

EX17.16

APPENDIX 4
Major Capital Projects
(\$000s)

Life-To-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date				Planned	Revised		
Economic Development & Culture													
Fort York Visitor Centre Exhibits	Building open for public visitation; exhibits commissioning under construction	1,512	810	1,400	23,424	22,722	Building Complete		Jun-15	Jun-16	Jun-16	Ⓞ	Ⓞ
Casa Loma Phase 8	Project completed in year 2016	1,252	732	800	6,115	5,595	Complete		Jun-14	Apr-16	Apr-16	Ⓞ	Ⓞ
The Guild Revitalization	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.	902	43	402	1,700	844	On Track		Jun-14	Dec-17	Dec-17	Ⓡ	Ⓨ
Toronto Centre for the Arts Mainstage re-configuration	Phase 1 completed on time; Phase 2 delayed by complex site conditions and construction management challenges.	1,655	589	1,655	8,425	7,359	Delayed	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.	Dec-14	Dec-15	Dec-16	Ⓞ	Ⓡ
Long Term Home Care Services													
Kipling Acres Site 2 (Phase 3)	On track	19,489	7,880	19,489	47,500	35,543	Construction is ongoing.	Kipling Acres minor delay is due to updated project completion schedule and the project is expected to be completed in the third quarter on budget	Sep-14	Mar-16	Q3-2016	Ⓞ	Ⓨ
Park, Forestry & Recreation													
Ferry Boat Replacement #1		3,375	14	200	11,000	14	RFP/RFO delayed	RFP for an appropriately qualified vendor to generate owner's specifications and requirements, provide Total Design Package (including contract drawings, specifications and other documents), Construction Management and Contract Administration Services for the design, construction, and delivery a new vessel to City of Toronto Marine Services was issued on December 30th, 2015 by PMMD. The closing date for the RFP was extended from February 15, 2016 to April 28, 2016 as a result of addendums. It was approved by Bid Committee on June 29th and is currently being reviewed by City Legal.	Mar-2015	Dec-2018		Ⓞ	Ⓞ
Canoe Landing Community Recreation Centre (Railway Lands) - New Community Centre - TDSB & TCDSB Construction -Block 31 Child Care Centre	Design requirements changed, cash flow changed from 3 to 5 years.	2,345	632	2,345	Council Approved Budget - \$18.3 M CC Budget \$0.500 M CC Energy Management \$4.367 M Design and Construction of Community Space \$36.451 M for TDSB & TCDSB \$3.628 M CCC \$63.246 M Revised total** (Funds will be	2,062	On track	Block 31 recently received approval from the Design Review Panel. Site Plan approval was submitted the third week of July. Prior to the submission, all relevant City Divisions were consulted to confirm planning compliance. The Planning Department is expediting the processing of the rezoning application. The naming of the centre was passed by Toronto and East York Community Council on June 14th, 2016. The centre name is Canoe Landing Community Recreation Centre. A centre naming event facilitated by Councillor Cressy and the City PF&R Recreation and Capital Projects Divisions is being planned for Fall 2016. The consultant has commenced contract documentation. The Toronto Green Standard Tier 2 standard has been achieved as well as the 5% renewable energy target. Tender is anticipated to occur mid January 2017. Construction is expected to start early June 2017.	Jan-2014	Jul-2019	July 2019	Ⓞ	Ⓞ

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Bessarion CC Design & Construction	Issues: City Planning/Urban Design identified a requirement that garbage truck movements be contained on the site as a key challenge to be resolved before site plan approval will be granted. Capital staff and Planning have agreed on a general strategy and are working to resolve the specifics of this matter so that a resubmission can be made.	1,000	452	750	\$33,505 M Budget \$14,205 M Foundation, Site Restrictions \$9,000 M Parking Garage \$12,025 M Library \$4,000 M Green Parking \$4,125 M	947	On Track	Architects continue to prepare the tender documents which will be 95% complete by mid-September. Some design schedule slippage due to Site Plan Control comments from City Planning which identified garbage truck movement on the site as a challenge to be resolved before site plan approval can be granted. Anticipated construction schedule (estimated 3 year construction): construction should start in spring 2017 and should be completed in spring 2020, with weather sensitive landscape work following.	2013 2016	2019 2019	March 2020 March 2020	Ⓞ	Ⓞ
Wellesley CC Pool - Design & Construction	Issues: None at present.	3,179	74	125	17,000	903	On Track	Architects have finalized Tender documents. Capital Projects is waiting for PMMD to issue a Request to Prequalify document in order to pre-qualify general contractors. City Planning has issued the formal Memo of Understanding and its Notice of Approval to complete the Site Plan Approval. An application for a building permit has largely been reviewed by Toronto Buildings and permits should be issued shortly now that they have received Planning's Notice of Approval. Tender is expected in late summer 2016, meaning construction would not start until very late 2016 or early 2017.	2013 2016	2019 2019		Ⓞ	Ⓞ
York CC - Design & Construction TRCA Work Furniture Environmental Traffic Signal Soft Costs	Issues: While previous supply issues with the General Contractor's subtrades (curtain wall in particular) have been resolved, new supply issues have hampered progress: delivery of exterior metal cladding has been slow and sporadic, and the general contractor and electrical sub-trade have apparently had a contractual disagreement resulting in the general contractor now replacing the electrical sub-trade with a new one to complete the project.	5,234	1,666	5,234	\$31.4M (Revised Council Approved Budget) \$26.093 M	26,774	On Track	Construction is ongoing, although there has been further slippage in schedule, due to slow delivery of exterior metal cladding and interior glazing to gym, and due to the replacement of the electrical sub-contractor. Construction is 92% complete.	Oct-2012	Aug-2014	Sep-2016	Ⓞ	Ⓡ
Don Mills Civitan Arena Design & Construction Contract No.: NA Contractor: NA	Issues: An accommodation plan for ice users if the replacement arena is not complete by 2020 was presented to Council in June 2014. Cost Impact: None at present	450	0	0	24,500	0	Delayed	GMC recommended that City Council (GM13.15) at the July Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celesica site) subject to conditions relating to an OMB appeal, a complete development application with an appropriate park block, and an appropriate timeline, and that City Staff negotiate with the owners of the Celesica site to address the matters outlined and report back to Council with an update in the first quarter of 2017.	Jan-2016	Oct-2020	TBD	Ⓞ	Ⓡ
Enterprise Work Management System	Going forward, as a result of more planning activities undertaken in 2015 by all four participating divisions and coordinated by the Program Office, a more detailed resource plan for future years has been completed along with a high level costing forecasts to 2020. As a result of these there was an increase in capital funds for PFR in the 2016 budget.	2,510	158	1,410	12,850	445	Procurement stage is delayed	The procurement process for the solution has taken longer than originally anticipated and is anticipated to be complete in Q3, 2016. As a result, resource hiring to support implementation will be delayed resulting in a corresponding delay in spending.	Jan-2015	Dec-2020	TBD	Ⓞ	Ⓞ
Toronto Employment & Social Services													
Wellesley Place Renovation	Bids have been received from the vendors for the Design Consultant & contract award is in progress.	2,500	0	1,000	5,000	5,000	Delayed	Issues regarding leasing of the shared space at the redeveloped location required an agreement between the City and the Province before the RFP for a design consultant could be issued.	Oct-13	Dec-17	Dec-17	Ⓞ	Ⓞ

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Transportation Services													
F. G. Gardiner*	Overall, work is proceeding as scheduled on the F. G. Gardiner Rehabilitation Program. Gardiner Expressway West Deck Replacement. Negotiations with contractor to accelerate Phase 1 from the original completion date of June 30/15 were successful and the work was finished the last week of April 2015. Cost Impact of \$2M for Phase1 – this amount represents a premium for accelerating the schedule and is within the contingency allowance. Work on Phase 2 in progress, with a potential acceleration completion date of July, 2016. Cost impact of \$21M. At-Grade Bridges Rehabilitation (3) - Project is substantially complete. Final electrical work to be completed May, 2016. Cost Impact: \$1.5M.	47,356	16,968	31,256	2,396,626	116,878	On Track	N/A	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓢ	Ⓢ

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Facilities, Real Estate, Energy & Environment													
Union Station Revitalization	<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 1 contractor expected to be completed and off site by June 2016.</p> <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 - Completion of lower level and East Wing retail space 	129,244	13,153	115,919	800,659	555,652	On Track	<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. 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>	Sep-09	Current Plan - Dec-2017 (Original end date was May-2016)	Dec-17	Ⓞ	Ⓞ
St. Lawrence Market North Revitalization	<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 continues to be finalized during this time.</p> <p>Demolition of existing building expected in Q3 2016, followed by tender and award of permanent building contract in Q3/Q4. Construction expected to begin in Q1 2017.</p> <p>Construction of interim market completed in June 2015 and open to public.</p>	14,169	-759	1,500	91,458	6,709	Delayed	<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. A four stage archeological process is currently underway. Exact delay in timeline will not be known until Ministry review of consultant's report.</p>	Temp Market: Actual Start Date - Dec-14 (Planned start date was Sept-14) New North Market: Planned: Dec-14 Revised Plan: Jan-17	Temp Market: Dec-14 New North Market: Dec-18 (Original end date was Dec-14)	Temp Market: Actual End Date- June-15 New North Market: Dec-18	Ⓞ	Ⓡ
Nathan Phillips Square Revitalization	<p>The project is substantially complete. The project team is in the process of closing out and settling the remaining contracts.</p>	146	-4	146	60,396	59,722	Completed		Sep-08	Dec-2015 (Original end date was Dec-2010)	Dec-15	Ⓞ	Ⓨ
Old City Hall HVAC	<p>Substantial completion was awarded. Minor deficiencies work remaining.</p>	573	4	573	36,900	36,330	Completed	<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 was received by the City from the project contractor and is under review with internal legal/project team.</p>	Feb-10	Aug-15	Aug-15	Ⓡ	Ⓞ

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Financial Services													
Financial Planning and Reporting System - FPARS	Phase 1 (PBF Implementation): Full launch of five (5) new reports in SAP BI/BW on May 6, 2016, including: - 2 HR Vacancy Reports - 2 Payroll Reports - Service and Performance Integrated Reporting in Toronto (SPIRIT) Dashboard Training provided to approximately 350 SAP BI/BW users. Provided training to 100 divisional staff with Enhanced Business Objects (BOBJ) to fully realize the potential of new dynamic reports.	7,170	809	5,843	60,820	48,005	On Track	Contractor Issues	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning and Reporting System - FPARS	Phase 2 (EPM): Identified 11 divisions from Clusters A, B and C to document business processes and data sources associated with FPARS related measures (Performance Measures and Service Levels) Interacted with Corporate Finance and Financial Planning Division to highlight the internal/external data sources and assist with automating the forecasting process through simulation models. Delivered FPARS Project Roadshows to wrap up Phase 1 (PBF Implementation) and introduce Phase 2 (Enterprise Performance Management) to: - Cluster A and B SMT (Senior Management Team) - Court Services and Economic Development & Culture divisions Council approved the acquisition of SAP HANA (High-Performance Analytic Appliance) solution to provide high speed performance for applications, with the ability to store large amounts of data using very little space.								Jan-15		Dec-16	Ⓞ	Ⓞ
SAP-Supported Cross-Application Timesheet (CATS)	Completed Business Process Blueprint, communication and testing plans. Approved Business solution design. Commenced realization phase. (Dec 2015). Unit Testing is in-progress; delayed by 2 weeks from March 31st scheduled completion. Schedule slippage mitigated by reducing the number of integration testing cycles from 3 to 2. (March 2016). Knowledge / Skill gap on CATS - to develop Functional specifications Mitigation: Transferred responsibility for functional specifications development from City to Vendor - Calian(no cost Change Request) SAP Development - Capacity constrains due to competing strategic SAP initiatives Mitigation: Transferred responsibility for SAP development from City to Vendor - Calian(no cost Change Request) Delays with staffing of testing resources and challenge with test scope management impacted testing timelines. Delay in recruitment and staffing of Testers. Mitigation: Augmented City testing team with vendor (Calian) resources to crash schedule. (no cost Change Request)	5,670	468	5,414	7,540	2,382	On Track		Jan-14	Sep-16		Ⓞ	Ⓞ

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Information & Technology													
DISASTER RECOVERY	66% of the ITD Business Continuity Plans are currently being written or are awaiting review/approval. BC Plan tutorials to be scheduled in Mar - Apr for remaining 34% of the processes. - \$55K 4 Servers for Unstructured File Repository Replication (Q4 2016) - \$55K BES 10/12 DR Solution (Q4 2016) - \$120K AirWatch Cloud DR Solution (Under discussion, planned for Q4 2016) - \$350K Tiered Security Infrastructure (Under discussion, planned for Q4 2016) - \$225K Remote Access - f5 APM (Access Policy Manager) (Under discussion, planned for Q4 2016) - \$400K Professional Services - DR Strategy & Solutions Design (Under discussion, planned for Q4 2016) - \$25K HP Service Manager (Under discussion, planned for Q4 2016) - \$120K MLS (Oracle licenses) (Under discussion, planned for Q4 2016) - \$775K BCM / DR Resources	2,125	568	2,125	37,960	7,327	On Track		Jan-13	Dec-24	Dec-24	Ⓞ	Ⓞ
EDRMS 2014	In December City Council approved the sponsors' recommendation to proceed with agreements and with the vendor based as per the Ontario Public Sector. Legal agreements and statement of work being drawn. Working teams to prepare for the upcoming implementation have been constituted. Work packages for each working team being developed. A steering committee has been constituted to ensure alignment with other enterprise initiatives such as Enterprise Collaboration and to ensure that the City derive the maximum benefits from all these initiatives. The EDRMS will need to be aligned in relation to 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. YE Projected a 83% spent rate are dependent on the completion of agreements and statements of work to procure vendor services. Work with vendor is expected to commence in Q2 therefore spending is expected to ramp up at in Q2 of 2016. Unless this changes, projected year end spend amount estimate stands.	540	74	450	788	172	On Track		Jul-05	Dec-18	Dec-18	Ⓞ	Ⓞ
I&T Consolidated Data Centre	Implementation on hold pending outcome of IT Infrastructure Shared Services Analysis and Data Centre Consolidation Strategy. Planning Design Phase to commence only if Approval of recommended Option is received. I-001: IT Infrastructure Assessment complete and CDC project strategy 90% complete. Because of delays the YE projection only anticipate about \$350K this year and the project would like to carryover the balance into next year. The project is scheduled to be complete in 2017. Data centre space/power is nearing capacity but is being offset at this time by leasing data centre services from TELUS.	1,703	107	350	9,300	7,275	On Track		May-14	Dec-17	Dec-18	Ⓞ	Ⓢ

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EMAIL REPLACEMENT	Implementation plan for long email names agreed to and now expected to be complete by Q3. Decommission now scheduled prior to year end. All other key deliverables contingent upon direction from Steering Committee. YE Projection is 62% due to IT Change Management team implemented a change freeze due to potential LD. The freeze was in effect for the greater part of February and is affecting build and test of long email names as well as decommission of the co-existence environment.	2,467	405	1,104	9,640	7,524	On Track		Jan-14	Feb-16	Dec-16	ⓐ	Ⓨ
WORK MGMT SOLUTION	RFP proposal evaluation underway. RFP award target is mid March 2016. Current 2016 forecasted stands at \$1,802,744. The breakdown listed: Estimated Shared (IT Core) Costs \$151,563 Shared costs: Other divisions (i.e.: 311) \$120,000 Vendor Implementation packages \$225,000 Non-salary (i.e. materials, supplies etc) \$10,000 Shared Space Lease \$12,500 Non-salary Add-On (Blueprint licences(Training Year1)) \$13,765 TS EWMS project team \$931,166 YE Projection is 56.5% due to: - RFP has not been awarded yet. - Originally, the project/program was forecasting to spend \$464,825 on hardware this year, based on feedback this will not happen in 2016. -In 2016, the procurement process of a COTS solution and a System Integrator (which is tied to six (6) other projects) has been delayed by 4 months.	3,193	133	1,803	7,260	1,084	On Track		Jan-2013	Dec-18	Dec-20	ⓐ	ⓐ
Web Revitalization: Web Refresh Phase 2	External Focus Groups Testing of Design Prototypes Key Deliverable/Milestone Comments: Scope of the technical assessment has expanded with the inclusion of additional needs for TIS, EA and ESD, the scope of work and the timeframe are unchanged for Web Revitalization. 2 RFR's are complete, 1 still underway for the required subject matter experts. Expect to start the technical assessment around the middle of April. toronto.ca re-design team is about 2 weeks behind schedule with their deliverables & milestones due to the fact that a decision was made by Strategic Communications to delay any engagement in the form of external focus groups until the threat of labour disruption had diminished. The original capital budget was developed assuming an on-premise deployment using a commercial web content management product in 2016. With the endorsement of I&T SMT approval, we are now engaged in a technical assessment with TIS, EA and ESD to investigate potential cloud deployment options using open source web content management software. Based upon the outcomes of the technical assessment, procurement options will be reviewed in Sep/Oct 2016, with procurement starting in Q4 2016. We believe that this approach will delay expenditures on a new web content management solution until early 2017, which were initially planned for 2016.	5,031	870	3,070	7,000	2,340	On Track		Apr-2014	Dec-17	Dec-17	ⓐ	ⓐ

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Employee and Management Self Service Portal Payroll (ESS/MSS)	Release 2 draft plan completed Release 2 Workshops (Alternate Position, Lateral Transfer forms) completed Wave 2 forms development and testing is in progress. Integration testing of the Separation Forms (Layoff, Termination, Resignation, Retirement) started April 4. Expected go-live April 14th YE Projection is 59.3% Due to the delay of the project, 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	3,517	138	2,200	9,780	8,180	Delayed	Other	Jan-13	Dec-15	Dec-16	Ⓞ	Ⓢ
Enterprise Time, Attendance & Scheduling Management Solution (TASS) SAP-Supported Cross-Application Timesheet (CATS)	Solution Build in progress. On Schedule for March 4th completion. Testing resources have been staffed and onboarding completed. YE Projection is 90% due to: Delay in recruitment & staffing of PPEB Testers. - Use Vendor(Calian) resources to augment City Testing Team to crash schedule - 3 more functional tester hire in progress - Leverage operational staff to address to address resource shortfall.	10,138	665	10,137	14,950	5,650	On Track		Jan-2014	Jan-17	Jan-17	Ⓞ	Ⓢ

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City Clerk's Office													
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	Council approved the staff report to proceed with the Provincial Vendor of Record for OpenText on December 9-10, 2015. (Dec 2015). The City signed an agreement and a statement of work with OpenText and work has commenced. 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.	917	122	795	4,589	1,431	On Track		2011; Revised March 2014	Dec-17	Dec-17	Ⓢ	Ⓢ
Radio Replacement Project													
Radio Communication System Replacement	The Radio Infrastructure Replacement project is a corporate initiative to replace the joint radio communication system infrastructure for the City's emergency services, Fire Services, Toronto Police Service and Toronto Paramedic Services.	3,682	45	3,682	55,491	51,854	Ongoing	The project team continues to quantify the remaining costs of decommissioning the project, with the project anticipated to be fully spent by year-end.	Jun-12	Dec-15	Dec-16	Ⓢ	Ⓢ
Solid Waste Management Services													
DIVERSION SYSTEMS	2nd generation green bin contract started in Spring 2016. Roll-out expected to be completed in 2017. Funding for various on-going bin purchases is expected to be fully spent by year end.	18,227	1,366	17,800	63,592	28,325	On Track		Prior 2010	Dec-16	Dec-17	Ⓢ	Ⓡ
DUFFERIN SSO FACILITY	Design-Build-Commission and Operate and Maintain agreements were signed in early 2016. Order to Commence was issued. 70% design package received July 12, 2016. Working towards 100% design completion by Jan 2017. Initiated demolition and site construction preparation.	18,000	2,252	11,911	54,272	4,756	On Track		Jan-14	Dec-16	Dec-18	Ⓢ	Ⓡ
SWM LONG TERM WASTE STRATEGY PLAN	Waste Strategy approved by Council in July 2016. Final payments expected by end of year.	3,391	524	3,391	4,767	2,548	On Track		Jan-10	Apr-15	Dec-16	Ⓢ	Ⓡ
Toronto Water													
St. Clair Reservoir Rehabilitation (CPW060-07)	Construction to commence in 2016. Project design had been delayed to allow for extended consultation with the community to address park use related issues.	6,105	16	2,224	28,590	721	Delayed	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.	0	0		Ⓢ	Ⓢ
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	The implementation of biosolids management upgrades at the Highland Creek Treatment plant have been subject to debate regarding the preferred alternative. A report on the updated Environmental Assessment of the project will be considered during the Council meeting on May 3-4, 2016	308	167	287	147,330	1,083	On Schedule		0	0		Ⓢ	Ⓢ

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