase 2	4166	2944	11662	6877	On Track	Apr-2014	Apr-18	Apr-18	Ⓢ	Ⓞ
Comments:	Newly redesigned www.toronto.ca went live on Dec 11 2017 with a new home page, all content remapped and rewritten into six services themes, and 46 newly redesigned applications. This completes the move from a divisionally focused to a service oriented and citizen centric website. Cutover to new Webtrends Infinity (SaaS) solution occurred as planned on Friday December 15th. During Quarter 1 2018, Ipsos Reid will run a public consultation to compare the new design for www.toronto.ca to the previous one. Decommissioning of the old OpenText Content Management Applications has started, the last environment is scheduled for decommissioning in March 2018.									
Explanation for Delay:										
Enterprise Time, Attendance & Scheduling Management Solution (TASS)	2405	2146	23861	14697	Delayed	Jan-2014	Dec-17	Dec-18	Ⓢ	Ⓡ
Comments:	The TASS System implementation for PFR and TPS, as scheduled, on Nov 9th 2016 and Feb 15th 2017 respectively. TPS has identified 34 Critical Success Factors/Issues that need to be addressed, which is being led by the vendor.									
Explanation for Delay:	Post implementation system stabilization and change management issues with the TPS TASS system, have impacted user adoption and operational transition, delaying project closure.									

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Financial Planning										
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	5,973	3,143	60,820	54,643	On Track	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)						Jan-15		Dec-18	Ⓞ	Ⓞ
Comments:	<p>Phase 1 - PBF Implementation: In Q4, 2017: - Continue in close-out phase working on the functionality fixes and improvements. - Continue working on Value Realization. - Continue working with divisions to find system and process improvements. Leverage usage data and working with divisions to get the adoption and to streamline the processes.</p> <p>Phase 2 - EPM: In Q4, 2017:</p> <p><u>Data Governance & BI Framework:</u> - Continue to support establishing data strategy under Data Governance and BI Framework</p> <p><u>Automated reporting:</u> - Road shows and demos underway for 8 pilot divisions. - Extraction, Transformation and Load Configuration completed. - MID Report Development - Phase 1 started; progressing well. - Design Studio 1.6 installed. Development work of PM & SPIRIT reports using design studio is underway.</p> <p><u>Predictive Analytics:</u> - Requirement gathering for selected divisions is progressing well. Tools identified. Strategy is in development.</p> <p><u>Agile Data Visualization:</u> - Location and Analysis tab added to PM report. Added print, upload to PDF and Excel to PM report. Added Year, Period in SPIRIT Dashboard selection screen.</p>									
Explanation for Delay:										

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<i>Pension, Payroll & Employee Benefits</i>										
SAP-Supported Cross-Application Timesheet (CATS)	1,610	1,062	7,540	6,993	On Track	Jan-14	Sep-16/ Dec-17	Dec-17	Ⓞ	Ⓞ
Comments:	CATS went live, on-schedule, on Sept 14, 2016. TASS/Kronos went live for PF&R on November 9, 2016 and for TPS on February 15, 2017. • The project team continues to roll out "Employee Self-time Reporting" to individual divisions, sections and units. At the end of the year, over 2000 employees were onboarded to E-Time (allows employees to report time and attendance through E-Time).									
Explanation for Delay:	Project scope was re-worked to accommodate additional functionalities (e.g., Employee Self-Time Reporting) that were not in the original scope of the project. As a result, the project timeline was extended to 2018 without an increase to the project's total budget.									
<i>City Clerk's Office</i>										
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	2,105	865	4,829	3,049	Delayed	2011; Revised March 2014	Dec-17	Dec-18	Ⓢ	Ⓢ
Comments:	Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9-10, 2015. The City has negotiated and signed agreements with OpenText. Work with OpenText is in progress. The Open Text Content Server is configured in the Sandbox environment. Full implementation of solution expected in June 2018. Pilot to start in July for completion in December 2018.									
Explanation for Delay:	The project has decided to adopt a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions.									
*NOTE: Total project cost excludes \$3.347M in future year plans as EDRMS Phase 2 scope of work is yet to be defined.										
<i>Exhibition Place</i>										
<i>Queen Elizabeth Building</i>										
Replace roofs at Exhibit Hall CEX - 135 - 06	2,380	1,354	2,380	1,354	Delayed	Jan-17	Dec-17	Jun-18	Ⓢ	Ⓢ
Comments:	Construction in progress; Delayed due to weather;									
Explanation for Delay:										

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<i>Enercare Centre</i>										
Replace chillers CEX - 130 - 11 - 03	1,525	1,296	3,395	3,166	On Track	Jan-15	Dec-17	Dec-17	Ⓞ	Ⓞ
Comments:	All three phases of project complete; final invoicing is in progress									
Explanation for Delay:										
<i>Toronto and Region Conservation Authority</i>										
LONG TERM ACCOMMODATION - 5 SHOREHAM AND INTEREST	334	334	39,200	468	On Track	Jan-17	Jun-21	Jun-21	Ⓞ	Ⓞ
Comments:	TRCA has retained an integrated design team and is working towards completion of the detail design phase and a formal Site Plan Application in June. TRCA is also actively looking to secure additional funding for the project and is currently preparing to submit an expression of interest to the Province's GreenON fund with eligibility of up to \$10M in funding.									
Explanation for Delay:										
<i>Toronto Police Service</i>										
54/55 Divisions Amalgamation	7,000	0	39,873	451	Delayed	Jan-17	Dec-21	Dec-21	Ⓞ	Ⓡ
Comments:	The identification of a suitable site for the new 54/55 Division required many months of collaboration with City Real Estate Services, City Planning and the Toronto Transit Commission, as well as a detailed evaluation of potential sites and extensive consultations with City councillors and community representatives.									
Explanation for Delay:	Proposed site was presented and approved by the Board and subsequently by Toronto City Council in January 2018. A master planning exercise will be initiated and led by the City of Toronto Planning Division. Project timelines can only be determined following the completion and results of the master planning process.									
Peer to Peer Site	4,840	2,313	19,924	6,138	On Time	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	The site plan agreement was received in December 2017 for execution. The tendering process for the major construction trades is concluded. Foundation work and masonry block installation has commenced.									
Explanation for Delay:	Although construction is progressing, there will be a slight impact to the project schedule due to delays in acquiring municipal approvals and permits.									

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Transforming Corporate Support	3,025	1,516	8,742	3,233	Delayed	Jan-14	Dec-20	Dec-20	Ⓒ	Ⓜ
Comments:	Phase I of the project concluded. The H.R.M.S. was completely upgraded to the most current release, and a four-year blueprint for future technology enhancements was approved for Phase II.									
Explanation for Delay:	Delays due to resource constraints which have had no direct impact on budget but continue to impact planned timelines.									
Enterprise Business Intelligence (E.B.I.)	5,847	1,693	10,216	5,017	On Time	Jan-15	Dec-18	Dec-18	Ⓜ	Ⓜ
Comments:	Project initiation and E.B.I solution review complete. The team is working with I.B.M. towards the design and development deliverables.									
Explanation for Delay:	Some 2017 deliverables needed to be rescheduled to 2018 due to a project change request. This resulted in a \$1.3M lost funding due to the City's one-year carry forward rule.									
Radio Replacement Project	14,054	14,050	39,445	14,137	On Time	Jan-16	on-going	on-going	Ⓒ	Ⓒ
Comments:	The Board approved the contract award to Motorola Inc. The initial purchase of radios was completed in December 2017 and the radios are currently being prepared for deployment.									
Explanation for Delay:										
Connected/ Mobile Officer Initial Phase	2,632	915	24,200	915	On Time	Jan-17	Dec-20	Dec-20	Ⓒ	Ⓒ
Comments:	Proof of Concept and the acquisition of 700 devices to be completed by March 2018. Funding from PEM grant									
Explanation for Delay:										
Body Worn Cameras (B.W.C.)	500	13	500	13	Delayed	Jan-17	Dec-18	Dec-18	Ⓒ	Ⓜ
Comments:	Complete scope of this project is being reviewed. Acquiring the external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process is in progress.									
Explanation for Delay:	The Service is moving forward very carefully as this project requires a well-crafted R.F.P. that results in the best overall solution, at the best value and that ensures the Service's and the Board's interests are protected, both short and long-term.									
State of Good Repair (S.O.G.R.)	5,747	3,520	on-going	on-going	On Time	on-going	on-going	on-going	Ⓒ	Ⓒ
Comments:	Some of the projects within S.O.G.R. are on hold until decisions from transformational task force around facility realignment is made									
Explanation for Delay:										
52 Division Renovations	734	734	9,268	9,268	On Time	Jan-14	Dec-16	Dec-17	Ⓒ	Ⓒ
Comments:	Project is complete and the renovated facility is currently fully occupied and operational. Specific building deficiencies remain outstanding; however, with assistance from City Legal, negotiations are underway to address these concerns and expedite a resolution of all outstanding issues.									
Explanation for Delay:										
Expansion of Conducted Energy Weapons (C.E.W.)	750	0	750	0	Delayed	Jan-17	Dec-18	Dec-18	Ⓒ	Ⓜ
Comments:	Require public consultation prior to purchasing C.E.W.s. No C.E.W.s were purchased in 2017, the entire amount will be carried forward to 2018									
Explanation for Delay:	Acquisition of additional C.E.W. is pending until a report is provided to the Board following community consultation.									

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Parking Handheld - Administrative Penalty System (A.P.S) Project	2,550	202	2,550	202	On Time	Jan-17	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	Phase I of the project was implemented in August 2017. R.F.P released and responses reviewed. Pilot testing of proposed systems completed. Recommendation for award of contract approved by the TPS Board in August. Target implementation date is estimated for April - May 2018.									
Explanation for Delay:										
Toronto Public Library										
Albion Library Renovation	4,721	3,433	15,307	15,078	On Track	Jan-12	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	New branch opened June 5 2017. Deficiencies are being addressed									
Explanation for Delay:										
Wychwood Library	1,232	151	9,533	541	Delayed	Jan-15	Dec-20	Dec-20	Ⓡ	Ⓡ
Comments:	Construction Delayed to 2018. Site plan approval and building permit in process.									
Explanation for Delay:	Start of construction pending receipt of site plan approval and building permit.									
Bayview-Bessarion Library	580	480	12,622	672	On Track	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	This is a joint project with timelines managed by Parks, Forestry and Recreation.									
Explanation for Delay:										
Dawes Road Library	2,509	1,441	13,263	1,447	Delayed	Jan-15	Dec-20	Dec-20	Ⓢ	Ⓢ
Comments:	City Facilities and Real Estate is continuing to work on negotiations for site.									
Explanation for Delay:	Delayed due to site negotiation process									
St. Clair/ Silverthorn Library	905	178	2,897	341	Delayed	Jan-15	Dec-18	Dec-19	Ⓡ	Ⓡ
Comments:	Higher than budgeted construction bids delayed the awarding of the construction contract.									
Explanation for Delay:	Construction start was delayed to Jan 2018 due to late award of construction tender.									

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North York Central Library Phase 1	9,486	7,439	14,974	12,193	On Track	Jan-15	Dec-19	Dec-18	Ⓞ	Ⓞ
Comments:	Construction is proceeding on schedule									
Explanation for Delay:										
Toronto Transit Commission										
Toronto Rocket Yard and Storage Track Accommodation	49,091	46,689	502,135	214,682	On Track	Jan-10	31/12/2019	31/12/2023	Ⓞ	Ⓞ
Comments:	Completed Train Entry Platforms Studies for Wilson, Davisville, Keele and Greenwood Yards on September 18, 2017. Achieved substantial performance of Contract AW1-4 Wilson Yard Tie in Car House North Ladder Tracks (Tracks 2 to 15) on October 8, 2017. Awarded Contract C1-42 Wilson CH Tracks 15 and 16 Expansion and Alterations on October 24, 2017.									
Explanation for Delay:	Later than expected award of Contract C1-42 and deferral of signalling to 2018.									
Leslie Barns Streetcar Maintenance and Storage Facility	28,038	17,051	523,489	501,751	On Track	Jan-10	31/12/2016	31/12/2018	Ⓜ	Ⓞ
Comments:	0									
Explanation for Delay:	Variance is due to delays in completing the work and addressing outstanding deficiencies.									
Easier Access - Phase III	42,655	39,566	774,315	301,094	On Track	Jan-10	31/12/2025	31/12/2025	Ⓞ	Ⓞ
Comments:	Coxwell elevators put into service.									
Explanation for Delay:	Variance is due to enabling works delayed at King Station and schedule change at Wilson and Yorkdale.									

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Automatic Train Control (ATC) Resignalling project	60,993	58,043	820,850	381,561	On Track	Jan-10	31/12/2018	31/12/2019	Ⓞ	Ⓞ
Comments:										
Explanation for Delay:										
Fire Ventilation Upgrade	14,912	14,194	350,168	263,338	On Track	Jan-10	31/12/2028	31/12/2028	Ⓞ	Ⓞ
Comments:										
Explanation for Delay:	Variance is due to timing adjustment of transfer for cost sharing for Union Platform work from prior years.									
McNicoll Bus Garage	14,833	14,881	181,000	24,319	On Track	Jan-10	31/12/2020	31/12/2020	Ⓞ	Ⓞ
Comments:	TRCA permit issued in December. Conditional permit (foundations only) received for signature in December. TTC stakeholder review of design completed.									
Explanation for Delay:	Increased expenditures in 2017, no impact on overall program.									
Fare System - PRESTO/TTC Farecard	11,775	7,763	49,086	44,504	On Track	Jan-10	31/12/2020	TBD	Ⓞ	Ⓞ
Comments:	Plan Group Contract extended to December 2017, due to delay in delivery of the new Street Cars.									
Explanation for Delay:	Year end variance is due to increased Quality Assurance effort.									
Toronto-York Spadina Subway Extension	608,580	375,381	3,184,171	2,790,718	On Track	Jan-10	31/09/2015	31/12/2018	Ⓡ	Ⓞ
Comments:	Revenue Service started on December 17th. 2017. Safety Certificates received on December 1st. Canadian Prime Minister Trudeau, Ontario Premier Kathleen Wynne and									
Explanation for Delay:	Variance is due to deferral of holdback releases, contingencies, claims resolutions, property and vehicle expenditures.									
Scarborough Subway Extension	152,105	57,889	194,629	100,430	On Track	Jan-10	Post 2027	Post 2027	Ⓡ	Ⓞ
Comments:	Advancing design development for Station, Tunnel and Systems towards Stage Gate 3: New Chief Project Manager joined the project on 11 December 2017 and is undertaking a review of current schedule and risk status.									
Explanation for Delay:	Scarborough Subway Extension: (-\$42.7M): Variance is due to delay in the EA process and the rebaselining of the project scope. SRT Life Extension (-\$24.6): Variance is due to SRT Communications Retrofit - work deferred due to resource constraints; SRT Car Overhaul Program - deferred due to delay of subway opening; SRT Workcars- deferred as Hybrid Locomotive is a complex new technology and interconnected with ATP (Automatic Train Protection), which									

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<i>Solid Waste Management Services</i>										
Green Lane Landfill (CSW007)	13,836	11,851	150,663	57,976	On Track	Prior to 2010	Dec-17	Dec-17	Ⓞ	Ⓞ
Comments:	Completed stage 9 west leachate control system; completed cell excavation for cells 15-19 in east optimization area; acquired two additional properties and completed annual monitoring and engineering as per plan. Carry forward has been requested.									
Explanation for Delay:										
Dufferin SSO Facility (CSW009)	38,957	31,992	75,943	55,748	Significant Delay	Prior to 2010	Dec-16	Dec-18	Ⓞ	Ⓜ
Comments:	100% design completed. Project in construction phase and tracking as per budget/cash flow and schedule established at the beginning of the project with the Contractor. Project currently in the 3rd year of a 3-year construction window. Commencing 'dry' commissioning of various individual system components in April 2018; 'wet' commissioning to begin in May/June 2018. Organics Processing Facility (OPF) will be targeted to process 55,000 tonnes/year.									
Explanation for Delay:	RFQ/RFP Delayed									
Perpetual Care of Landfills (CSW312)	12,045	10,300	38,707	23,156	On Track	Prior to 2010	Dec-17	Dec-17	Ⓞ	Ⓞ
Comments:	On-going routine maintenance of various closed landfills completed as per plan. Carry forward has been requested.									
Explanation for Delay:										
Transfer Station Asset Management (CSW361)	17,145	9,700	75,886	26,792	Significant Delay	Prior to 2010	Dec-16	Dec-17	Ⓜ	Ⓜ
Comments:	On-going State Of Good Repair projects include roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation. 60% (\$11M) in construction or construction close-out phase and 35% (\$6M) in warranty or completed phase. Delay resulted from coordinating with other projects, insufficient staff resources and procurement issues.									
Explanation for Delay:	Insufficient Staff Resources									
<i>Toronto Water</i>										
St. Clair Reservoir Rehabilitation (CPW060-07)	8,665	8,665	27,664	9,283	On Track	Jan-14	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.									
Explanation for Delay:										

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Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	100	29	16,686	1,197	Minor Delay	Jan-12	Dec-26	Dec-26	ⓐ	Ⓨ
Comments:										
Explanation for Delay:	RFP delayed pending resolution of Part II Order through the MOE EA process.									
On/Ahead of Schedule	ⓐ	>70% of Approved Project Cost								
Minor Delay < 6 months	Ⓨ	Between 50% and 70%								
Significant Delay > 6 months	Ⓡ	< 50% or > 100% of Approved Project Cost								