

EX36.16

APPENDIX 3
Major Capital Projects
(\$000s)

Division/Project name	2017 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Economic Development & Culture											
St. Lawrence Centre Roof	2,309	695	2,069	2,923	1,310	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 was ahead of schedule (April 30, 2018) for Phase 1. In 2018, additional 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 was requested to lower the project cost by \$0.900 million. Note, the end date for Phase 2 is planned for October 2018.										
Explanation for Delay:											
Casa Loma Phase 9a	2,661	238	1,887	2,985	562	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 in April 2019.										
Explanation for Delay:											
The Guild Cultural Revitalization	2,098	74	400	5,848	736	On Track	Sep-18	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:	A RFP was issued in July 2017 for consultant services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. This analysis is slated for completion by August 31, 2018, at which time the Concept Naval design work will be resumed and finalized.										
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)	7,293	7,442	7,293	78,248	21,445	On Track	Jan-2014 (Design)	July -2017 (d	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	13,780	32	10,000	92,850	3,225	Significant Delay	Jul-05	Jul-05	Dec-21		Ⓜ	Ⓜ
Comments:	<ul style="list-style-type: none"> • 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 \$0.593 million contingency allowance increase, as recommended). • Council approved a recommendation to increase funding by \$16.200 million on April 24, 2018 to allow the project to be awarded and to proceed. • Government Management Committee approved the award of the contract to the recommended bidder on April 30, 2018. • TTC Technical Review was completed on May 15, 2018 (a condition prior to Site Plan Approval, and any permits). • Site Plan Approval and Building Permits are still outstanding. 											
Explanation for Delay:	RFQ/RFP Delayed											
Wellesley Community Centre Pool - Design & Construction	10,537	1,820	6,560	20,000	4,283	Significant Delay	Jul-05	May-19	Dec-19		Ⓜ	Ⓜ
Comments:	<p>Construction is in progress:</p> <ul style="list-style-type: none"> • The concrete basement walls for the basement mechanical rooms are complete; foundation walls around the Natatorium are underway. • Contract Work Certified (Work to Date) is at 20% 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.											
Don Mills Civitan Arena Design & Construction	150			1,950		Significant Delay	Jan-16	Dec-19	Dec-21	Ⓜ	Ⓜ	
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site) subject to 3 conditions relating to an OMB appeal, a complete development application with an appropriate park block, and an appropriate timeline. The OMB appeal is settled, the development application is complete, but the appropriate park block and timelines have not yet been resolved. City Council directed City Staff to negotiate with the owners of the Celestica site and report back to Council. The report was before Government Management Committee on April 3, 2017 and on April 26, 27 and 28, City Council adopted the following: 1. City Council direct staff to ensure that the new Community Centre, to be built as part of the land exchange agreement with Cadillac Fairview, be operational by October 2020 (the closing date of the existing Don Mills Arena), in accordance with the development agreement approved by City Council; and 2. City Council direct the General Manager, Parks, Forestry and Recreation to strike a Steering Committee comprised of City staff, local residents and the Ward Councillor in order to facilitate the October 2020 deadline for the new Community Centre.											
Explanation for Delay:	Awaiting site to be conveyed to the City in 2020 or 2021.											

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Davisville Community Pool Design and Construction				1,475		On Track	Pre-Design / Investigation - Feb	Sep-22	Sep-23	Ⓞ	Ⓡ
Comments:	Capital Projects Preliminary Design Phase. In consultation with TDSB and the ward Councillor.CreateTO continues to negotiate 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 - 2017 to 2019 (F	Dec-20	December 2022 b	Ⓞ	Ⓞ
Comments:	Community consultation (needs survey) was completed in April 2017. The 1st public consultation meeting was held on June 27, 2016, the 2nd was held on January 12, 2017, and the 3rd is scheduled for September 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. The RFP for revised services was issued, closed and awarded in May 2018.										
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	Fall 2020	Spring 2023	Ⓞ	Ⓜ
Comments:	A Request for Proposal (RFP) to select the architect and design team closed May 3, 2018. The scope was expanded to include the Children's Services child care centre. The evaluation team are currently evaluating the seven (7) Responses, received from PMMD on May 14, 2018.										
Explanation for Delay:	RFQ/RFP Delayed										
40 Wabash Parkdale New Community Centre Design and Construction	428	3	200	40,000	25	Minor Delay	Pre-Design/ Investigation 2017	Dec-23	Dec-24	Ⓞ	Ⓜ
Comments:	The majority of the pre-design/investigation phase is complete, A current topographical survey has been obtained. 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 reviewed with Purchasing and Materials Management Division (PMMD). The councillor has been updated and is requesting a public meeting in June. Capital Projects is working with internal PF&R stakeholders to plan and review the communications in collaboration with the Councillor's office										
Explanation for Delay:	RFQ/RFP Delayed										

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IT-Registration, Permitting & Licensing (CLASS Replacement)	7,322	938	4,524	18,509	3,650	Significant Delay	Design Phase: May 2016 Imple	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	515	2,834	13,850	3,356	Minor Delay	Jan-12	Dec-21		Ⓞ	Ⓜ
Comments:	Implementation vendor (EMA) has been selected. This project is comprised of several work packages. The first, Work Package A, is to be completed at the end of June 2018. Work Package B is scheduled to start at the end of September 2018 and has a planned duration of 12 months. It's scope is the setup and implementation of common integrations. Work Package C, the implementation of the tool for Urban Forestry, is planned to start March or April 2019. The increase in project cost reflects the addition of a work package for the Parks and Community Recreation branch.										
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: Sp	Dec-22		Ⓞ	Ⓞ
Comments:	Starting in 2015, staff initiated environmental investigations of the site at 318 Queens Quay West. Final reporting is suspended until a Lease Agreement with Harbourfront Centre terminates in 2020. Public and stakeholder consultation has been on-going since January 2016. Design for the park is being completed through a 2 stage Design Competition in partnership with Waterfront Toronto. Stage 1: Request for Qualifications (RFQ) to select a shortlist of design teams. The RFQ was issued on February 27, 2018 and closes April 10. Stage 2: Design Competition for the shortlisted proponents. A Request for Proposals from the shortlisted teams will be issued in May 2018. The winning team is anticipated to be announced during the first week of August.										
Explanation for Delay:											
York Off Ramp Park Design and Construction	400		200	11,000			Design: June 2018	Aug-20		Ⓞ	Ⓞ
Comments:	Public and stakeholder consultation has been on-going since December 2017. Design for the park is being completed through a 2 stage Design Competition in partnership with Waterfront Toronto. Stage 1: Request for Qualifications (RFQ) to select a shortlist of design teams. The RFQ was issued on February 27, 2018 and closes April 10. Stage 2: Design Competition for the shortlisted proponents. A Request for Proposals from the shortlisted teams will be issued in May 2018. The winning team is anticipated to be announced during the first week of August.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										

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Shelter, Support & Housing Administration											
George Street Revitalization	39,318	2,379	22,439	80,098	6,608	On Track	Jan-16	Dec-16		Ⓞ	Ⓞ
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 has 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 accelerated in Q2 2018 as construction at 3306 Kingston and 731 Runnymede progresses.										
Addition of 1000 New Shelter Beds	178,560	6,967	14,200	43,880		On Track	Jan-18	Nov-18		Ⓜ	Ⓜ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far have listed 5 potential sites that could be used as permanent shelters. Negotiation for the 5 sites are preliminary and on-going. Of the sites identified, three would be purchased and two would be leased long term. An additional 6 sites would need to be identified by Facilities to reach the goal of 1000 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.										
Toronto Employment & Social Services											
Project Name: HSI' Phase 2	274	27	274	9,823	274	On Track	Jan-18	Dec-21		Ⓞ	Ⓞ
Comments:	The project is currently working on creating positions and hiring staff										
Explanation for Delay:											
Toronto Paramedic Services (PS)											
NW District Multi-Function Station	501	83	480	12,005	11,523	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.										

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Multi -Function Station #2 - Preparation	460	3	350	1,200	343	On Track	Jan-17	Dec-20	N/A	Ⓞ	Ⓞ
Comments:	<p>Full feasibility study was completed and received from the consultants as of January 2018. The next step is the design phase. The Multi-function preparation project is scheduled for completion in Dec 2020, while design and construction is expected to be completed in 2022.</p> <p>For the 2019-2028 Capital budget process, PS will request an S7 category capital project related to the Multi-Function Station #2. This will allow PS to maximize coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities. In addition the footprint of the expanded station will better utilize the full 7.97 acres available at the site.</p>										
Explanation for Delay:											
Transportation Services											
F. G. Gardiner*	88,200	1,695	52,473	2,457,026	145,560	On Track	Apr-13	TBD (subject)	N/A	Ⓢ	Ⓞ
Comments:	<p>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 St. contract was awarded at the June 2018 PWIC. 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.</p>										
Explanation for Delay:	N/A										
Waterfront Revitalization Initiative											
TRANSPORTATION INITIATIVES	9,816	678	9,139	31,448	22,309	On Track	Feb-14	Dec-18		Ⓞ	Ⓞ
Comments:	<p>Construction is ongoing for the Fort York Pedestrian and Cycle Bridge. Assembly of the bridge components is underway. Bridge installation, connections and trails will be completed by the end of 2018.</p>										
Explanation for Delay:											

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CHERRY STREET STORMWATER LAKEFILLING	40,837	0	40,000	65,000	19,163	On Track	Nov-16	Dec-19		Ⓞ	Ⓞ
Comments:	Core stone shipments by ship and barge have commenced and lakefilling is underway.										
Explanation for Delay:											
PORT LANDS FLOOD PROTECTION	125,900	9,003	67,600	400,417	23,746	On Track	Sep-17	Dec-24		Ⓢ	Ⓞ
Comments:	An initial \$ 40 million in City funding is currently being utilized to allow Waterfront Toronto to work with City Divisions, TRCA, TPLC and Ports Toronto to advance the design and environmental remediation technology field testing so that the project schedule can be maintained. 30% design has been completed for the River Valley & Parks, Roads & Servicing and for Bridges, and the detailed design process will continue in 2018. Site excavation will be underway in the summer of 2018.										
Explanation for Delay:											
THE BENTWAY	3,500	3,000	3,000	23,500	23,500	On Track	Feb-16	Dec-18		Ⓞ	Ⓞ
Comments:	Construction will be complete by the end of 2018. Funding has been transferred to Waterfront Toronto as per payment schedule.										
Explanation for Delay:											
311 Toronto											
CRM Upgrade and Replacement	3,276	183	1,747	7,644	617	Minor Delay	Jun-16	Dec-18	Jun-19	Ⓢ	Ⓢ
Comments:	This includes intergation project with Building and MLS. The projects are on track. 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 initiative 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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Life to Date											
Facilities Management, Real Estate & Environment											
Union Station Revitalization	112,508	14,903	65,799	823,500	724,773	Delayed	Sep-09	Current Plan Dec-2018 (Original end date was May-2016)	Jan-2019 (Substantial Completion)	Ⓢ	Ⓢ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bay concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade - Completion of lower level and East Wing retail space 										
Explanation for Delay:	<p>Issues having an impact throughout the life of the project include maintaining heritage elements of Union Station., performance issues with contractors during Stage 1, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Stage 1 construction contractor has filed a claim against the City for direct and indirect work. The project team is working with internal and external legal council to assess the validity of the Stage 1 claim and prepare the City's counter-claim against the GC/CM. Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors.</p> <p>The revised project budget does not include the cost of these claims. Staff have taken steps to protect the City's interest with respect to these claims, however any future decision resulting in a need to pay out any claims will result in a need for additional funding.</p> <p>Metrolinx schedule delays resulted in a \$22.8M 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.</p> <p>Risk continues on project schedule and budget with respect to Metrolinx's ability to meet their deliverable timelines and the GC's current pace of work. The City is working closely with Metrolinx to ensure deliverables required to mitigate the impacts on the City's remaining construction activities are met and also working with third party consultants to manage the GC and risks to project schedule.</p>										

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St. Lawrence Market North Redevelopment	23,386	382	6,286	102,343	13,941	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 contract award finalized)	Ⓜ	Ⓜ
Comments:	<p>Construction of interim market completed in June 2015 and open to public.</p> <p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to fourteen months is expected as a result. Design of new building continued to be finalized during this time.</p> <p>Demolition of existing building completed in Q4 2016. On April 26, 2017 Council approved funds for the salvage of archaeological remains for future public interpretation within the new North Market redevelopment in accordance with the approved Heritage Interpretation Plan. An additional \$10.885M was approved by Council at its meeting on February 12, 2018 for the incremental design and construction cost of the heritage archeological display as well as the Stage 4 archaeological mitigation process and changes in cost discovered through new information included in the construction bids and additional project contingency.</p> <p>Bondfield identified as the winning bid through the construction tender process. Updated project schedule was revised to reflect expectations given tender closing and pending award. Staff are currently conducting their due diligence prior to entering into an agreement with the contractor of the winning bid through the tender process. Once an agreement is reached and a schedule is provided there will be greater certainty on project end date.</p>										
Explanation for Delay:	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains, resulting in a four stage archeological process and change in project scope due to public interpretation has caused delays to project timelines.</p>										
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:	<p>Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project.</p> <p>Statement of Claim Notices were received by the City from the project contractor. The City is working to prepare City's defence of the claim. Any decisions or results from this will be evaluated in terms of impact on budget and will be reported if necessary.</p>										

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Information and Technology											
Consolidated Data Centre	5,713	302	3,981	13,600	8,411	On Track	May-14	Dec-19	Dec-19	Ⓞ	Ⓞ
Comments:	Completed RFP for construction phase of the project. Continuing with briefing note and cash flow discussions to obtain approval for construction										
Explanation for Delay:	Finalized details of Toronto Hydro substation on site.										
Enterprise Work Management System	3,093	506	2,840	8,130	3,630	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 current work package 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 is targeted for 2025. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization.										
Explanation for Delay:	There was a delay in the procurement process by 8 months which consequently delayed selection and scoring.										
Enterprise Documents and Records Management	1,013	163	1,013	4,070	2,222	Minor Delay	Mar-14	Dec-17	Dec-18	Ⓢ	Ⓢ
Comments:	The City has signed agreements with OpenText. Work with OpenText is in progress. Solution has been designed and implementation expected July 2018. The solution will be electronic records ready on September 1 for the start of the Pilot. A small test group of Physical Records will be migrated to provide final validation of system functionality.										
Explanation for Delay:	The project has adopted a phased approach for the roll-out of EDRMS in recognition of 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 and adoption.										
Web Revitalization: Web Refresh Phase 2	1,000	662	878	7,780	7,540	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:											
Disaster Recovery Program	1,750	248	1,238	37,960	17,022	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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Enterprise Time Attendance & Schedule Mgmt. Solution	259	-483	259	14,950	14,213	On Track	Jan-14	Dec-17	Dec-18	Ⓞ	Ⓜ
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	740	3,790	60,820	55,383	On Track	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)							Jan-15	Dec-18		Ⓞ	Ⓞ
Comments:	<p>Phase 1 - PBF Implementation:</p> <p>In Q2, 2018:</p> <ul style="list-style-type: none"> Working on Benefits and Value Realization. Continue working with divisions on adoption of technology and process improvements. <p>Phase 2 - EPM:</p> <p>In Q2, 2018:</p> <p>Data Governance & BI Framework:</p> <p>Continue to support establishing data strategy under data governance and BI Framework.</p> <p>Automated Reporting:</p> <p>Testing in Development completed. All configuration changes moved to QA successfully. Functionality testing completed. Dry run integration testing completed. Refresh QA with production data completed. Added district, grid, service area to the location tab where applicable.</p> <p>Predictive Analytics:</p> <p>Tools are being identified and plan to procure the tool is underway. Implementation of Proof of Concept is planned in Q4 2018 for one division.</p> <p>Agile Data Visualization:</p> <p>PM Report and SPIRIT Dashboards are tested with location and analysis tab in Dev/QA. Toronto Budget and Performance portal are being developed. Section 37 Proof of Concept developer and showcased. "Inspections" report - requirement gathering is in progress. Development work will start in Q3 2018. Requirements gathering for Executive Dashboard started in Q2 2018. External hosting of Budget and Performance portal - requirement gathering sessions started.</p>										
Explanation for Delay:											

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	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Pension, Payroll & Employee Benefits											
SAP-Supported Cross-Application Timesheet (CATS)	548	357	548	7,540	7,350	Delayed	Jan-14	Dec-18	Dec-18	Ⓞ	Ⓞ
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 third quarter 2018.										
Explanation for Delay:											
City Clerk's Office											
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	1,241	453	1,241	4,829	3,490	Minor Delay	2011; Revised March 2014	Dec-17	Dec-18	Ⓢ	Ⓢ
Comments:	Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9-10, 2015. The City has signed agreements with OpenText. Work with OpenText is in progress. Solution has been designed and implementation expected July 2018. The solution will be electronic records ready on September 1 for the start of the Pilot. A small test group of Physical Records will be migrated, to provide final validation of system functionality.										
Explanation for Delay:	The project has decided to adopted a phased approach for the roll-out of EDRMS in recognition of 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 and adoption.										
*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	895	1,351	2,375	1,918	Delayed	Jan-17	Dec-17	Jun-18	Ⓢ	Ⓢ
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	899	1,205	1,205	899	On Track	Jan-18	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	construction in progress										
Explanation for Delay:											

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Fountains Retrofit at Various Locations CEX 129 - 30	535	14	535	535	14	On Track	Jan-18	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	design in progress										
Explanation for Delay:											
Toronto and Region Conservation Authority											
LONG TERM ACCOMMODATION - 5 SHOREHAM	370	154	370	39,200	488	On Track	Jan-18	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	TRCA has retained an integrated design team and is working towards completion of the detail design phase and a formal Site Plan Application in June, 2018. On May 8, 2018 TRCA was approved by the Minister of Natural Resources and Forestry to use \$3.538 million in disposition proceeds from land sales towards the project. This amount will go towards the TRCA's approved contribution of \$10.0 million as approved by City Council. TRCA is also actively looking to secure the balance of its share of the project and has submitted an expression of interest to the Province's GreenON fund with eligibility of up to \$10 million in funding. Construction is 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	Ⓞ	Ⓡ
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	2,031	13,786	19,924	8,169	On Time	Jan-14	Dec-19	Dec-19	Ⓞ	Ⓞ
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:											

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Transforming Corporate Support	2,809	686	2,809	8,742	3,919	Delayed	Jan-14	Dec-20	Dec-20	Ⓞ	Ⓢ
Comments:	Phase I of the project concluded. The H.R.M.S. was completely upgraded to the most current release, and a four-year blueprint for future technology enhancements was approved for Phase II.										
Explanation for Delay:	Preparations for the implementation of PeopleSoft Time and Labour is being evaluated, pending the release of details surrounding organizational restructuring initiatives and timelines.										
Enterprise Business Intelligence	3,811	299	5,154	10,216	5,361	On Time	Jan-15	Dec-18	Dec-18	Ⓞ	Ⓞ
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	83	4,685	53,582	14,219	On Time	Jan-16	on-going	on-going	Ⓞ	Ⓞ
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	1,235	1,717	24,200	2,150	On Time	Jan-17	Dec-20	Dec-20	Ⓞ	Ⓞ
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	Ⓞ	Ⓢ
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	1,665	6,527	on-going	on-going	On Time	on-going	on-going	on-going	Ⓞ	Ⓞ
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	Ⓞ	Ⓞ
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	359	1,792	2,550	561	On Time	Jan-17	Dec-18	Dec-18	Ⓞ	Ⓞ
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. Savings to be transferred to E.B.I. project.										
Explanation for Delay:											

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41 Division	395	14	395	38,928	14	On Time	Jan-18	Dec-23	Dec-23	Ⓞ	Ⓞ
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:											
Toronto Public Library											
Wychwood Library	3,759	16	2,000	15,796	558	Significant Delay	Jan-15	Dec-18	Dec-20	Ⓜ	Ⓜ
Comments:	Site plan and building permit was received on May 31, 2018. Construction contract to be awarded on June 18, 2018. Demolition scheduled for July with start of construction in August 2018.										
Explanation for Delay:	A two year delay in obtaining various City approvals for this multi-use facility. Construction tentatively scheduled for August 2018.										
Bayview-Bessarion Library	100		100	15,322	672	On Track	Jan-14	Dec-19	Dec-21	Ⓞ	Ⓞ
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:	Complex, shared use facility										
Dawes Road Library	2,182	1,268	2,182	13,263	2,804	On Track	Jan-15	Dec-20	Dec-22	Ⓞ	Ⓞ
Comments:	City Real Estate Services is continuing to work on negotiations regarding the site acquisition. Along with the May 31, 2018 variance report, a budget adjustment request has been submitted to the July 17, 2018 Executive Committee (City Council on July 23) to increase the project cost by \$10.361 million comprised of a \$5.361 million increase due to a larger scope and cost escalation for the branch and \$5.000 million contributed by partners for the project. Partners are currently being sought. The project cost will increase from \$13.263 million to \$23.624 million and the 2018 cash flow will increase from \$2.182 million to \$3.336 million.										
Explanation for Delay:											
St. Clair / Silverthorn Library	2,975	897	2,975	3,815	1,237	On Track	Jan-15	Dec-18	Dec-19	Ⓞ	Ⓞ
Comments:	Construction commenced in January 2018 and progressing well.										
Explanation for Delay:											

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North York Central Library Phase 1	5,281	3,342	5,281	17,474	15,535	On Track	Jan-15	Dec-19	Dec-18	Ⓞ	Ⓞ
Comments:	Phase 1 near completion. Floors 1 to 3 will re-open on July 5, 2018. The remaining floors (4 and 5) will open as they are completed later this year.										
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	Ⓞ	Ⓞ
Comments:	Concept Design is in progress. 2018 cash flow for concourse, building systems and 6th floor is expected to be fully spent.										
Explanation for Delay:											
Toronto Transit Commission											
Toronto Rocket Yard and Storage Track Accommodation	41,253	6,810	34,400	495,385	221,492	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	17,690	1,993	14,000	523,489	503,745	< 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.										
Easier Access - Phase III	46,706	9,181	42,000	669,917	206,612	On Track	Jan-06	31/12/2025	TBD	Ⓞ	Ⓞ
Comments:	Chester tender closed.										
Explanation for Delay:	Design delays at Wilson and Runnymede										

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Automatic Train Control (ATC) Resignalling project	68,324	18,550	61,300	864,154	400,111	On Track		31/12/2018	TBD	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
Fire Ventilation Upgrade	16,478	770	14,800	376,844	264,561	On Track	Jan-11	Post 2027	TBD	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:											
McNicoll Bus Garage	34,900	2,879	28,400	181,000	27,199	On Track	Jan-12	31/12/2020	TBD	Ⓞ	Ⓞ
Comments:	Conditional Permit (foundations) received from the City Building Division on January 8. Foundation Construction is underway. Requested a Conditional Permit (structural) for City Building Division on February 16. Finalizing permanent power design details with Toronto Hydro.										
Explanation for Delay:											
Fare System - PRESTO/TTC Farecard	12,767	2,931	10,900	54,490	47,555	On Track	Jan-12	31/12/2020	TBD	Ⓞ	Ⓞ
Comments:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates. Faregates construction work underway at remaining stations.										
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	108,882	333,454	3,184,171	3,040,077	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	17,323	102,045	533,411	117,753	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.										

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Solid Waste Management Services											
Green Lane Landfill (CSW007)	13,810	1,604	10,498	150,663	58,951	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 monitoring and reporting activities.										
Explanation for Delay:											
Dufferin SSO Facility (CSW009)	26,789	12,826	22,444	75,943	62,865	On Track	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	3,333	11,829	38,707	25,964	On Track	Prior to 2010	Dec-18	Dec-18	Ⓜ	Ⓞ
Comments:	Year End Forecast to be spent in the areas of the 4 priority landfill sites, 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:											
Transfer Station Asset Management (CSW361)	30,753	3,568	14,663	75,886	29,432	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% in construction or construction close-out phase; 16% in engineering/ engineering pre-design/detailed design phase; 2% in warranty/completed phase;19% 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	1,960	6,984	27,442	14,472	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:	Project delivery is proceeding on track.										

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Project Name ROSEHILL PS REHAB (CPW060-11)	2,890	207	2,457	5,812	786	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 delivery is proceeding on track.										
Project Name OUTFALL CONSTRUCTION (CWW039-06)	5,000	0	4,250	327,000	0	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:	Project delivery is projected to proceed on track.										
Project Name Don & Waterfront Trunk/CSO Construction - PHASE 1 (CWW480-03)	17,500	236	17,500	500,000	239	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ
Comments:											
Explanation for Delay:	Project delivery is proceeding on track.										
>70% of Approved Project Cost Ⓞ On/Ahead of Schedule Between 50% and 70% Ⓢ Minor Delay < 6 months < 50% or > 100% of Approved Project Cost Ⓡ Significant Delay > 6 months											