BU44.2

APPENDIX 3
Major Capital Projects
($000s)

Division/Project name	2018 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date: On Budget	Life to Date: On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development & Culture											
St. Lawrence Centre Roof	3,209	284	2,969	3,823	899	On Track	Apr-17	Jul-18	Oct-18	Ⓖ	Ⓖ
Comments:	This project, initially planned and budgeted for 2015, was deferred until the fall of 2017. Completion ahead of schedule (April 30, 2018) for Phase 1. In 2018, addtional funding of $1.250 million was approved to complete Phase 2. A POA was approved to complete Phase 2, offering substantial savings to the City. Through the Q1 variance report, a budget adjustment is requested to lower the project cost by $0.900 milllion. Note, end date for Phase 2 is planned for October 2018.										
Explanation for Delay:											
Casa Loma Phase 9	2,661	5	1,887	2,985	330	On Track	Oct-17	Dec-20		Ⓖ	Ⓖ
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 required more time. Spending for 2017 was less than projected but the overall project remains on time and on budget. Work on the perimeter fence is scheduled for completion April 2019.										
Explanation for Delay:											
The Guild Cultural Revitalization	1,898	33	400	5,648	33	On Track		Dec-20		Ⓖ	Ⓖ
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 late 2018, dependant on site plan approvals. EDC and PFR are discussing site servicing completion. The outcome of these discussions could result in schedule and budget impacts.										
Explanation for Delay:											
Parks, Forestry & Recreation											
Ferry Boat Replacement #1	2,500		850	12,500	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.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	7,293	2,788		73,686	16,792	On Track	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 Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	12,377		8,798	92,850	325	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 has been submitted to the March 22, 2018 Budget Committee (Executive Committee on April 17, and City Council on April 24) for approval, to allow the project to be awarded and to proceed. Budget Committee did not reach quorum on March 22, so the report will be forwarded to the Executive Committee meeting of April 17 without Budget Committee recommendation.										
Explanation for Delay:	RFQ/RFP Delayed										
Wellesley Community Centre Pool - Design & construction	10,537	531	7,595	20,000	2,994	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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Don Mills Civitan Arena Design & Construction	150			1,950		Significant Delay	Jan-16	Dec-19	Dec-21	G	R
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 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				1,475		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Sep-23	G	R
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:											
North East Scarborough Community Centre and Child Care Centre Design and Construction	317		317	40,000	226	On Track	Design Phase - 2016 and Construction Phase - 2019	Dec-20	December 2022 based on potential inclusion of a new pool	G	G
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 and Child Care Centre Design and Construction	493		135	40,000	7	Minor Delay	Design: February 2016 Construction: June 2020	Fall 2020	Spring 2023	G	Y
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										

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40 Wabash Parkdale New Community Centre Design and Construction	428		250	40,000	22	Minor 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										
IT-Registration, Permitting & Licensing (CLASS Replacement)	7,540	85		18,509	2,797	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-20	Ⓖ	Ⓡ
Comments:	The RFP was issued on April 6, 2017. Submissions were received on May 30, 2017 and they are currently under evaluation. The RFP evaluation is planned to be completed by April 2018 and the planned contract award date is July 2018.										
Explanation for Delay:	RFQ/RFP Delayed										
IT-Enterprise Work Management System	5,192	247		13,850	3,088	Minor 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										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	179		179	10,875	318	On Track	Design Competition: February 2018 Detailed Design: Fall 2018 Construction: Anticipated 2020	Dec-22		Ⓖ	Ⓖ
Comments:	From 2015 to 2017, staff undertook an environmental assessment of the site at 318 Queens Quay West. Final reporting is in progress to be finalized in spring 2018. Project Design for the park is being completed though a Design Competition, broken down into two stages (led by PFR in partnership with Waterfront Toronto). Stage 1 includes the Request for Qualifications (RFQ) to create a shortlist. The RFQ was issued on February 27, 2018 and closes April 10, 2018. Stage 2 includes the Park Design Competition for the shortlisted proponents. The shortlist will be announced May 10, 2018. The design competition will be completed by June 21, 2018. The winning design will be announced in August 2018. Consultation and design work will be used to determine the program elements and scope of work, and will be used to refine the budget for the construction phase, which will be managed and overseen by the City of Toronto (PFR).										
Explanation for Delay:											
York Off Ramp Park Design and Construction	400		200	11,000			Design: June 2018 Construction: August 2019	Aug-20		Ⓖ	Ⓖ

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Comments:	Public and stakeholder consultation has been on-going since December 2017. A Request for Qualifications from interested teams for the design competition has been issued and closes on April 10. A Request for Proposals from the pre-qualified teams will be issued in May 2018. The winning team is anticipated to be announced during the first week of August.										
Explanation for Delay:											
Shelter, Support & Housing Administration											
George Street Revitalization	39,318	666	30,000	80,098	4,896	On Track	Jan-16	Dec-23		G	G
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 $580.2 million which was approved for funding in the 2018 budget.										
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. Spending will accelerate in Q2 2018 as construction at 3306 Kingston and 731 Runnymede progresses.										
Addition of 1000 New Shelter Beds	43,880		32,900	178,560		On Track	Jan-18	Dec-18		Y	Y
Comments:	A three year plan to open and operate 1000 net new beds at 11 sites (assuming an average bad capacity of 80). To ensure new spaces are made availabe for diverse categories with a view to achieve 90% occupancy. Estimates developed by Financial Planning and SSHA project capital costs for 11 sites to be approximately $178.56 million over three years. The capital cost estimates include land costs, as well as the costs for design, architecture, construction and renovation to bring the properties to shelter standards as well as costs for furniture, equipment and project management. Further, the operating costs to run all 11 shelter sites, including the lease costs for 2 sites, is estimated to reach $35.228 million in 2021. Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far have listed 6 potential sites that could be used as permanent shelters. Negotiation for the 6 sites are preliminary and on-going. An additional 5 sites would need to be identified by Facilities to reach the goal of 1000 shelter beds.										
Explanation for Delay:	The process for siting shelters is underway with Real Estate locating potential sites. Facilities is working on a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites.										

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Toronto Employment & Social Services											
Project Name: HSI Project - Phase 2	2,313	147	2,313	9,823	147	On Track	Jan-18	Dec-21		Ⓖ	Ⓖ
Comments:											
Explanation for Delay:											
Toronto Paramedic Services (PS)											
NW District Multi-Function Station	501	8	480	12,005	11,448	On Track	Jan-14	Jan-17	Dec-18	Ⓨ	Ⓡ
Comments:	Full occupancy and building was turned over to Paramedic Services/CoT Facilities on September 7th, 2018. TPS ambulances began operating out of the facility as of October 11th, 2017. The project is substantially completed. The back parking lot will be completed by July 31, 2018. The Solar panels installation is currently in design phase with the CoT Energy Consultants and scheduled as a 2018 Project.										
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.										
Multi -Function Station #2 - Preparation	460	3	350	1,200	343	On Track	Jan-17	Dec-20	N/A	Ⓖ	Ⓖ
Comments:	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. 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.										
Explanation for Delay:											

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Transportation Services											
F. G. Gardiner*	88,200	1,279	68,047	2,457,026	145,144	On Track	Apr-13	TBD (subject to completion of design phase)	N/A	G	G
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. was completed in 2017. The Jarvis to Cherry contract is currently out for tender, 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										
311 Toronto											
CRM Upgrade and Replacement	3,276	104	1,997	7,644	617	Minor Delay	Jun-16	Dec-20	Dec-20	Y	Y
Comments:	This includes intergation project with Building and MLS. The projects are substantially on track with a few minor delays. Currently the master service agreement is being negotiated with the vendor. It is anticipated that the proof of concept will commence in Q2 of 2018.										
Explanation for Delay:	The master services agreement negotiations are taking longer than expected, resulting in some delay in the project. The master services agreement is critical to the future rollout of the CRM inititaitve on an Enterprise Wide scale, thus it is imperative that this agreement covers off all risks and liabilities to the City.										

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Facilities Management, Real Estate & Environment											
Union Station Revitalization	112,508	7,422	65,799	823,500	714,793	Delayed	Sep-09	Current Plan - Dec-2018 (Original end date was May-2016)	Dec-18	Ⓨ	Ⓨ
Comments:	Key elements completed to date include: - 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) Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements: - Bloor concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade - Completion of lower level and East Wing retail space										
Explanation for Delay:	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. 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. 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. Metrolinx schedule delays resulted in a $22.8M approved increase to budget for increased construction costs and indirect costs related to internal staffing, insurance, and third party consultant support. This was approved through the 2018 capital budget process. 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.										

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St. Lawrence Market North Redevelopment	23,386	326	15,694	102,343	13,534	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:	Construction of interim market completed in June 2015 and open to public. 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. 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 incremenatal 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. 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.										
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	969	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.										

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Information and Technology											
Project Name Consolidated Data Centre	5,713	267	3,981	13,600	8,393	On Track	May-14	Dec-19	Dec-19	Ⓖ	Ⓖ
Comments:	Completed review of 100% complete detailed design documents. Continuing with briefing note and cash flow discussions to obtain approval for construction Began discussions with TTC regarding hosting at Tiffield. Completed prequalifying process for Mechanical and Engineering firms										
Explanation for Delay:											
Project Name Enterprise Work Management System	3,093	262	2,784	8,130	3,444	Significant Delay	Jan-13	Feb-25	Oct-25	Ⓖ	Ⓡ
Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. Target for completion of this phase is July 2018. As the implementation is across multiple divisions, the program has been spilt in three phases. The first go live release for phase 1 is targeted for 2019 and phase 3 will conclude in 2025. This will reduce implementation risk and allow for comprehensive sustainment planning.										
Explanation for Delay:	There was a delay in the procurement process by 8 months which consequently delayed selection and scoring.										
Project Name Enterprise Documents and Records Management	513	55	763	4,070	2,115	Minor Delay	Mar-14	Dec-17	Dec-18	Ⓨ	Ⓨ
Comments:	The City has negotiated and signed agreements with OpenText. Work with OpenText is in progress. Solution has been designed and full implementation expected June 2018. Pilot on target to start July 1. Sample groups to execute migration of Physical Records as well, enabling system to be electronic records ready upon completion of the pilot.										
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 and also, to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.										
Project Name Web Revitalization: Web Refresh Phase 2	1,000	457	878	7,780	7,378	On Track	Apr-14	Apr-18	Apr-18	Ⓖ	Ⓖ
Comments:	Web Revitalization Project completed as of March 29, 2018, on schedule and under budget. Administrative project closeout activities underway.										
Explanation for Delay:											
Project Name Disaster Recovery Program	2,700	28	998	37,960	16,880	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓖ	Ⓡ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffield Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with IT SMT engagement.										

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Project Name Enterprise Time Attendance & Schedule Mgmt. Solution	259	-517	259	14,950	14,179	On Track	Jan-14	Dec-17	Dec-18	G	R
Comments:	The TASS solution for PF&R was successfully implemented in Production on Nov 9th '16 and the TPS TASS solution was implemented in Production on Feb 15th '17.										
Explanation for Delay:	Post go-live stabilization issues with Toronto Paramedic Services (TPS) Solution delaying user / divisional adoption and transition to sustainment / operations. Critical issues as identified by TPS are being addressed, which is a key criteria for transitioning to sustainment. The project closure is pending transition to sustainment.										
Financial Planning											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	5,175	213	5,125	60,820	54,856	On Track	Jan-10	Dec-14	Oct-15	G	G
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-18		G	G
Comments:	Phase 1 - PBF Implementation: In Q1, 2018: • Working on Benefits and Value Realization. • Continue working with divisions on adoption of technology and process improvements. Phase 2 - EPM: In Q1, 2018: Data Governance & BI Framework: Continue to support establishing data strategy under data governance and BI Framework. Automated Reporting: Total number of divisions for Proof of Concept increased from 7 to 8 (added Toronto Building) and number of measures increased from 93 to 114. Added Location tab in Performance reports to show the Ward Information; added Analysis tab for self-serving reports. Phase 1 of Management Information Dashboard (MID) report developed and moved to QA for User Acceptance Testing. Predictive Analytics: High level integrated plan developed for Analytics and Data visualization. Detailed plan is in progress. As-is forecasting data collected for selected divisions with analysis in progress. Agile Data Visualization: Further Enhanced Performance report by adding button to open Geo Map and show ward, district and service area as per divisional requirements. Added bookmark, print, export to PDF and Excel. Enhanced SPIRIT Dashboard by adding period field and selection by cluster. Added print functionality and download to PDF. Working on three problem statements (e.g. Inspection services) which require data from various systems using Data Visualization tool. Demo is scheduled for Q2 2018.										
Explanation for Delay:											

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Pension, Payroll & Employee Benefits											
SAP-Supported Cross-Application Timesheet (CATS)	548	357	357	7,540	7,350	Delayed	Jan-14	Dec-18	Dec-18	G	G
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 formal closure of the project is in progress with any remaining activities to be completed by the end of June, 2018.										
Explanation for Delay:											
City Clerk's Office											
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	1,241	259	1,241	4,829	3,296	Minor Delay	2011; Revised March 2014	Dec-17	Dec-18	Y	Y
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. Solution has been designed and full implementation expected June 2018. Pilot on target to start July 1. Sample groups to execute migration of Physical Records as well, enabling system to be electronic records ready upon completion of the pilot.										
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 and also, to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.										
*NOTE: Total project cost has been revised to exclude future year plans as EDRMS Phase 2 scope of work is yet to be defined.											
Exhibition Place											
Replace Roof at Exhibit Hall, Queen Elizabeth Building CEX 135 - 06 & CEX 135 - 08	1,351	650	1,351	2,375	1,674	Delayed	Jan-17	Dec-17	Jun-18	Y	Y
Comments:	construction started in the fall of last year										
Explanation for Delay:	partial construction delay due to weather and show schedule conflict										
Retrofit Cooling Towers at Enercare Centre CEX 130 - 16	1,205	54	1,205	1,205	54	On Track	Jan-18	Dec-18	Dec-18	G	G
Comments:	construction in progress										
Explanation for Delay:											
Fountains Retrofit at Various Locations CEX 129 - 30	535	14	535	535	14	On Track	Jan-18	Dec-18	Dec-18	G	G
Comments:	design in progress										

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Explanation for Delay:											
Toronto and Region Conservation Authority											
LONG TERM ACCOMMODATION - 5 SHOREHAM	370	93	322	39,200	415	On Track	Jan-18	Dec-18	Dec-18	G	G
Comments:	The TRCA has received approval from all of its member municipalities and the related funding commitments within their capital plans to facilitate the construction of the new office at the site of its former headquarters at 5 Shoreham Drive. TRCA has also received approval from the province to proceed with the construction and is currently pursuing addidtional funding opportunities. An integrated design team has been retainded and they are working towards completion of the detail design phase and a formal Site Plan Application in June 2018. Construction is still expected to begin in 2019 in order to meet a 2021 occupancy date.										
Explanation for Delay:											
Toronto Police Service											
54/55 Divisions Amalgamation	9,800	0	500	39,873	451	Delayed	Jan-17	Dec-21	Dec-21	G	R
Comments:	The recommended site for the amalgamated division was approved by the City's Executive Committee and endorsed by Toronto City Council in January 2018.										
Explanation for Delay:	A master planning exercise will be initiated and led by the City of Toronto Planning Division. Status of project remains Red until project timelines are determined following the completion and results of the master planning process.										
Peer to Peer Site	10,286	699	13,786	19,924	6,837	On Time	Jan-14	Dec-19	Dec-19	G	G
Comments:	Real estate transaction closed, tendering process for major construction trades concluded. Foundation work is complete and masonry block installation has commenced. Substantial completion expected in the 4th quarter of 2018.										
Explanation for Delay:											
Transforming Corporate Support	2,809	403	2,809	8,742	3,637	Delayed	Jan-14	Dec-20	Dec-20	G	Y
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:	Preparations for the implementation of PeopleSoft Time and Labour is being evaluated, pending the release of details surrounding organizational restructuring initiatives and timelines.										

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Enterprise Business Intelligence	3,811	151	5,154	10,216	5,213	On Time	Jan-15	Dec-18	Dec-18	G	G
Comments:	Project initiation and E.B.I solution review complete. Project change request relating to scope items such as the data models to be delivered, reports development and number of data sources was signed and the project schedule was updated.										
Explanation for Delay:											
Radio Replacement	4,779	65	4,685	53,582	14,201	On Time	Jan-16	on-going	on-going	G	G
Comments:	Initial purchase of radios was completed. An additional order of radios will be executed later in 2018.										
Explanation for Delay:											
Connected Officer	1,717	502	1,717	24,200	1,417	On Time	Jan-17	Dec-20	Dec-20	G	G
Comments:	Proof of Concept and the acquisition of 700 devices completed by March 2018. Funding from PEM grant.										
Explanation for Delay:											
Body Worn Camera - Initial phase	487	10	487	500	23	Delayed	Jan-17	Dec-18	Dec-18	G	R
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	6,627	322	6,527	on-going	on-going	On Time	on-going	on-going	on-going	G	G
Comments:	Some of the projects within State-of-Good-Repair (SOGR) are on hold until decisions from transformational task force around facility realignment is made.										
Explanation for Delay:											
Conducted Energy Weapon (C.E.W.)	750	0	0	750	0	Completed	Jan-17	Dec-18	Mar-18	G	G
Comments:	C.E.W.'s were purchased from the Policing Effectiveness and Modernization grant. $750K budget to be transferred to E.B.I. project.										
Explanation for Delay:											
Parking Handheld A.P.S.	2,348	291	1,792	2,550	492	On Time	Jan-17	Dec-18	Dec-18	G	G
Comments:	Phase II includes implementation of new system to accommodate A.P.S. requirements for photo evidence. Vendor has moved ahead with customizations, Toronto Parking Authority mobile payment check development is in progress. The target implementation date is 2nd quarter of 2018. $0.5M savings identified as a result of project negotiations.										
Explanation for Delay:											
41 Division	395	0	395	38,928	0	On Time	Jan-18	Dec-23	Dec-23	G	G
Comments:	The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.										
Explanation for Delay:											

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Toronto Public Library											
Wychwood Library	3,759	4	2,000	10,133	545	Significant Delay	Jan-15	Dec-20	Dec-20	®	®
Comments:	The working drawings are complete. The site plan & building permits are currently outstanding. While the construction tender is scheduled for April/May 2018, the construction start date is dependent on the site plan approval.										
Explanation for Delay:	Construction tentatively scheduled for fall 2018 pending the receipt of site plan approval and building permit and construction tendar award.										
Bayview-Bessarion Library	100		100	12,622	672	On Track	Jan-14	Dec-21	Dec-21	G	G
Comments:	Library is included in the construction tender for the shared use project issued by PF&R and award is pending approval.										
Explanation for Delay:											
Dawes Road Library	2,182	1,354	2,182	13,263	2,801	On Track	Jan-15	Dec-22	Dec-22	G	G
Comments:	City Facilities and Real Estate is continuing to work on negotiations regarding the site.										
Explanation for Delay:											
St. Clair / Silverthorn Library	2,256	743	2,256	2,897	1,083	On Track	Jan-15	Dec-18	Dec-19	G	G
Comments:	Construction commenced in January 2018 and progressing well.										
Explanation for Delay:											
North York Central Library Phase 1	2,781	2,153	2,781	14,974	14,346	On Track	Jan-15	Dec-18	Dec-19	G	G
Comments:	Phase 1 near completion. Building Permit has been signed off for floors 1 to 3. Partial public opening scheduled for May 2018.										
Explanation for Delay:											
North York Central Library Phase 2	2,664	0	2,664	10,880	0	On Track	Jan-18	Dec-20	Dec-20	G	G
Comments:	Concept Design is in progress. 2018 cash flow is expected to be fully spent.										
Explanation for Delay:											

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Toronto Transit Commission											
Toronto Rocket Yard and Storage Track Accommodation	36,253	4,667	39,936	495,385	214,618	On Track	Jan-10	31/12/2019	TBD	®	Ⓖ
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:	Prior year slippage and deferral of Signalling & System Works to 2018.										
Leslie Barns Streetcar Maintenance and Storage Facility	14,690	512	16,829	523,489	501,805	< 6 months	Jan-08	31/12/2016	TBD	®	®
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:	Bombardier is not able to supply the installation kits as per contract causing delay.										
	46,706	5,348	42,469	775,911	198,702	On Track	Jan-06	31/12/2025	TBD	Ⓖ	Ⓖ
Comments:	Chester tender closed.										
Explanation for Delay:	Design delays at Wilson and Runnymede										
Automatic Train Control (ATC) Resignalling project	68,324	14,814	65,374	864,154	385,691	On Track		31/12/2018	TBD	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:											
Fire Ventilation Upgrade	16,478	2,520	15,760	376,844	263,396	On Track	Jan-11	31/12/2028	TBD	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:											
McNicoll Bus Garage	29,900	622	30,000	181,000	24,605	On Track	Jan-12	31/12/2020	TBD	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:	0										

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Fare System - PRESTO/TTC Farecard	12,767	1,914	10,693	54,490	45,558	On Track	Jan-12	31/12/2020	TBD	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:	Adjustment for civil works cost assignment. Additional gate order, foreign exchange adjustment and maintenance calendarization. This is all carryover from 2017. The accruals will be adjusted by next variance reporting.										
Toronto-York Spadina Subway Extension	393,454	67,653	373,462	3,184,171	2,842,284	On Track	Dec-08	31/09/2015	TBD	Ⓖ	Ⓖ
Comments:	Numerous contracts achieved substantial performance. Closure of deficiencies and documentation on track.										
Explanation for Delay:	Commercial Settlements - Majority of to-go costs relate to settlement of claims, historical changes to contracts and property issues.										
Scarborough Subway Extension	129,217	12,184	114,617	533,411	104,635	On Track	Dec-13	31/12/2023	TBD	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:	Scarborough Subway Extension: Advancing design development for Station, Tunnel and Systems towards Stage Gate. SRT Life Extension: Variance is due to SRT Plant Maintenance Anticipated savings due to downtime reduction plan deferred to 2019 for re-distribution.										
Solid Waste Management Services											
Green Lane Landfill (CSW007)	13,810	452	10,557	150,663	58,011	On Track	Prior to 2010	Dec-18	Dec-18	Ⓡ	Ⓖ
Comments:	2018 work plan includes installing gas collection systems and maintenance and upgrades of Flare #1; installing leachate collection system for Stage 13 East; cell excavation in stages 15 and 16; and annual monitoriing and reporting activities.										
Explanation for Delay:											
Dufferin SSO Facility (CSW009)	26,789	5,730	21,261	75,943	55,769	Minor Delay	Prior to 2010	Dec-18	Dec-18	Ⓖ	Ⓨ
Comments:	100% design completed. Project in construction phase and tracking as per budget/cashflow 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; 'wet' commissioning to begin in May/June. Organics Processing Facility (OPF) will be targetted to process 55,000 tonnes/year.										
Explanation for Delay:											
Perpetual Care of Landfills (CSW312)	16,667	1,015	13,334	38,707	23,646	On Track	Prior to 2010	Dec-18	Dec-18	Ⓨ	Ⓖ
Comments:	Year End Forecast to be spent in the areas of the 4 priority landfil lsites, underconstruction (Q1-Q3) ($5.7M); Beare Rd ($400K), Brock W (2M and Keele Valley landfill $2.5M and Salary and benefit recovery of $2.7M.										
Explanation for Delay:											

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Transfer Station Asset Management (CSW361)	30,753	928	18,500	75,886	26,792	Minor Delay	Prior to 2010	Dec-18	Dec-18	Ⓡ	Ⓨ
Comments:	Funding is for various State Of Good Repair (SOGR) projects such as roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation. Projected Actuals at Year End includes multi-year projects representing: 63% ($11.8M) in construction or construction close-out phase; 16% ($2.9M) in engineering/ engineering pre-design/detailed design phase; 2% ($369K) in warranty/completed phase;19% ($3.5M) in engineering and construction procurement phase. Reason for delays include insufficient staff resources, RFQ/RFP delays and coordinate with other projects.										
Explanation for Delay:											
Toronto Water											
St. Clair Reservoir Rehabilitation (CPW060-07)	6,984	1,235	6,984	35,270	13,747	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:											
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	2,500	94	1,600	22,357	1,302	Minor Delay	Jan-12	Dec-27	Dec-27	Ⓖ	Ⓨ
Comments:	The Environmental Assessment project has been completed. The preferred option involves upgrading to modern fluidized bed incineration, and does not include any major renovation / revitalization / expansion beyond the footprint and walls of the existing building. Project status updates will be provided through the regular variance reporting process, but will no longer be reported as a Major Capital Project.										
Explanation for Delay:	Projected was delayed in 2017. The 2017 delays have impacted the 2018 schedule, resulting in reduced expenditures in 2018.										
Project Name ROSEHILL PS REHAB (CPW060-11)	2,890	134	2,456	7,784	713	On Track	Jan-15	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:											
Project Name OUTFALL CONSTRUCTION (CWW039-06)	5,000	0	4,250	332,000	0	On Track	Jan-18	Dec-25	Dec-25	Ⓖ	Ⓖ
Comments:											
Explanation for Delay:											
Project Name Don & Waterfront Trunk/CSO Construction - PHASE 1 (CWW480-03)	17,500	0	14,875	517,500	0	On Track	Jan-18	Jan-24	Jan-24	Ⓖ	Ⓖ

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Comments:											
Explanation for Delay:											

On/Ahead of Schedule	G	>70% of Approved Project Cost
Minor Delay < 6 months	Y	Between 50% and 70%
Significant Delay > 6 months	R	< 50% or > 100% of Approved Project Cost