

Appendix 1  
City Of Toronto  
Capital Variance Summary

EX20.26

	2016 Approved Budget \$	September 30, 2016 Actual Expenditures \$	Unspent \$	Spent %	Projected Spending to Year- End \$	Projected Spending to Year-End %
<b>Citizen Centred Services - "A"</b>						
Children's Services	17,562,178	1,605,474	15,956,704	9.1%	9,738,178	55.4%
Court Services	1,577,000	3,800	1,573,200	0.2%	138,000	8.8%
Economic Development, Culture & Tourism	31,219,043	8,957,353	22,261,690	28.7%	19,878,856	63.7%
Long Term Care Home Services	30,194,762	15,927,617	14,267,145	52.7%	26,108,488	86.5%
Parks, Forestry & Recreation	233,384,927	58,825,056	174,559,871	25.2%	124,694,625	53.4%
Shelter, Support and Housing Administration	31,075,640	12,336,491	18,739,149	39.7%	15,907,636	51.2%
Toronto Employment & Social Services	2,500,000		2,500,000	-	1,000,000	40.0%
Toronto Paramedic Services	19,502,127	8,539,527	10,962,600	43.8%	15,912,167	81.6%
<b>Sub-Total</b>	<b>367,015,677</b>	<b>106,195,318</b>	<b>260,820,358</b>	<b>28.9%</b>	<b>213,377,950</b>	<b>58.1%</b>
<b>Citizen Centred Services - "B"</b>						
City Planning	10,331,586	2,974,832	7,356,754	28.8%	7,428,570	71.9%
Fire Services	21,740,937	7,982,550	13,758,387	36.7%	12,238,560	56.3%
Transportation Services	451,655,067	113,074,090	338,580,977	25.0%	291,214,753	64.5%
Waterfront Revitalization Initiative	36,822,951	12,065,594	24,757,357	32.8%	23,567,068	64.0%
<b>Sub-Total</b>	<b>520,550,541</b>	<b>136,097,066</b>	<b>384,453,475</b>	<b>26.1%</b>	<b>334,448,951</b>	<b>64.2%</b>
<b>Internal Services</b>						
311 Toronto	5,605,267	1,465,069	4,140,198	26.1%	3,152,691	56.2%
Facilities Management and Real Estate	298,323,815	89,767,372	208,556,443	30.1%	161,562,284	54.2%
Financial Services	28,284,345	5,471,968	22,812,377	19.3%	15,121,703	53.5%
Fleet Services	48,223,373	30,496,901	17,726,472	63.2%	41,972,944	87.0%
Information Technology	97,394,016	32,355,555	65,038,461	33.2%	58,836,901	60.4%
<b>Sub-Total</b>	<b>477,830,816</b>	<b>159,556,865</b>	<b>318,273,951</b>	<b>33.4%</b>	<b>280,646,523</b>	<b>58.7%</b>
<b>Other City Programs</b>						
Auditor General's Office	599,197	105,818	493,379	17.7%	573,643	95.7%
Office of the Lobbyist Registrar	558,783	280,995	277,788	50.3%	387,750	69.4%
Office of the Ombudsman	530,000	89,187	440,813	16.8%	160,338	30.3%
Corporate Initiatives	6,500,000	439,629	6,060,371	6.8%	1,520,828	23.4%
City Clerk's Office	8,091,580	1,834,840	6,256,740	22.7%	4,956,543	61.3%
PanAm Games	5,352,026	252,332	5,099,694	4.7%	4,790,816	89.5%
Radio Replacement Project	3,682,186	407,906	3,274,280	11.1%	3,682,186	100.0%
<b>Sub-Total</b>	<b>25,313,772</b>	<b>3,410,707</b>	<b>21,903,065</b>	<b>13.5%</b>	<b>16,072,104</b>	<b>63.5%</b>
<b>Total City Operations</b>	<b>1,390,710,806</b>	<b>405,259,956</b>	<b>985,450,850</b>	<b>29.1%</b>	<b>844,545,529</b>	<b>60.7%</b>

**Appendix 1  
City Of Toronto  
Capital Variance Summary**

	2016 Approved Budget \$	September 30, 2016 Actual Expenditures \$	Unspent \$	Spent %	Projected Spending to Year- End \$	Projected Spending to Year-End %
<b>Agencies</b>						
Exhibition Place	7,145,074	1,918,974	5,226,100	26.9%	3,125,074	43.7%
Sony Centre (Hummingbird)	7,701,446	2,744,839	4,956,607	35.6%	6,551,446	85.1%
Toronto And Region Conservation Authority	14,171,000	10,503,750	3,667,250	74.1%	14,171,000	100.0%
Toronto Police Service	71,715,956	18,815,007	52,900,949	26.2%	35,269,273	49.2%
Toronto Public Health	4,424,573	2,994,976	1,429,597	67.7%	4,139,802	93.6%
Toronto Public Library	27,766,326	13,739,947	14,026,379	49.5%	23,663,738	85.2%
Toronto Transit Commission	2,165,180,462	721,474,240	1,443,706,222	33.3%	1,453,598,600	67.1%
Toronto Zoo	12,888,929	8,616,127	4,272,802	66.8%	12,214,109	94.8%
<b>Sub-Total</b>	<b>2,310,993,766</b>	<b>780,807,860</b>	<b>1,530,185,906</b>	<b>33.8%</b>	<b>1,552,733,042</b>	<b>67.2%</b>
<b>TOTAL - TAX SUPPORTED</b>	<b>3,701,704,572</b>	<b>1,186,067,816</b>	<b>2,515,636,756</b>	<b>32.0%</b>	<b>2,397,278,571</b>	<b>64.8%</b>
<b>Rate Supported Programs</b>						
Solid Waste Management Services	96,668,510	26,125,412	70,543,098	27.0%	66,037,599	68.3%
Toronto Parking Authority	86,042,981	17,874,591	68,168,390	20.8%	55,258,094	64.2%
Toronto Water	851,652,066	341,548,298	510,103,768	40.1%	656,696,200	77.1%
<b>TOTAL - RATE SUPPORTED</b>	<b>1,034,363,557</b>	<b>385,548,301</b>	<b>648,815,256</b>	<b>37.3%</b>	<b>777,991,893</b>	<b>75.2%</b>
<b>GRAND TOTAL</b>	<b>4,736,068,129</b>	<b>1,571,616,117</b>	<b>3,164,452,012</b>	<b>33.2%</b>	<b>3,175,270,464</b>	<b>67.0%</b>

**Appendix 2**  
**2016 Capital Projects Recommended for Closure**

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure	
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent	DC	Reserve/ Reserve Funds
<b>FLEET SERVICES</b>								
<b>CFL017</b>								
<b>Sub Projects to be closed:</b>								
CFL017-14	Exhibition - Vehicle/Equip 2013	2016	2015	340,000	254,197	85,803		85,803
CFL014-9	Fire - Vehicle/Equipt 2008	2014	2013	6,592,000	6,581,790	10,210		10,210
<b>Project total</b>				<b>6,932,000</b>	<b>6,835,987</b>	<b>96,013</b>		<b>96,013</b>
<b>Toronto Public Library</b>								
<b>CLB184-01</b>								
CLB184-01	Multi-Branch Minor Reno Prog 2014-2016	2016	2016	9,969,309	9,969,037	272	272	
CLB180-01	Library Processing Centre Relocation	2014	2015	10,725,000	10,725,000			
<b>Project total</b>				<b>20,694,309</b>	<b>20,694,037</b>	<b>272</b>	<b>272</b>	
<b>Total All Programs</b>				<b>27,626,309</b>	<b>27,530,024</b>	<b>96,285</b>	<b>272</b>	<b>96,013</b>



**Appendix 3**  
**2016 Capital Budget and Plan In-Year Adjustments**

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
<b>Program Name: Fleet Services</b>								
<i>Delay in the implementation of the project. Funds to be reallocated to PF&amp;R (CFL005-14 &amp; CFL005-17) and Paramedics (CFL013-17)</i>								
Project Name: SOLID WASTE - VEHICLE.EQUIP 2015								
Captor # FLT000482-17		SAP # CFL008-16						
As Approved by Council		27.759	17.759		10.000			
<b>Adjustment</b>		<b>(4.700)</b>	<b>(4.700)</b>		4.700			
Adjusted Plan 2016 - 2025		23.059	13.059		14.700			
<i>Delay in the implementation of the project. Funds to be reallocated to CFL005-14, CFL005-17, CFL013-17</i>								
Project Name: VEHICLE/EQUIPMENT PURCHASE - 2014								
Captor # FLT000482-16		SAP # CFL008-15						
As Approved by Council		12.440	1.741					
<b>Adjustment</b>		<b>(0.239)</b>	<b>(0.239)</b>		0.239			
Adjusted Plan 2016 - 2025		12.201	1.502		0.239			
<i>Adjustment required to accommodate contract awards for vehicles past useful life</i>								
Project Name: PF&R - VEHICLE/EQUIPT - 2013								
Captor # FLT000478-15		SAP # CFL005-14						
As Approved by Council		5.072	0.041					
<b>Adjustment</b>		<b>0.380</b>	<b>0.380</b>		<b>(0.380)</b>			
Adjusted Plan 2016 - 2025		5.452	0.421		<b>(0.380)</b>			
<i>Adjustment required to accommodate contract awards for vehicles past useful life</i>								
Project Name: PF&R - VEHICLE/EQUIP 2016								
Captor # FLT000478-18		SAP # CFL005-17						
As Approved by Council		5.200	0.500		4.700			
<b>Adjustment</b>		<b>3.560</b>	<b>3.560</b>		<b>(3.560)</b>			
Adjusted Plan 2016 - 2025		8.760	4.060		1.140			
<i>Adjustment required to accommodate contract awards for vehicles past useful life</i>								
Project Name: PARAMEDICS - VEHICLE/EQUIP 2016								
Captor # FLT000486-18		SAP # CFL013-17						
As Approved by Council		4.599	3.600		0.999			
<b>Adjustment</b>		<b>0.999</b>	<b>0.999</b>		<b>(0.999)</b>			
Adjusted Plan 2016 - 2025		5.598	4.599					
<b>Total FLEET- As approved by Council</b>		<b>55.070</b>	<b>23.641</b>		<b>15.699</b>			
<b>Total Adjustments</b>								
<b>Adjusted Plan 2016 - 2025</b>		<b>55.070</b>	<b>23.641</b>		<b>15.699</b>			
<b>Program Name: Toronto Public Health</b>								
<i>Increase in total project funding from Ministry of Health and Long Term Care for the ongoing and planned operations, upgrades, deployment and adoption activities to components of the Panorama System over 2 years.</i>								
Project Name: Infectious Disease Control Information System (IDCIS)								
Captor # TPH907843-2		SAP # CPH001-17						
As Approved by Council		3.099	0.461					
<b>Adjustment</b>		<b>0.391</b>	<b>0.057</b>		<b>0.334</b>			
Adjusted Plan 2016 - 2025		3.490	0.518		0.334			
<b>Total TPH- As approved by Council</b>		<b>3.099</b>	<b>0.461</b>					
<b>Total Adjustments</b>		<b>0.391</b>	<b>0.057</b>		<b>0.334</b>			
<b>Adjusted Plan 2016 - 2025</b>		<b>3.490</b>	<b>0.518</b>		<b>0.334</b>			
<b>Program Name: Toronto Public Library</b>								
<i>To defer \$0.250 million cash flow from the North York Central Library project, funded by debt from 2016 to 2017.</i>								
Project Name: North York Central Library								
Captor # LIB000338		SAP # CLB193-1						
As Approved by Council		14.974	2.513	2.380	7.236	6.961		
<b>Adjustment</b>			<b>(0.250)</b>	<b>(0.250)</b>	<b>0.250</b>	<b>0.250</b>		
Adjusted Plan 2016 - 2025		14.974	2.263	2.130	7.486	7.211		
<i>To defer \$0.150 million cash flow from the St. Clair/Silverthorn Library project, funded by development charges from 2016 to 2017.</i>								
Project Name: St. Clair/Silverthorn								
Captor # LIB000337		SAP # CLB192-1						
As Approved by Council		2.247	0.311		1.879	1.779		
<b>Adjustment</b>			<b>(0.150)</b>		<b>0.150</b>			
Adjusted Plan 2016 - 2025		2.247	0.161		2.029	1.779		
<i>To defer \$0.665 million cash flow from the Dawes Road Library project, funded by development charges and debt from 2016 to 2017.</i>								
Project Name: Dawes Road								
Captor # LIB907596		SAP # CLB194-1						
As Approved by Council		13.263	1.706	0.277	1.082	0.196		
<b>Adjustment</b>			<b>(0.665)</b>	<b>(0.277)</b>	<b>0.665</b>	<b>0.277</b>		
Adjusted Plan 2016 - 2025		13.263	1.041		1.747	0.473		



Appendix 3  
2016 Capital Budget and Plan In-Year Adjustments

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
Project Name: Carpark Provisions 2016 Captor # TPA908207		SAP # CPK 315-01						
As Approved by Council		4.160	4.160					
<b>Adjustment</b>		<b>(0.831)</b>	<b>(0.831)</b>					
Adjusted Plan 2016 - 2025		3.329	3.329					
<b>Total As approved by Council</b>		<b>4.160</b>	<b>4.160</b>					
<b>Total Adjustments</b>								
<b>Adjusted Plan 2016 - 2025</b>		<b>4.160</b>	<b>4.160</b>					
<b>Total All Programs- As approved by Council</b>		<b>239.766</b>	<b>48.083</b>	<b>8.687</b>	<b>33.253</b>	<b>12.526</b>		
<b>Total Adjustments</b>		<b>2.473</b>	<b>0.193</b>		<b>0.334</b>			
<b>Adjusted Plan 2016 - 2025</b>		<b>242.239</b>	<b>48.276</b>	<b>8.687</b>	<b>33.587</b>	<b>12.526</b>		
<b>Total Adjustments - Funding Source</b>								
		Total Project Cost	2016		2017		2018	
Provincial Grants and Subsidies		0.391		0.057		0.334		
Federal Subsidy								
CFC ( Prior Year)- Carry forward								
Debt		0.446		0.446				
Debt Recoverable								
Development Charges								
Reserves								
Reserve Funds		1.500		2.499		(0.999)		
Other		0.136		0.136				
<b>Total Adjustments</b>		<b>2.473</b>		<b>3.138</b>		<b>(0.665)</b>		

## Appendix 4 Major Capital Projects

Life to Date  
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Division/Project name	2016 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		
<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	Ⓞ	Ⓞ
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	Ⓞ	Ⓞ
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	Ⓜ	Ⓜ
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	Ⓜ	Ⓜ
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.										



## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
<b>Long Term Care and Home Services</b>											
Kipling Acres Site 2 (Phase 3) Redevelopment	19,490	11,598	17,045	47,500	39,339	On Track	Sep-14	Mar-16	Dec-16	G	Y
Comments:	Kipling Acres will provide 337 approved beds (192 beds added in Phase 1), with Phase 2 adding 145 beds to the completed facility. The home will be fully operational next month.										
Explanation for Delay:	The project has had a minor delay due to weather conditions, which will require the exterior work to be completed in Q1, 2017.										
<b>Parks, Forestry and Recreation</b>											
Ferry Boat Replacement #1	3,375	151	200	11,000	151	Delayed	Mar-15	Dec-18	Spring 2019	G	Y
Comments:	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 and is currently on the market. 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. The Legal agreement with the Contractor is expected in the fall of 2016.										
Explanation for Delay:	RFP/RFQ delayed										
Canoe Landing Community Recreation Centre (Railway Lands)	2,345	1,049	2,345	63,246	2,479	On Track	Jan-2014	Jul-19		G	G
Comments:	The total project cost includes Children's Services component. The consultant's second presentation to the Design Review Panel received unanimous approval on July 5th, 2016. A second submission for Site Plan Approval was submitted the following week; approval is expected January 2017. Submission of the Zoning Report by the Planning Department is targeting mid November 2016. Approval by the Ministry of the Environment (MOE) is expected in December 2016. Contract documentation is approximately 50% complete. The Toronto Green Standard Tier 2 standard is being shadowed and the 5% renewable energy target has been achieved. Tender is anticipated to occur mid-January 2017. Construction is expected to start early June 2017. 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 Community Recreation Centre naming event facilitated by Councillor Cressy and including City PF&R and Children's Services, TDSB and TCDSB is being planned for Fall 2016.										
Explanation for Delay:											
Bessarion CC Design & Construction	1,000	745	750	76,860	1,241	On Track	2013	2019	Mar-20	G	G

## Appendix 4 Major Capital Projects

Division/Project name	2016 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:	The Architect submitted revised drawings as a Site Plan Approval resubmission to address circulation comments received in the first round review. The resubmission addresses the garbage truck turning movement concerns raised. Architects continue to prepare the tender documents which are now 95% complete. A cost consultant is currently preparing a pre-tender cost estimate. 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.										
Explanation for Delay:	Resolving garbage truck turning movement issue with City staff, prior to resubmitting Site Plan Approval resubmission package.										
Wellesley CC Pool - Design & Construction	3,179	87	87	17,000	908	Delayed	2013	2019		Ⓞ	Ⓞ
Comments:	The procurement process for the solution has taken longer than originally anticipated. The process to pre-qualify general contractors has now been completed. Architects have finalized tender documents. The tender is expected to be issued in late fall 2016, meaning construction would not start until very late 2016 or early 2017 Toronto Buildings has issued the building permits. Anticipated construction schedule (estimated 2 year construction): construction should start in late 2016/early 2017 and should be completed in late 2018, with weather sensitive landscape work following, to be completed by July 2019.										
Explanation for Delay:	Procurement delay due to staffing/other priorities.										
York CC - Design & Construction	5,234	2,952	5,234	31,400	28,059	Delayed	Oct-12	Aug-14	Nov-16	Ⓞ	Ⓡ
Comments:	Construction is ongoing, although there has been further slippage in the schedule due to slow delivery/installation of exterior metal cladding and interior glazing to the gym.										
Explanation for Delay:	Contract issues.										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
Don Mills Civitan Arena Design & Construction	450	0	0	24,500	0	Delayed	Jan-16	Oct-20	TBD	Ⓞ	Ⓜ
Comments:	At its meeting on July 12th, 2016, City Council approved in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site) subject to satisfying the conditions relating to the OMB appeal. (GM13.15). Council has directed City Staff to negotiate with the owners of the Celestica site in order to obtain parkland to be used as a site for the replacement Don Mills arena. A report back to City Council with an update is expected in the first quarter of 2017.										
Explanation for Delay:	Confirmation of the location for the new arena has delayed project implementation. This is a multi-year project with previously approved cash flows in 2014, 2015, 2016, and 2017.										
Enterprise Work Management System	2,510	575	1,664	12,850	815	Delayed	Jan-15	Dec-20	TBD	Ⓞ	Ⓞ
Comments:	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.										
Explanation for Delay:	The procurement process for the solution has taken longer than originally planned and is expected to be completed by year-end. Divisional process mapping and other preparatory activities have also taken more time than anticipated but will be completed in time for the successful vendor's engagement on the project. As a result, resource hiring to support implementation will also be 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:	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.  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.										
Explanation for Delay:											

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
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:	<p>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.</p>										
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.										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
<b>Transportation Services</b>											
F. G. Gardiner*	47,356	25,747	31,656	2,396,626	125,742	On Track	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓞ	Ⓞ
Comments:	<p>Overall, work is proceeding as scheduled on the F.G. Gardiner Rehabilitation Program.</p> <p><b>Gardiner Expressway West Deck Replacement.</b> 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.</p> <p><b>At-Grade Bridges Rehabilitation (3)</b> - Project is substantially complete. Final electrical work completed May, 2016. Cost Impact: \$1.5M.</p>										
Explanation for Delay:	N/A										
<i>*The total project cost for the Gardiner reflects the 2012 - 2025 costs.</i>											
<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		Ⓞ	Ⓞ
Comments:	<p>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.</p>										
Explanation for Delay:											
The Bentway (Proj. Under Gardiner)	10,000	3,000	6,500	25,000	3,000	On Track	Feb-16	Dec-18		Ⓞ	Ⓞ
Comments:	<p>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.</p>										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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:											
Port Lands Flood Protection	2,000	529	1,000	7,000	5,529	On Track	Feb-15	Dec-16	May-17	Ⓞ	Ⓢ
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><i>Facilities, Real Estate, and Environment &amp; Energy</i></b>											
Union Station Revitalization	129,243	52,967	73,172	800,700	608,620	On Track	Sep-09	Dec-2017	Dec-18	Ⓞ	Ⓞ
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 1 contractor expected to be completed and off site by November 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"> <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>										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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:	<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	14,169	428	3,000	91,458	8,770	Delayed	Jan-17	Dec-14	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 continues to be finalized during this time.</p> <p>Demolition of existing building expected by year-end, followed by tender, award contract, and begin construction of the permanent building in Q1 2017, subject to completion of the archeological assessment.</p> <p>Construction of interim market completed in June 2015 and open to public.</p>										
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. A four stage archeological process is currently underway. Current expectation is to be completed by year end, but is dependent on findings.</p>										
Nathan Phillips Square Revitalization	146	-18	146	60,396	59,708	Completed	Sep-08	Dec-2015	Dec-16	Ⓞ	Ⓜ
Comments:	<p>The project is substantially complete. The project team is in the process of closing out and settling the remaining contracts.</p>										
Explanation for Delay:	<p>No remaining issues/risks.</p>										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
Old City Hall HVAC	573	282	573	36,900	36,608	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 was received by the City from the project contractor and is under review with internal legal/project team.										
<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 will be 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 Q3, 62 training sessions were provided 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 Q4 2017.</p>										
Explanation for Delay:											



## Appendix 4 Major Capital Projects

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	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
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:											

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
EDRMS 2014	540	109	400	540	208	On Track	Jul-05	Dec-17	Dec-17	G	G
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. 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:											

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
WORK MGMT SOLUTION	3193	493	1200	3913	1318	Delayed	Jan-13	Dec-18	Dec-20	G	Y
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:											

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
<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
Comments:	<p>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.</p> <p>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.</p> <p><b>**NOTE:</b> 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.</p>										
Explanation for Delay:											
<b>Radio Replacement</b>											
Fire Services - Radio Replacement Project	3,682	408	3,682	55,491	52,217	On Track	Jan-12	Dec-16		G	G
Comments:	<p>The Radio Infrastructure replacement project is a corporate initiative to replace the joint radio communications system infrastructure for the City's emergency services: Toronto Fire Services; Toronto Police Service; and Toronto Paramedic Services.</p>										
Explanation for Delay:	<p>The project team continues to quantify the remaining costs of decommissioning the project, with the project anticipated to be fully spent by year end.</p>										

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Division/Project name	2016 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		
<b><i>Exhibition Place</i></b>											
ME & Communication Infrastructure	450	242	420	1,275	889	Delayed	Jun-14	Dec-25	Dec-25	Ⓞ	Ⓜ
Comments:	Building maintenance to provide better services										
Explanation for Delay:	Projects are still in progress.										
Enercare Centre	1,870	64	350	2,330	467	Delayed	Jan-15	Dec-23	Dec-23	Ⓞ	Ⓜ
Comments:	Building maintenance to provide better services										
Explanation for Delay:	Vendor's initial tender for the Chiller project was over-budget requiring further work resulting in a delay.										
Allstream Conference Centre	1,920	0	1,920	1,920	0	Delayed	Jan-16	Dec-17	Dec-17	Ⓞ	Ⓡ
Comments:	Construction of bridge to Hotel X to be deferred to 2017.										
Explanation for Delay:	RFP for a project management consultant still in progress. Construction of bridge connecting to Hotel X deferred to 2017 due to delay in completion of Hotel X.										
<b><i>Toronto Transit Commission</i></b>											
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	Ⓞ	Ⓞ
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:											

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Division/Project name	2016 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		
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
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:											

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Division/Project name	2016 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		
McNicoll Bus Garage	38,972	1,539	2,661	181,000	8,618	On Track	Jan-11	Dec-20	Dec-20	Ⓞ	Ⓞ
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	Ⓞ	Ⓞ
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										
Explanation for Delay:	Civil Construction - Completed electrical upgrades at 12 subway stations. Construction complete at station groups 2, 4. Ongoing										
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	Ⓞ	Ⓞ
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	Ⓞ	Ⓢ
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:											

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	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Toronto and Region Conservation Authority</b>											
Waterfront & Valley Erosion Control	1,550	1,163	1,550	7,080	6,693	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Critical Erosion Control & Floodwork	2,000	1,500	2,000	11,300	10,800	Delayed	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓡ
Comments:											
Explanation for Delay:	Delays in negotiations to acquire threatened properties on Scarborough Bluffs.										
Critical Erosion And Floodworks - Phase 2	5,000	3,675	5,000	5,000	3,675	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓡ
Comments:											
Explanation for Delay:											
Waterfront Development	1,473	1,105	1,473	7,679	7,311	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Toronto Remedial Action Plan	2,776	2,082	2,776	12,514	11,820	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Black Creek Pioneer Village Retrofit	350	263	350	1,750	1,663	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
TRCA Information Technology	264	198	264	1,320	1,254	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Administrative Infrastructure Project	658	444	658	1,316	1,102	Delayed	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓡ
Comments:											
Explanation for Delay:	Delayed pending scope being revisited with recent Authority approval in principle of new TRCA Head Office Project to address very										



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Division/Project name	2016 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		
Greenspace Land Acquisition	100	75	100	492	467	On Track	Jan-16	Dec-16	Dec-16	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
<b>Toronto Public Library</b>											
Albion Library	6,026	5,109	6,026	15,007	8,554	On Track	Jan-12	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	Construction is progressing ahead of schedule due to strong contractor performance										
Explanation for Delay:											
Wychwood Library	400	192	192	8,868	331	Delayed	Jan-15	Dec-19	Dec-19	Ⓜ	Ⓜ
Comments:	Site Plan approval under City review										
Explanation for Delay:	Construction of Lawn Bowling Pavilion is delayed until 2017 due to the length of the City approval process										
Dawes Road Library	1,706	2	2	13,263	6	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	311	43	50	2,247	100	Delayed	Jan-15	Dec-18	Dec-18	Ⓡ	Ⓜ
Comments:	Site Plan approval under City review										
Explanation for Delay:	Construction delayed until 2017 due to the length of the City approval process										
<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.										

## Appendix 4 Major Capital Projects

Division/Project name	2016 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		
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.										
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	308	161	287	12,413	1,077	On Track	May-12	Dec-23		Ⓜ	Ⓜ
Comments:	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.										
Explanation for Delay:											