

Toronto 2018 BUDGET



CAPITAL BUDGET NOTES



Facilities, Real Estate, Environment & Energy

2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

Facilities, Real Estate, Environment & Energy (FREEE) has lead responsibility for capital preservation, repairs and improvements for 462 City-owned facilities with an approximate replacement value of \$4.2 billion including Union Station, covering more than 11.8 million square feet.

The 2018 – 2027 Preliminary Capital Plan of \$1.3 billion focuses on addressing core state of good repair and essential lifecycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Preliminary Capital Plan provides funding to address state of good repair backlog and to implement key service improvements such as the revitalization of Union Station, the redevelopment of St. Lawrence Market North, the Office Modernization Program, and various renewable energy and energy efficiency projects and TransformTO initiative in a manner that maximizes the utility of the City's capital assets.

CONTENTS

Overview

1. 10-Year Preliminary Capital Plan [5](#)
2. Issues for Discussion [21](#)

Appendices

3. 2017 Performance [33](#)
4. 2018 Preliminary Capital Budget [35](#)
5. 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan [36](#)
6. 2018 Cash Flow and Future Year Commitments [37](#)
7. 2018 Preliminary Capital Budget with Financing Detail [38](#)
8. Reserve / Reserve Fund Review [39](#)

CONTACTS

Program:

Josie Scioli

Deputy City Manager

Tel: (416) 397-4156

Email: Josie.Scioli@toronto.ca

Corporate:

Marie Barcellos

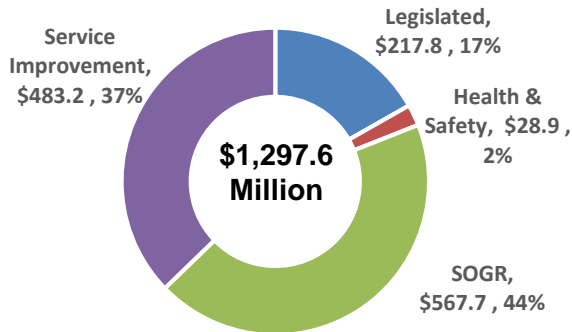
Manager, Financial Planning

Tel: (416) 392-8393

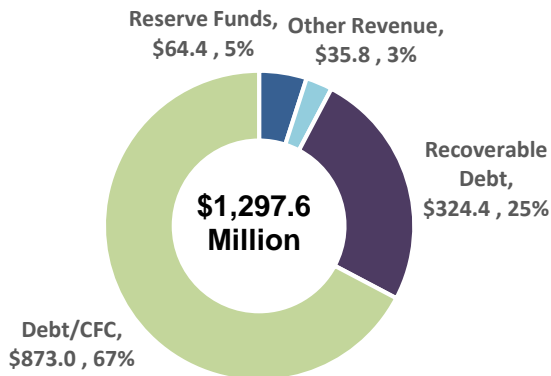
E-Mail: Marie.Barcellos@toronto.ca

CAPITAL SPENDING AND FINANCING

2018 - 2027 Preliminary Capital Budget and Plan By Project Category



By Funding Source



Where the money goes:

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$1.298 billion provides funding for:

- Legislated projects such as environmental remediation and barrier free/accessibility to ensure Accessibility to Ontarians with Disability Act (AODA) compliance.
- Health and Safety projects for emergency repairs and corporate security.
- State of Good Repair (SOGR) projects, representing the largest portion of funding, to maintain assets, including structural repairs, re-roofing, and renovations to mechanical and electrical systems.
- Service Improvements, which is comprised of Energy Retrofit and Renewable Energy Projects and large scale, multi-year redevelopment and revitalization capital projects.

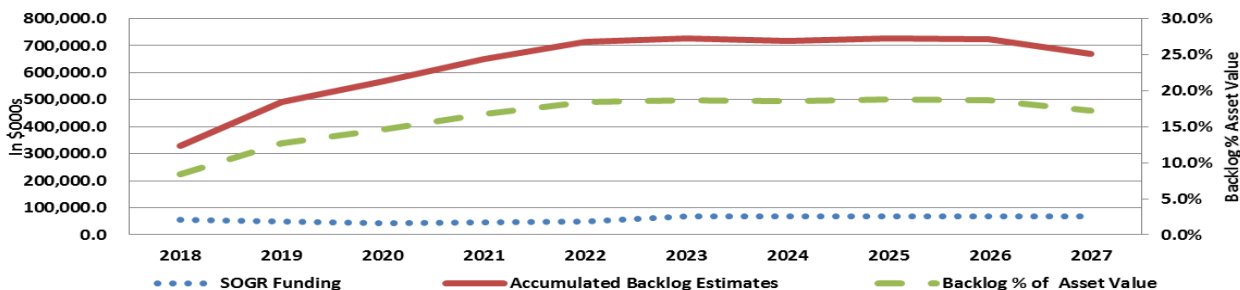
Where the money comes from:

The 10-Year Preliminary Capital Plan requires:

- Debt funding of \$873.044 million (67.3%), reflecting a \$201.661 million increase compared to the originally established debt guidelines for investment in key priorities.
- Provincial/Federal contributions of \$9.920 million to fund primarily SOGR projects cost-shared with Toronto Paramedics Services.
- Recoverable debt of \$324.403 million which will be repaid through energy savings realized from sustainable energy projects, and future streams of leasing revenues and/or savings from Union Station and St. Lawrence Market North upon completion.
- Other sources of funding of \$90.267 million that include the use of reserve/reserve funds, development charges and funding from third parties such as Toronto Parking Authority and VIA Rail.

State of Good Repair Backlog

The 10-Year Preliminary Capital Plan includes cash flow funding of \$567.749 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 8.5% in 2018 to 17.3% in 2027, despite this level of funding.



OUR KEY ISSUES & PRIORITY ACTIONS

- **Capital Project Delivery for Major Facilities –**
Revitalization of major public spaces while facilities remain open to the public.
 - ✓ Coordinating efforts with various stakeholders on major capital projects such as Union Station Revitalization and St. Lawrence Market North Re-development
 - ✓ Minimizing public disruption, construction delays and scheduling conflicts requires tremendous effort while facilities remain active and open to the public. Public safety and security remain priorities during all phases of construction and development.

- **Capacity to Spend and Readiness to Proceed –**
The Program has experienced low annual spend rates in the delivery of capital projects in prior years. The low spending rate is mainly attributable to large-scale, multi-year capital projects.
 - ✓ Forecasted spending for 2017 is 70% for core SOGR projects. Approximately 95% of the 2017 capital plan has been spent and committed, compared to 78% at the same time last year, demonstrating improvement in capital project delivery from Facilities Management’s Project Management Office.
 - ✓ Through the Project Management Office (PMO), build project management skills and use financial forecasting tools and PTP to monitor projects providing increased visibility to identify risks and forecast slippages.

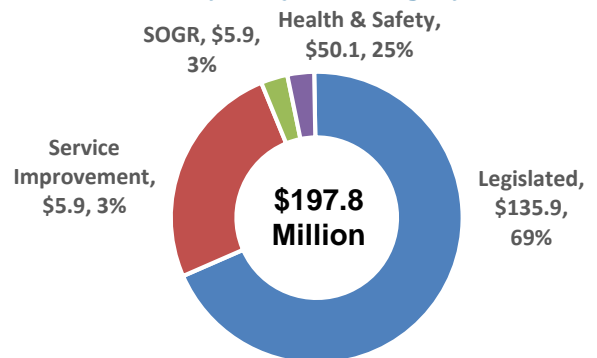


2018 CAPITAL BUDGET HIGHLIGHTS

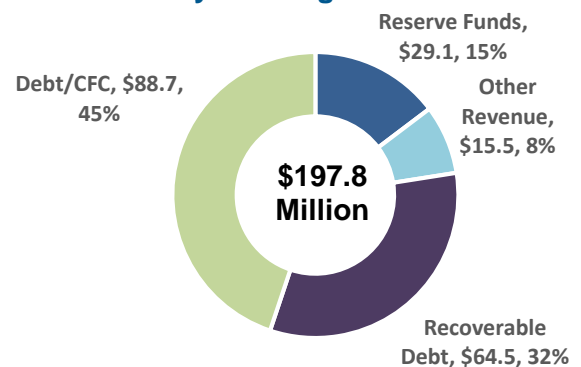
The 2018 Preliminary Capital Budget for FREEE of \$197.787 million, excluding carry forward funding, will:

- Enable continued delivery of the Sustainable Energy Program projects, ranging from identifying energy from sustainable sources to providing cleaner alternatives to generating energy from fossil fuels, to implementing energy generation and conservation solutions in facilities to build efficiencies and resiliency.
- Address State of Good Repair capital work
- Continue Service Improvement projects including delivery of the Union Station Revitalization, St. Lawrence Market North Redevelopment and Office Modernization Program projects.
- Enable compliance with Accessibility for Ontarians with Disability Act (AODA) in FREEE’s policies, practices and procedures by 2025.

2018 Preliminary Capital Budget By Project Category



By Funding Source



Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

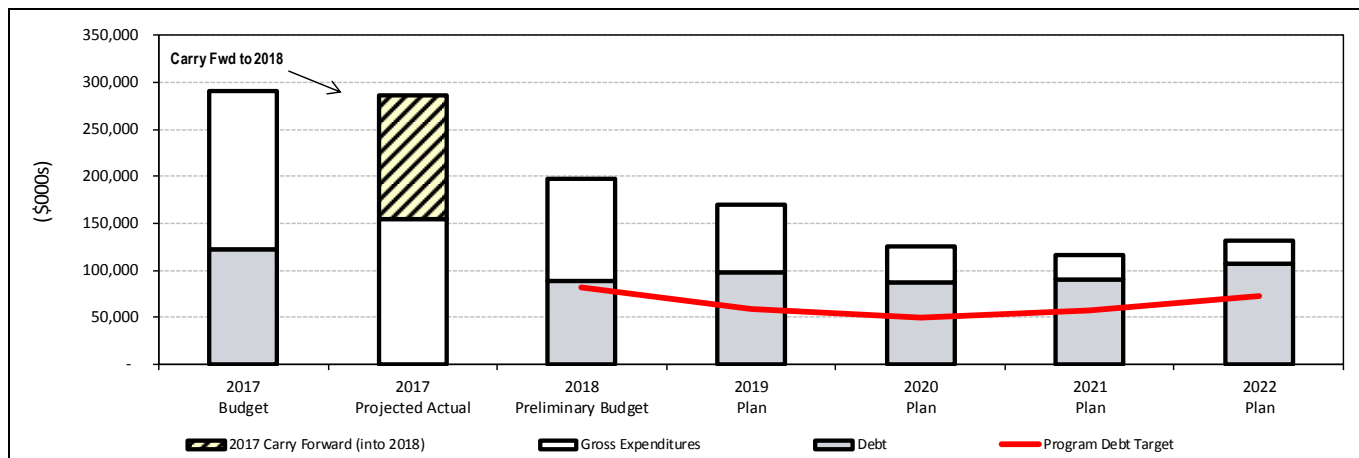
1. City Council approve the 2018 Capital Budget for FREEE with a total project cost of \$141.387 million, and 2018 cash flow of \$328.857 million and future year commitments of \$197.554 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 59 new / change in scope sub-projects with a 2018 total project cost of \$141.387 million that requires cash flow of \$47.562 million in 2018 and future year cash flow commitments of \$73.671 million for 2019; \$18.749 million for 2020; and \$1.405 million for 2021.
 - ii. 81 previously approved sub-projects with a 2018 cash flow of \$149.749 million; and future year cash flow commitments of \$55.832 million for 2019; \$23.484 million for 2020; \$10.913 million for 2021; \$2.500 million for 2022; \$2.700 million for 2023; \$2.700 million for 2024; \$2.200 million for 2025; \$1.700 million for 2026; and \$1.700 million in 2027.
 - iii. 3 previously approved sub-projects with carry forward funding from 2016 and prior years requiring 2018 cash flow of \$0.476 million that requires Council to reaffirm its commitment.
 - b) 2017 approved cash flow for 117 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$131.070 million.
2. City Council approve the 2019 – 2027 Preliminary Capital Plan for FREEE totalling \$902.292 million in project estimates, comprised of \$40.382 million for 2019; \$83.635 million for 2020; \$103.731 million for 2021; \$129.737 million for 2022; \$142.133 million for 2023; \$118.309 million for 2024; \$95.495 million for 2025; \$96.176 million in 2026; and \$92.697 million in 2027.
3. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2018 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.



Part 1

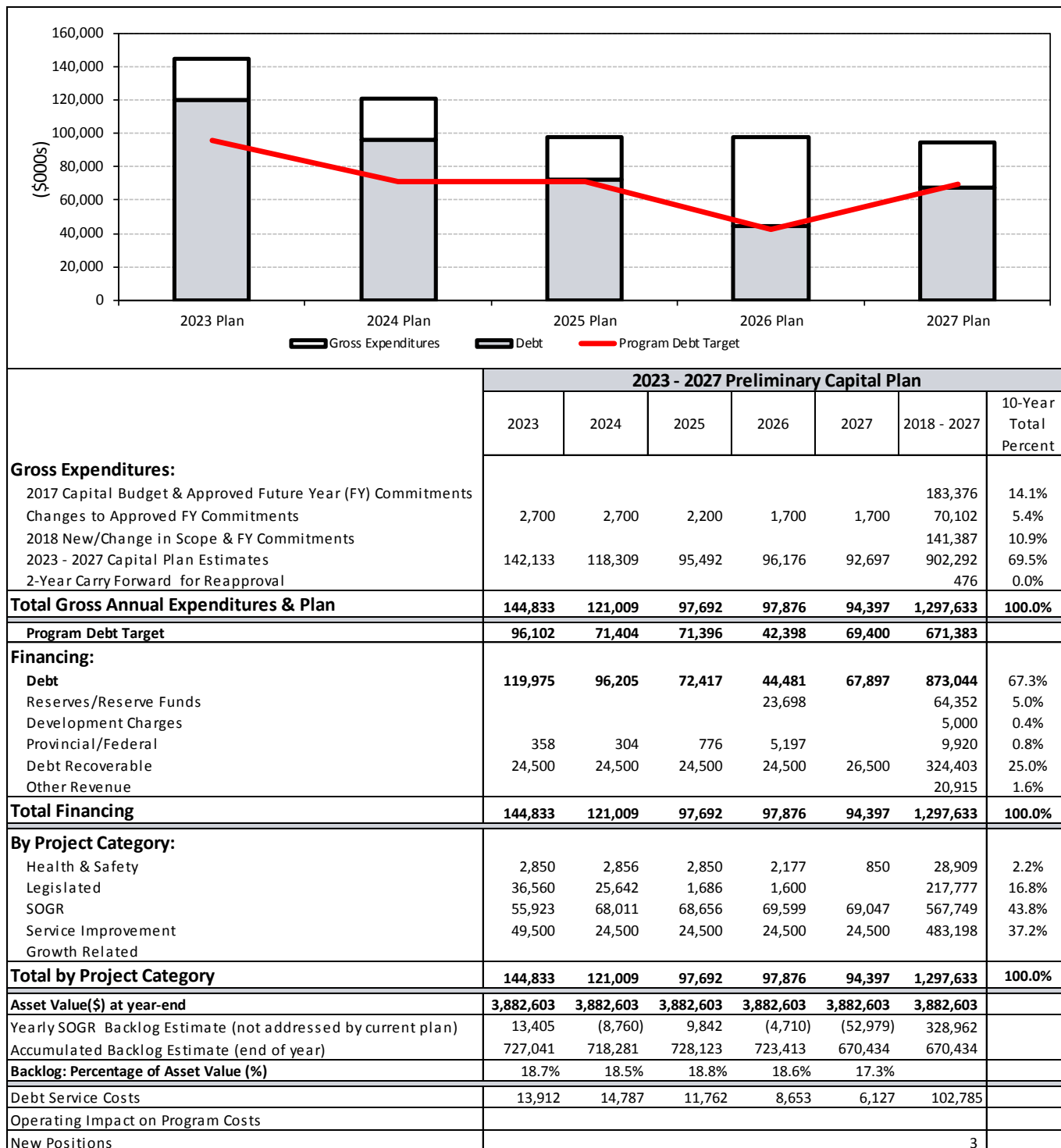
10-Year Preliminary Capital Plan

**Table 1a
10-Year Capital Plan
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



		2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan								
		2017		2018	2019	2020	2021	2022	2018 - 2022	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures:										
2017 Capital Budget & Approved Future Year (FY) Commitments		291,137	155,285	128,970	34,653	9,163	8,090	2,500	183,376	24.7%
Changes to Approved FY Commitments				20,779	21,179	14,321	2,823		59,102	8.0%
2018 New/Change in Scope & FY Commitments				47,562	73,671	18,749	1,405		141,387	19.1%
2019 - 2022 Capital Plan Estimates					40,382	83,635	103,731	129,737	357,485	48.2%
2-Year Carry Forward for Reapproval				476					476	0.1%
1-Year Carry Forward to 2018			131,070							
Total Gross Annual Expenditures & Plan		291,137	289,690	197,787	169,885	125,868	116,049	132,237	741,826	100.0%
Program Debt Target				81,728	58,919	50,445	57,387	72,204	320,683	
Financing:										
Debt		122,037		88,732	98,231	87,543	90,176	107,387	472,069	63.6%
Reserves/Reserve Funds		29,303		29,067	11,270	317			40,654	5.5%
Development Charges		2,531		5,000					5,000	0.7%
Provincial/Federal		50,577		921	1,021	620	373	350	3,285	0.4%
Debt Recoverable		82,014		64,526	47,989	37,388	25,500	24,500	199,903	26.9%
Other Revenue		4,675		9,541	11,374				20,915	2.8%
Total Financing		291,137		197,787	169,885	125,868	116,049	132,237	741,826	100.0%
By Project Category:										
Health & Safety		3,501		5,855	3,978	2,330	1,906	3,257	17,326	2.3%
Legislated		4,370		5,865	24,904	39,298	42,591	39,631	152,289	20.5%
SOGR		63,328		50,132	61,265	35,085	44,817	45,214	236,513	31.9%
Service Improvement		209,026		135,935	79,738	49,155	26,735	44,135	335,698	45.3%
Growth Related		10,912								
Total by Project Category		291,137		197,787	169,885	125,868	116,049	132,237	741,826	100.0%
Asset Value (\$) at year-end		3,882,603		3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	
Yearly SOGR Backlog Estimate (not addressed by current plan)				(13,388)	163,956	75,856	82,392	63,348	372,164	
Accumulated Backlog Estimate (end of year)			341,472	328,084	492,040	567,896	650,288	713,636	713,636	
Backlog: Percentage of Asset Value (%)		8.8%		8.5%	12.7%	14.6%	16.7%	18.4%		
Debt Service Costs				1,331	10,970	12,238	11,189	11,816	47,544	
Operating Impact on Program Costs										
New Positions				1	2				3	

Table 1b
10-Year Capital Plan
2023 - 2027 Preliminary Capital Plan

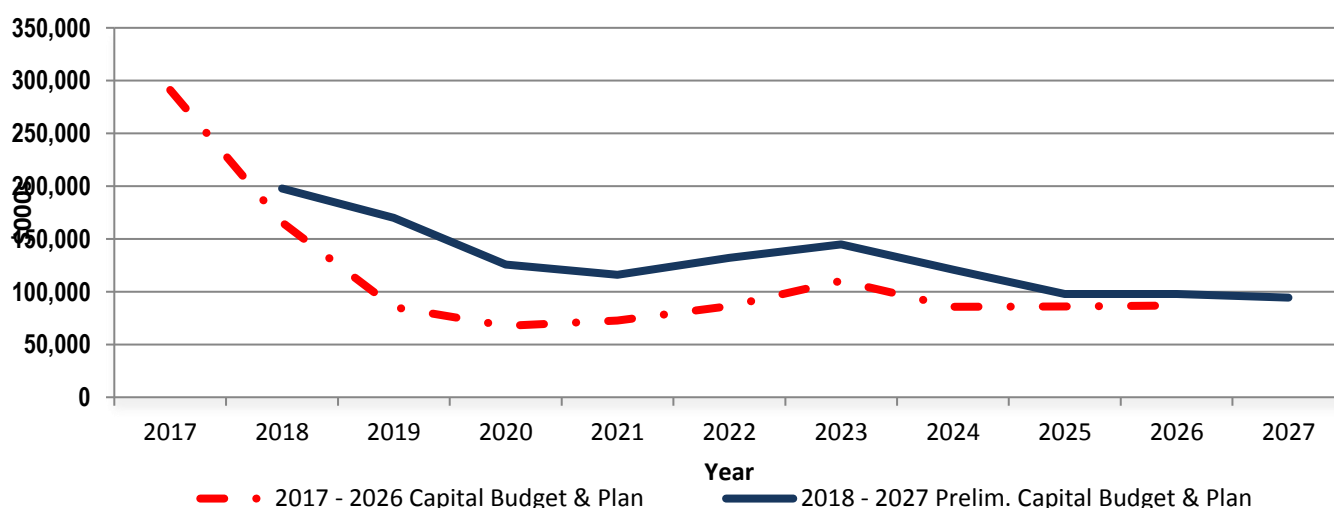


Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects an increase of \$160.314 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$160.314 million or 14.1% increase in the Capital Program on an annual basis from 2017 - 2027.

Chart 1
Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	291,137	165,669	85,344	67,646	72,593	86,304	110,243	85,671	85,920	86,792		1,137,319
2018 - 2027		197,787	169,885	125,868	116,049	132,237	144,833	121,009	97,692	97,876	94,397	1,297,633
Change %		19.4%	99.1%	86.1%	59.9%	53.2%	31.4%	41.2%	13.7%	12.8%		14.1%
Change \$		32,118	84,541	58,222	43,456	45,933	34,590	35,338	11,772	11,084		160,314

Change in the year over year 10-Year Capital Plan of \$160.314 million is mainly attributable to the transfer of the Channel & Counter (C&C) Strategy project from Facilities, Real Estate, Environment & Energy (FREEE) to 311 Toronto in 2017. This transfer has allowed FREEE to create capacity to spend in their Capital Plan to fund other capital work such increased capital funding for key TransformTO and AODA Compliance initiatives.

The Capital Program also reflects an initial deferral of projects from 2018 to 2019 and 2020 mainly driven by cash flow adjustments for the Union Station Revitalization and St. Lawrence Market North Redevelopment projects, with a gradual return to average funding levels for Facilities, Real Estate, Environment & Energy (FREEE) capital projects.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$357.054 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the reprioritization of FREEE's capital projects based on the following factors:

- Reduction in State-of-Good Repair (SOGR) project expenditures, allocated to various project groupings that focus on the structural, mechanical maintenance, re-roofing, site work, renovations and electrical upgrades.
- The reduction is based on a re-evaluation of the Capital Plan, with a focus on the Program's capacity to spend on these types of projects and alignment with project activities. These adjustments then allowed for the addition of other priority initiatives.

- Deferrals in funding for the Union Station Revitalization and St. Lawrence Market North Redevelopment are based on a reassessment of timing of planned activities, and the readiness of the Program to proceed and execute on these projects.

A summary of project changes for the years 2018 - 2027 totalling \$357.054 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	291,137	165,669	85,344	67,646	72,593	86,304	110,243	85,671	85,920	86,792		846,182
2018 - 2027 Preliminary Capital Budget & Plan		197,787	169,885	125,868	116,049	132,237	144,833	121,009	97,692	97,876	94,397	1,203,236
Capital Budget & Plan Changes (2018 - 2026)		32,118	84,541	58,222	43,456	45,933	34,590	35,338	11,772	11,084		357,054

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Projects' Future Year Commitments													
1050 Ellesmere		2,676	12,370								15,046		
Accessibility for Ontarians with Disabilities Act (AODA)		661	21,414	5,811							27,886		
Future Use of Old City Hall		200									200		
Old City Hall Revitalization		1,863									1,863		
SOGR		(5,630)	(8,688)	(3,883)	868		2,700	2,700	2,200	1,700	(8,033)	1,700	
Sustainable Energy Plan		35,239									35,239		
St. Lawrence Market North Redevelopment	91,458	(18,202)	25,800	17,888							25,486		91,458
Toronto Strong Neighbourhoods Strategy	12,000	476									476		12,000
Union Station Revitalization	800,700	(3,500)	3,500										800,700
Others		8,191	750	317							9,258	6,657	
Total Changes to Previously Approved Commitments		21,974	55,146	20,133	868		2,700	2,700	2,200	1,700	107,421	8,357	
Changes to Previously Planned Project Estimates													
SOGR		4,813	11,196	(6,019)	(3,298)	(776)	(8,969)	2,079	(434)	(872)	(2,280)	61,540	
Sustainable Energy Plan		(7,750)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(23,750)	12,000	
St. Lawrence Market North Redevelopment													
Toronto Strong Neighbourhoods Strategy	12,000	(2,000)	2,000										
North West PATH - Phase 2	50,000	830	1,650	1,650	(3,765)	(365)							50,000
Others		1,251	(251)	950	1,078	(1,499)	(4,601)	(3,941)	(494)	(244)	(7,751)		
Total Changes to Previously Approved Plan Estimates		(2,856)	12,595	(5,419)	(7,985)	(4,640)	(15,570)	(3,862)	(2,928)	(3,116)	(33,781)	73,540	
New to the 10-Year Capital Plan													
Accessibility for Ontarians with Disabilities Act (AODA)				29,008	38,073	38,073	34,960	24,000			164,114		164,114
Future Use of Old City Hall - Detailed Design			800	2,000							2,800		2,800
New Etobicoke Civic Centre (ECC) - Detailed Design		3,000	500								3,500		3,500
Office Modernization Program		6,000	3,000								9,000		9,000
TransformTO		4,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	104,000	12,500	116,500
Total New		13,000	16,800	43,508	50,573	50,573	47,460	36,500	12,500	12,500	283,414	12,500	
Total Changes		32,118	84,541	58,222	43,456	45,933	34,590	35,338	11,772	11,084	357,054	94,397	

Significant Capital Project Changes in FREEE:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates and expected progress and completion of the projects, as outlined below:

Changes to Previously Approved Projects' Future Year Commitments

Project Cost Increases:

- **1050 Ellesmere** – Funding of \$15.046 million is added in the 10-Year Preliminary Capital Plan for rebuilding and enhancement of the facility.
 - In March 2016, a fire caused significant damage to the City's Ellesmere fleet maintenance facility. Rebuilding of the facility will be funded partially from insurance proceeds of \$2.635 million, and the remaining by debt. This will ensure Fleet Services can meet current operational requirements and allow for better service delivery.
 - Enhancements include a larger building envelop and equipment required to service Compressed Natural Gas (CNG) vehicles, which was not feasible within the previous facility.
- **Sustainable Energy Plan** – Change in funding of \$35.239 million is mainly related to a loan issued to TCHC for deep energy retrofits in its facilities:

- At its meeting on April 26, 2017, the "*Toronto Community Housing Corporation (TCHC) Multi Building Energy Retrofit Financing Request*" (EX24.22) staff report was adopted by City Council to increase the 2017-2026 Council Approved Capital Budget and Plan for FREEE to include 2018 cash flow funding of \$35.2 million for a deep energy retrofit project to reduce greenhouse gas emissions and combat rising utility costs. The increase would be funded by recoverable debt from the issuance of a 3.7% interest bearing Sustainable Energy Plan Financing (SEPF) loan to TCHC to be repaid to the City over a term of 20 years through energy savings generated from the proposed energy retrofit project.

Deferrals/Accelerations:

- *St. Lawrence Market North Redevelopment* – The 10-Year Capital Plan includes the deferral of funding to 2019 and 2020 to ensure cash flows better match the current project schedule. Delays have been experienced resulting from the discovery of significant archaeological remains during a four stage archeological assessment process, as well as, delays associated with finalizing project design, including value engineering. The initiative is expected to be completed in 2020.

Changes to Previously Approved Planned Project Estimates

- Changes in the remaining projects, mainly in SOGR and Sustainable Energy Plan projects, are a reflection of FREEE's alignment of cash flows with project readiness and planned activities over the 10-Year Preliminary Capital Budget & Plan horizon.

New to the 10-Year Preliminary Capital Plan

Additional funding capacity has been made to accommodate the following capital projects at various stages in the 10-Year Capital Plan:

- *Accessibility for Ontarians with Disability Act (AODA)* – The 10-Year Capital Plan includes an increase of funding for \$164.114 million to ensure sufficient funding is available for Facilities Management to complete audits and ensure compliance with legislative standards by 2025.
 - As audits continue to be done, Facilities Management (FM) is integrating AODA considerations in its design and construction projects for 2018. Projects include barrier free entrances, accessible washrooms and accessible doors upgrades. It is projected all applicable accessibility audits will be completed by 2018.
 - FM has developed a preliminary program plan to meet the legislative requirement for completion by 2025. Once audits in 2018 are complete, FM will update its program plan for the next budget cycle.
- *Future Use of Old City Hall* – Funding of \$2.800 million is included in the FREEE's 10-Year Preliminary Capital Plan for the design development phase of determining future uses of Old City Hall.
- *New Etobicoke Civic Centre (ECC)* – Funding of \$3.500 million is provided to allow the Toronto Realty Agency to retain consultants to complete a detailed building program, schematic and design development based on the winning design for the new ECC on the Westwood Theatre Lands (WTL) site.
 - At its meeting on November 7, 2017, staff report "*Update and Next Steps on the Potential Relocation of the Etobicoke Civic Centre*" was considered and adopted with amendments by City Council. It provides the results of the design competition, recommendations from the business case and sought approval to undertake Phase Two in the Major Capital Project Approval Process - Site Investigation, Schematic Design and Design Development ("Phase Two").
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.12>
 - This will lead to the development of a refined project cost estimate and schedule that will allow Council to make an informed decision on proceeding to future phases of this project. Any financial impacts, including project cost estimates and other future financial implications, identified from the results of the Site

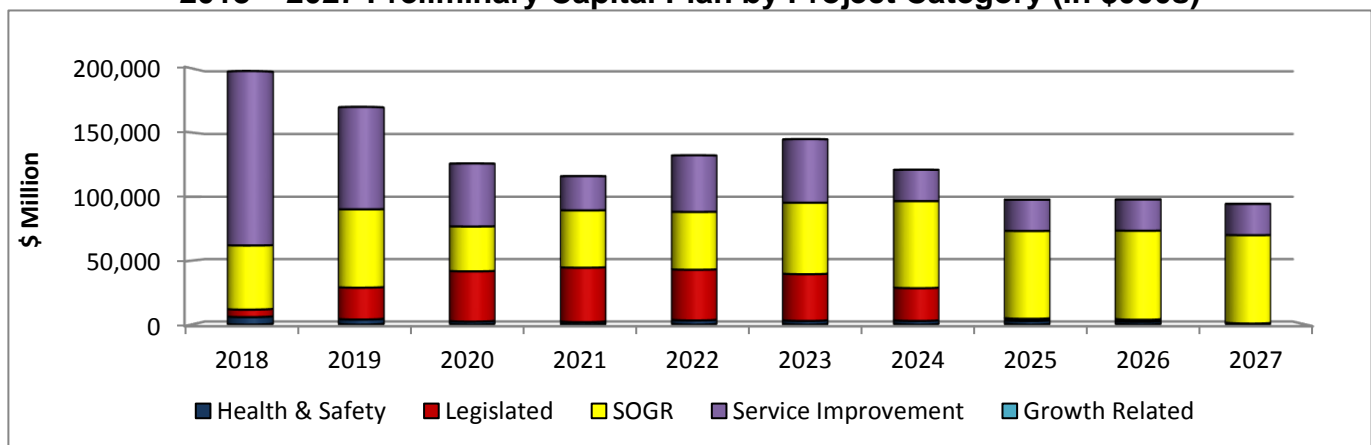
Investigation, Schematic Design and Design Development phase, will form part of the subsequent report back to City Council in Q1 of 2019.

- *Office Modernization Program (OMP)* - Debt funding capacity was made available to include cash flow funding of \$9.000 million in the 10-Year Preliminary Capital Plan to the OMP pilot projects. This includes modernization of an additional 2 floors at Metro Hall.
 - The larger modernization program will require future year funding estimated at \$81.000 million over a 10 year period to modernization the City-wide office portfolio.
 - The full program funding will remain on the Unfunded Capital Needs list. The results of the pilot projects will form the basis of a subsequent report to Council on the status of the OMP initiative and business case for the rollout of the full program.

- *TransformTO* – Funding of \$116.500 million is included to implement energy efficiency retrofits in City buildings, the installation of renewable energy systems on City property and the provision of loans to City Agencies, Corporations and third party non-profit entities to support the execution of energy efficiency and renewable energy initiatives.
 - At its meeting on July 4, 2017, the "*TransformTO: Climate Action for a Healthy Equitable, and Prosperous Toronto – Report #2*" staff report (PE19.4) was adopted by City Council. TransformTO outlined the long-term goals and transformative changes necessary to realize a low-carbon Toronto in 2050 that achieves an 80 percent reduction in greenhouse gas emissions against 1990 levels. <http://www.toronto.ca/legdocs/mmis/2017/pe/bgrd/backgroundfile-103086.pdf>
 - Accelerating and enhancing energy efficiency initiatives in City facilities and across Agencies, Corporations and non-profit entities is one strategy in achieving these goals.
 - Additional funding requests will be included through future year budget processes to support achievement of the greenhouse gas emission target by the year 2050.

2018 – 2027 Preliminary Capital Plan

Chart 2
2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for FREEE of \$1.298 billion is comprised of 43.8% funding for State of Good Repair (SOGR) projects and 37.2% for Service Improvement projects. Health & Safety and Legislated projects represent the remaining 19.0% of projects over the 10-year period.

- Legislated funding is mainly dedicated to the *Accessibility for Ontarians with Disability Act (AODA)* initiative for establishing policies, practices and procedures to be in compliance with accessibility standards.
- The majority of cash flow funding has been dedicated to State of Good Repair projects for various types of capital maintenance such as re-roofing, structural / building envelope, mechanical and electrical upgrades, site-work and renovations to ensure safe and function facilities for staff and public use.
- Service Improvement projects account for 37.2% or \$483.198 million of capital funding for projects such as the TransformTO (\$116.500 million), St. Lawrence Market North Redevelopment (\$77.631 million), North West Path – Phase 2 (\$49.635 million), Union Station Revitalization (\$30.532 million), Energy Conservation & Demand Management (\$40.000 million), Energy Retrofit (\$35.239 million), and other project initiatives (\$133.661 million).

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for FREEE:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		771	1,178	1,480	1,056	2,407	2,000	2,006	2,000	1,327		14,225	
City-Wide Physical Security Enhancements		1,000	850	850	850	850	850	850	850	850	850	8,650	
Others		4,084	1,950									6,034	
Sub-Total		5,855	3,978	2,330	1,906	3,257	2,850	2,856	2,850	2,177	850	28,909	-
Legislated													
Accessibility for Ontarians with Disabilities Act (AODA)		3,661	22,614	34,819	38,073	38,073	34,960	24,000				196,200	
Environmental Remediation		1,798	2,290	4,479	4,518	1,558	1,600	1,642	1,686	1,600		21,171	
Others		406										406	
Sub-Total		5,865	24,904	39,298	42,591	39,631	36,560	25,642	1,686	1,600		217,777	-
State of Good Repair													
Mechanical and Electrical		12,831	11,153	10,542	13,508	14,352	15,514	15,972	18,915	29,457	16,562	158,806	
Real Estate Services SOGR		400	500	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,500	
Renovations		4,049	3,177	6,003	3,957	6,011	13,071	10,388	20,765	7,290	22,224	96,935	
Re-Roofing		2,442	34	545	1,081	3,036	6,210	8,060	1,181	2,238	270	25,097	
Sitework		1,549	5,982	5,504	6,888	4,524	2,259	3,188	6,097	9,505	7,970	53,466	
SOGR and Base Building Improvements				60				11,800				11,860	
SOGR Emergency Repairs											2,824	2,824	
Structural / Building Envelope		21,089	35,287	10,731	17,993	16,091	17,669	17,403	20,431	19,562	16,214	192,470	
Old City Hall Revitalization		1,863										1,863	
St. Lawrence Market North Redevelopment			1,380									1,380	
Toronto Strong Neighbourhoods Strategy	6,022	3,126	2,852									5,978	12,000
Others		2,783	900	500	190				67	347	1,783	6,570	
Sub-Total	6,022	50,132	61,265	35,085	44,817	45,214	55,923	68,011	68,656	69,599	69,047	567,749	12,000
Service Improvements													
Community Energy Planning		4,561	1,270	1,317	1,000	1,000	1,000	1,000	1,000	1,000	1,000	14,148	
Combined Heat & Power (CHP)			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	27,000	
District Energy Systems		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,000	
Energy Conservation & Demand Management		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	
Energy Retrofit Initiative		35,239										35,239	
Renewable Energy Program		4,300	6,000	4,500	3,000	2,000	2,000	2,000	2,000	2,000	2,000	29,800	
Residential Energy Retrofit Program		1,250										1,250	
Future Use of Old City Hall		700	800	2,000								3,500	
New Etobicoke Civic Centre (ECC) - Detailed Design		3,000	500									3,500	
Office Modernization Program (OMP)		9,000	3,000									12,000	
St. Lawrence Market North Redevelopment	13,827	22,760	36,983	17,888								77,631	91,458
TransformTO		4,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	116,500	
Union Station Revitalization	770,168	27,032	3,500									30,532	800,700
North West (NW) Path - Phase 2	365	830	1,650	1,650	870	19,635	25,000					49,635	50,000
Others		19,263	4,535	300	365							24,463	
Sub-Total	784,360	135,935	79,738	49,155	26,735	44,135	49,500	24,500	24,500	24,500	24,500	483,198	942,158
Total Expenditures by Category (excluding carry forward)													
	790,382	197,787	169,885	125,868	116,049	132,237	144,833	121,009	97,692	97,876	94,397	1,297,633	954,158

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

2018 - 2027 Capital Projects

The 10-Year Preliminary Capital Plan is aligned with FREEE's objectives to support environmental sustainability, maintain the State of Good Repair for more than 462 facilities and buildings, and to implement existing and new service improvement projects for the City of Toronto and client Programs.

Health and Safety

- Health and Safety projects include:
 - *Emergency Repairs (\$14.225 million)* – Funding is in place in the 2018 - 2027 Preliminary Capital Budget and Plan for unforeseen emergency capital repairs to City-owned buildings.
 - *City-Wide Physical Security Enhancements (\$8.650 million)* – Funding is required for sustainment of enhancements of security and safety systems implemented such as access control upgrades, intrusion alarm systems, security desk enhancements, and emergency intercom installations to meet legislatively prescribed standards.

Legislated

- Legislated projects include cash flow funding of \$217.777 or 16.8% of the total 10-Year Preliminary Capital Plan.
 - *Accessibility for Ontarians with Disabilities Act (AODA) (\$196.200 million)*
 - At its meeting on August 5, 2009, City Council approved a "*Statement of Commitment Regarding Persons with Disabilities*" (EX33.4) in which the City will support the goals of the AODA (Accessibility for Ontarians with Disabilities Act, 2005), and will establish policies, practices and procedures which are consistent with the accessibility standards established under legislation.
<http://www.toronto.ca/legdocs/mmis/2009/ex/bgrd/backgroundfile-21489.pdf>.
 - Facilities Management is currently responsible for 462 facilities, along with a significant number of additional facilities of other client Divisions. The number of properties will increase as FM will coordinate City-wide AODA implementation commitments in support of the City Multi-Year Accessibility Plan with other City Divisions.
 - AODA compliance by 2025 involves the following tasks:
 - Conducting accessibility audits for each building
 - Establishing the priority criteria for phased implementation
 - Developing feasibility studies to determine options for retrofit work and estimated costs
 - Design and tender of projects to implement modifications
 - A total of \$196.200 million in funding has been included as a result of a City-wide review of critical unmet needs for the design and construction in future phases required to ensure compliance by 2025.
 - *Environmental Remediation (\$21.171 million)* – Funding is available for environmental remediation of designated substances, essential audits, and annual surveys and sampling.

State of Good Repair (SOGR)

- SOGR projects account for \$567.749 million or 43.8% of the total 10-Year Preliminary Capital Plan's investments.
- The 10-Year Preliminary Capital Plan includes various SOGR programs focussed on capital maintenance and repairs, including:
 - *Structural / Building Envelope Repairs (\$192.470 million);*
 - *Mechanical and Electrical System Repairs (\$158.806 million);*
 - *Renovations (\$96.935 million); and*
 - *Sitework (\$53.466 million)*

Service Improvements

- Service Improvement projects amount to \$483.198 million or 37.2% of the total 10-Year Preliminary Capital Plan's expenditures.
 - *TransformTO (\$116.500 million)* - The 2018 Preliminary Capital Plan includes funding through recoverable debt, to implement capital projects that support aspects of the TransformTO initiative
 - At its meeting on July 4, 2017, the "*TransformTO: Climate Action for a Healthy Equitable, and Prosperous Toronto – Report #2*" staff report (PE19.4) was adopted by City Council. City Council also approved the TransformTO Short-term Strategies as set out in Attachment A of Report "*TransformTO: Climate Action for a Healthy Equitable and Prosperous Toronto (PE15.1)*" in December 2016.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PE15.1>
 - As per the above report, City Council directed City Divisions, Agencies and Corporations with support from the Deputy City Manager, Internal Corporate Services, to develop business cases as part of the 2018 Budget Process to support the implementation of the strategies outlined in the TransformTO Short-term Strategies, set out in Attachment A to the report (November 2, 2016) from the Deputy City Manager, Internal Corporate Services.
 - These funds will be used to support energy efficiency retrofits in City buildings, the installation of renewable energy systems on City property and the provision of loans to City Agencies, Corporations and third party non-profit entities to support the execution of energy efficiency and renewable energy initiatives.
 - *St. Lawrence Market North Redevelopment (\$77.631 million remaining budget)* – The project requires demolishing the existing north building and replacing it with a multi-storey, multi-purpose facility housing a public market at ground level, compatible ancillary uses on a mezzanine overlooking the market hall, multi-levels of Provincial Offences Act traffic courts for Court Services, and three levels of public parking below grade for the Toronto Parking Authority.
 - *North West (NW) Path – Phase 2 (\$49.635 million)* – The North West PATH - Phase 2 extension will connect the existing PATH system from Union Station, along York Street to Wellington Street.
 - *Energy Conservation & Demand Management (\$40.000 million)* – The Energy Conservation & Demand Management Plan was unanimously approved by City Council in 2014 and provides a clear roadmap for future energy conservation measures. The objective of the plan is to upgrade facilities infrastructure and energy performance while establishing Toronto as a leader among North American cities in energy efficiency and climate change mitigation.

- *Toronto Community Housing Corporation (TCHC) Sustainable Energy Plan (\$35.239 million)* – TCHC has been allocated the above recoverable debt funding for a comprehensive deep energy retrofit project at nine of their buildings to reduce GHG emissions and combat rising utility costs.
- *Union Station Revitalization (\$30.532 million remaining budget)* – Union Station is the largest transportation hub in the country, handling 65 million passengers annually and expected to double by 2031. It is currently undergoing an entire revitalization in order to accommodate increasing volumes and turn the landmark facility into a transportation and community hub and destination. The project is expected to be substantially completed in 2018 with expected minor close out costs and administrative matters carrying into 2019. Refer to section "Reporting on Major Projects: Status Update" below for additional details
- *Renewable Energy Program (\$29.800 million)* – This program encompasses projects that harness energy that comes from natural, sustainable sources, such as the sun, earth and biomass, which are cleaner alternatives to traditional energy sources and improve the health of residents and the general public. These initiatives will be funded through recoverable debt.
- *Combined Heat & Power (CHP) (\$27.000 million)* – The Combined Heat & Power projects involve the use of a heat engine or power station to simultaneously generate electricity and useful heat. CHP captures some or all of the by-product for heating very close to the plant. These initiatives will be implemented at City facilities and funded through recoverable debt.
- *District Energy Systems (\$18.0 million)* – District Energy System projects contribute to the Environment & Energy Division's focus on building resiliency to extreme weather events by offering a more efficient and lower carbon way of heating and cooling multiple buildings in an area. Environment & Energy, in collaboration with other City Divisions, is continuing to identify opportunities for implementation of this energy system integration.
- *Community Energy Planning (\$14.148 million)* – This program allows for loans to be issued to third party, not-for-profit organizations, to encourage the execution of green energy and energy efficiency initiatives.

2018 Preliminary Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

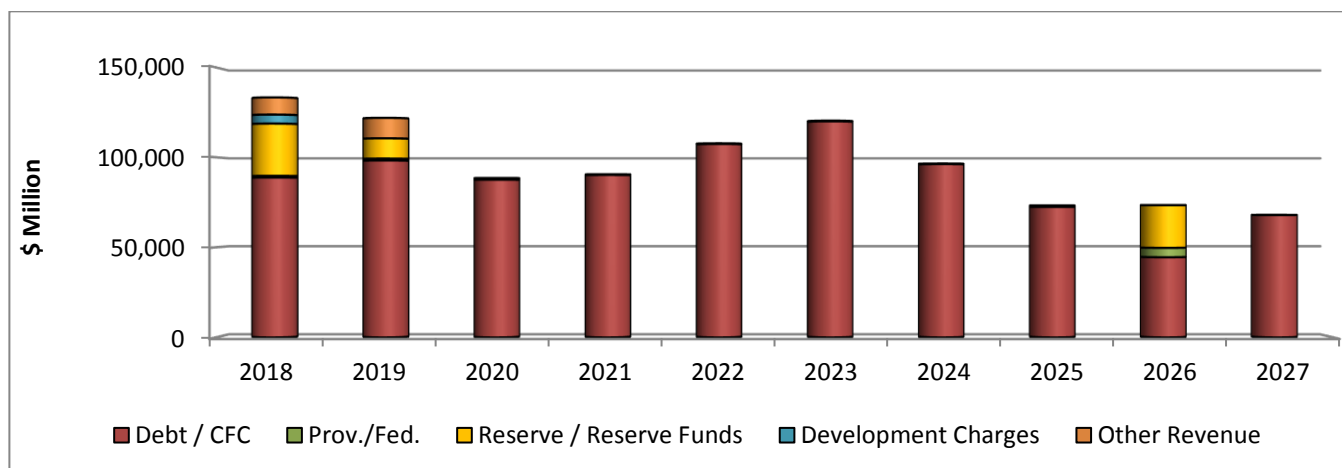
Table 3a below lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for FREEE:

Table 3a
2018 Cash Flow & Future Year Commitments (In \$000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
925 Albion Road	10,457										10,457
Accessibility for Ontarians with Disabilities Act (AODA)	3,000	1,200									4,200
Community Energy Planning	2,511	270	317								3,098
Energy Retrofit Initiative	35,239										35,239
Future Use of Old City Hall	500										500
Environmental Remediation	528										528
Mechanical and Electrical	19,085	5,605	832	2,698		1,700	1,700	1,700	1,700	1,700	36,720
Office Modernization Program	3,000										3,000
Renewable Energy Program	4,300										4,300
Renovations	2,733	1,674	716	1,685							6,808
Re-Roofing	2,442	200	250								2,892
Sitework	1,111	2,200	2,181	2,507							7,999
St. Lawrence Market North Redevelopment	22,760	36,983	17,888								77,631
Structural / Building Envelope	12,252	2,900	1,000	4,023	2,500	1,000	1,000	500			25,175
Toronto Strong Neighbourhoods Strategy	1,126										1,126
Union Station Revitalization	27,032	3,500									30,532
Others	2,149	1,300	300								3,749
Subtotal	150,225	55,832	23,484	10,913	2,500	2,700	2,700	2,200	1,700	1,700	253,954
Change in Scope											
1050 Ellesmere	2,226	12,370									14,596
Accessibility for Ontarians with Disabilities Act (AODA)	661	21,414	5,811								27,886
Community Energy Planning	(950)										(950)
Future Use of Old City Hall	200										200
Mechanical and Electrical	(917)	477	867	(2,698)							(2,271)
Old City Hall Revitalization	1,863										1,863
Renovations	(1,825)	(1,374)	(516)	543							(3,172)
Re-Roofing		(200)	(250)	200							(250)
Sitework	(440)	(100)	(100)								(640)
St. Lawrence Market North Redevelopment		1,380									1,380
Others	(99)										(99)
Subtotal	719	33,967	5,812	(1,955)	-	-	-	-	-	-	38,543
New w/Future Year											
Community Energy Planning	3,000										3,000
Emergency Repairs	771										771
Energy Conservation & Demand Management	4,000										4,000
Environmental Remediation	1,403	500									1,903
Mechanical and Electrical	4,464	5,913	581	1,560							12,518
New Etobicoke Civic Centre (ECC) - Detailed Design	3,000	500									3,500
North West PATH - Phase 2	830	1,650	1,650								4,130
Office Modernization Program	6,000	3,000									9,000
Renovations	3,141	2,342	1,840								7,323
Residential Energy Retrofit Program	1,250										1,250
Sitework	878	3,834	2,542	1,800							9,054
Structural / Building Envelope	6,611	17,978	5,824								30,413
Toronto Strong Neighbourhoods Strategy	2,000	1,852									3,852
Transform TO	4,000										4,000
Others	5,495	2,135	500								8,130
Subtotal	46,843	39,704	12,937	3,360	-	-	-	-	-	-	102,844
Total Expenditure	197,787	129,503	42,233	12,318	2,500	2,700	2,700	2,200	1,700	1,700	395,341
Financing:											
Debt/CFC	88,732	86,568	31,396	12,318	2,500	2,700	2,700	2,200	1,700	1,700	232,514
Debt Recoverable	64,526	19,489	10,388								94,403
Other	9,541	11,374									20,915
Reserves/Res Funds	29,067	11,270	317								40,654
Development Charges	5,000										5,000
Provincial/Federal	921	802	132								1,855
Total Financing	197,787	129,503	42,233	12,318	2,500	2,700	2,700	2,200	1,700	1,700	395,341

- Approval of the 2018 Preliminary Capital Budget of \$197.787 million will result in the future year funding commitments of \$129.503 million in 2019, \$42.233 million in 2020, \$12.318 million in 2021, \$2.500 million in 2022, \$2.700 million in 2023, \$2.700 million in 2024, \$2.200 million in 2025, \$1.700 million in 2026 and \$1.700 million in 2027 for a total of \$395.341 million.

Chart 3
2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)



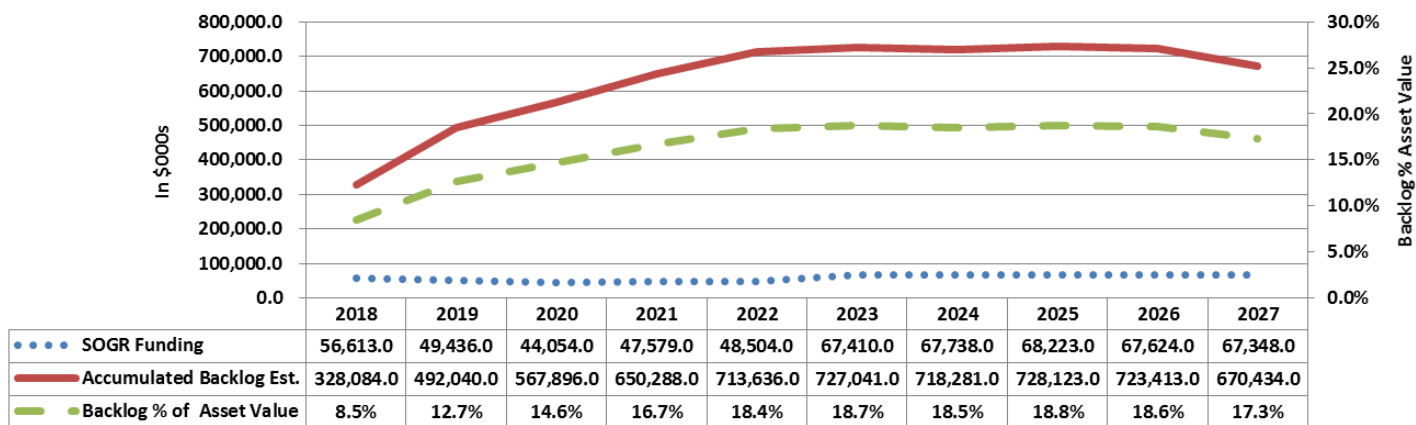
The 10-Year Preliminary Capital Plan of \$1.298 billion will be financed by the following sources:

- Debt accounts for \$873.044 million or 67.0% of the financing over the 10-year period.
 - The debt funding is over the 10-year debt affordability guidelines of \$671.383 million by \$201.661 million. Debt funding is utilized to implement the following projects / initiatives::
 - Facilities Management initiatives (\$695.992 million)
 - Union Station (including the Revitalization project and Union Station SOGR) (\$52.459 million)
 - North West Path (Phase 2) (\$49.635 million)
 - Real Estate Services initiatives (\$16.915 million)
 - Corporate Security (\$13.000 million)
 - City-Wide Strategic Initiatives (\$13.300 million)
 - Environment & Energy Division (\$13.035 million)
 - St. Lawrence Market North Redevelopment (\$10.400 million)
 - Toronto Strong Neighborhoods Strategy (\$5.978 million).
 - Business Performance Management – IT Projects (\$2.330 million)
- Federal/Provincial Grants fund \$9.920 million or 0.8% of the 10-Year Preliminary Capital Plan's planned expenditures. The majority of the funding is for SOGR projects that are cost-shared with Toronto Paramedics Services.
- Reserve and Reserve Funds constitute \$64.352 million or 5.0% of required funding over 10 years for the following major projects:
 - The *Union Station Revitalization* project is funded from the Union Station Reserve Fund, Strategic Infrastructure Partnership and Capital Financing Reserve as previously approved.
 - The *St. Lawrence Market North Redevelopment* is partially funded by the Capital Financing Reserve and the Provincial Offense Courts Stabilization Reserve as a contribution from Court Services towards the project for future use of the court rooms and office space to be fit out at the new St. Lawrence Market North building.

- Recoverable Debt, which provides \$324.403 million or 25.0% of the 10-Year Preliminary Capital Budget and Plan's funding, is dedicated primarily to the following major capital projects:
 - *Sustainable Energy projects* which are primarily funded through recoverable debt including Renewable Energy Program, Combined Heat & Power (CHP), District Energy Systems, Demand Response Program, Community Energy Planning and Energy Conservation & Demand Management
 - *Union Station Revitalization*
 - *St. Lawrence Market North Redevelopment*
 - *St. Lawrence Market South Renovations*
 - Recoverable debt will be repaid through energy savings and future streams of leasing revenues upon completion of the projects.
- Development Charges, which represent \$5.000 million or 0.4% of the 10-Year Preliminary Capital Budget and Plan's funding source, provides eligible funding to the *Union Station Revitalization* project.
- Other sources of funding, which account for \$20.915 million or 1.6%, will be utilized for the following redevelopment/revitalization projects:
 - The *St. Lawrence Market North Redevelopment* project will receive funding from Toronto Parking Authority towards the construction of three levels of parking below grade.
 - The *Union Station Revitalization* project will receive contributions from VIA Rail and other stakeholders.

State of Good Repair (SOGR) Backlog

**Chart 4
SOGR Funding & Backlog (In \$000s)**



- Facilities Management is responsible for capital improvements and repairs at more than 462 facilities, covering over 11.8 million square feet with an approximate replacement value of \$4.2 billion including Union Station.
- The Facilities Management building portfolio noted above is comprised of a number building types utilized by City Programs and Agencies for their service delivery, including among others:
 - Toronto Police Services – 41 buildings / 2.2 million square feet
 - Fire Services – 100 buildings / 0.9 million square feet

- Emergency Medical Services – 33 buildings / 0.3 million square feet
- Facilities Management – 277 buildings / 9.5 million square feet
- Based on current funding levels, FREEE invests in State of Good Repair (SOGR) projects at a rate of approximately 1 percent of the replacement value compared to the industry standard of 2 to 4 percent.
- With estimates of SOGR backlog escalating, it is critical to ensure that limited resources are optimally allocated in a manner that maximizes the utility of the City's capital assets. FREEE dedicates the debt funding envelope annually to address critical needs for these aging facilities and scheduled life cycle replacements of major components that are at the end of their service life.
- Due to the age of many of the City's buildings, the backlog will increase from \$328.084 million or 8.5% of replacement asset value in 2018 to \$670.434 million or 17.3% of replacement asset value by the end of 2027, as described in Chart 4.
- Facilities Management plays a corporate stewardship and leadership role in collaboration with City Programs and Agencies for setting standards and ensuring all City-owned facilities are maintained in a manner that meet operational needs and improve asset management. The following table provides a breakdown of SOGR by asset category.

Table 4
SOGR Backlog by Asset Category (In \$000s)

Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
State of Good Repair Funding	56,613	49,436	44,054	47,579	48,504	67,410	67,738	68,223	67,624	67,348
Accumulated Backlog Est. (yr end)	328,084	492,040	567,896	650,288	713,636	727,041	718,281	728,123	723,413	670,434
Backlog %Asset Value	8.5%	12.7%	14.6%	16.7%	18.4%	18.7%	18.5%	18.8%	18.6%	17.3%
Asset Value	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603	3,882,603
Mechanical and Electrical										
State of Good Repair Funding	21,068	14,600	12,147	14,015	11,667	16,279	12,551	14,419	23,488	11,703
Accumulated Backlog Est. (yr end)	107,072	158,706	175,963	196,498	202,819	212,946	212,843	224,351	216,279	204,576
Renovations										
State of Good Repair Funding	4,482	9,677	10,267	10,403	14,467	20,155	17,179	28,022	15,060	28,984
Accumulated Backlog Est. (yr end)	72,174	92,017	101,437	106,993	119,396	105,796	99,553	83,929	85,413	60,105
Re-Roofing										
State of Good Repair Funding	2,069	4,111	649	690	2,716	6,349	6,137	2,027	2,285	1,436
Accumulated Backlog Est. (yr end)	17,660	26,809	26,675	31,074	35,634	31,874	27,471	31,382	32,822	32,654
Sitework										
State of Good Repair Funding	2,277	3,782	4,377	6,375	5,107	4,542	3,767	6,132	9,919	7,970
Accumulated Backlog Est. (yr end)	55,904	83,796	97,453	101,312	102,982	101,545	100,703	103,063	104,414	96,449
Structural/Building Envelope										
State of Good Repair Funding	17,180	11,783	9,862	10,332	10,582	15,610	24,003	12,655	13,945	9,448
Accumulated Backlog Est. (yr end)	70,679	100,665	99,973	101,049	101,053	97,976	88,893	96,580	95,667	87,832
Other										
State of Good Repair Funding	9,537	5,483	6,752	5,764	3,965	4,475	4,101	4,968	2,927	7,807
Accumulated Backlog Est. (yr end)	4,595	30,047	66,395	113,362	151,752	176,904	188,818	188,818	188,818	188,818

- The accumulated SOGR backlog is determined based on the results of building condition assessments (BCA) which entails annual verification and full technical evaluation of each City building and all fixed components on a five-year cycle.
- Facilities, Real Estate, Environment & Energy has placed a greater emphasis on completing BCAs as part of its effort to improve asset lifecycle management and more accurately identify and represent critical SOGR needs in the portfolio.
- A major contributor to the increase in SOGR backlog is attributed to completing more BCAs than prior years. The number of BCAs completed over the last 12 months increased by 32, increasing the required SOGR work previously unidentified in buildings with no or outdated BCAs. Facilities Management is striving to complete BCAs on the entire building portfolio by 2019, at which point the SOGR backlog is expected to level off.

Table 6
Capital Project Delivery: New Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2018	2019	2020	2021	2022	2023 - 2027
Senior Project Manager	FAC906392-28/30	1.0	05/01/2018	12/31/2024	92.9	144.6	148.3	152.1	156.0	324.1
Project Manager	FAC906392-28/30	1.0	01/01/2019	12/31/2024		134.3	137.7	141.3	144.9	301.0
Construction Coordinator	FAC906392-28/30	1.0	01/01/2019	12/31/2024		96.6	99.4	102.0	104.6	217.3
Total		3.0			92.9	375.5	385.4	395.3	405.5	842.4

Approval of the 2018 - 2027 Preliminary Capital Budget and Plan will require 3.0 new temporary capital positions.

- The temporary positions will continue to the end of 2024 to execute the delivery strategy of the AODA Capital Program in order to meet the mandated compliance deadline of 2025.

It is recommended that Council approve these 3.0 new temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



Part 2

Issues for Discussion

Issues Impacting the 2018 Capital Budget

Review of Capital Projects and Spending

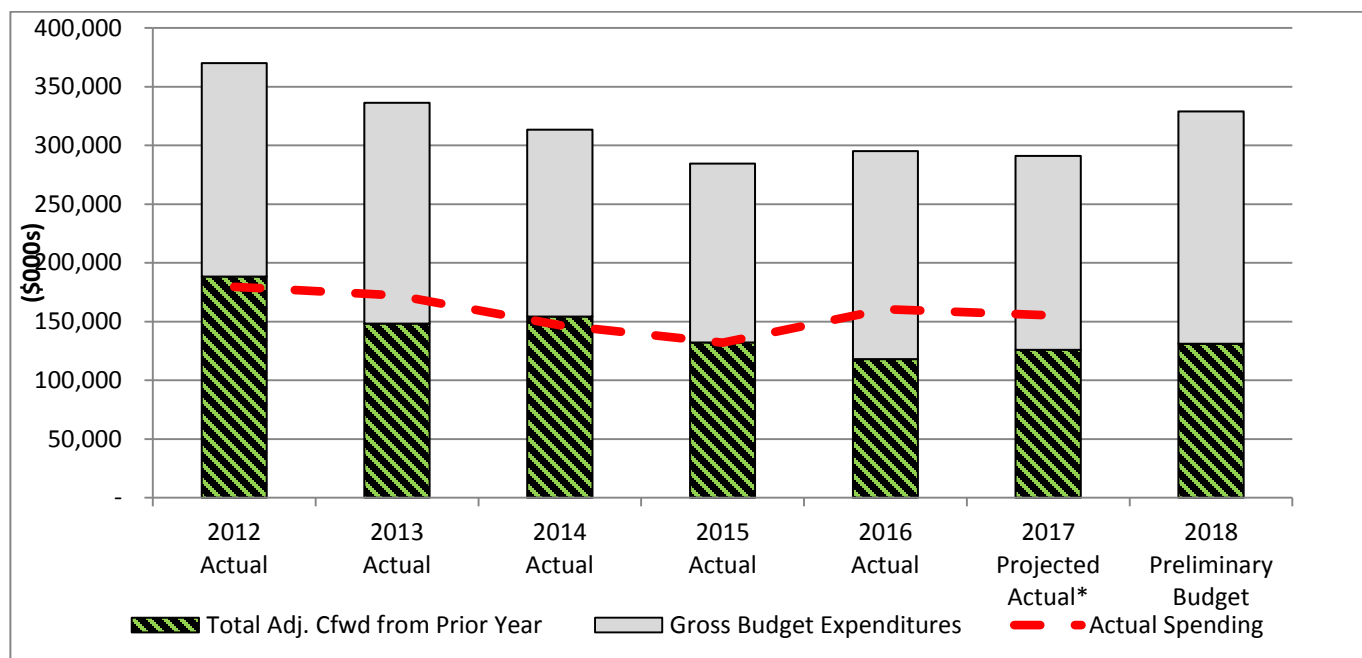
- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
 - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Preliminary Capital Budget and Plan for Facilities, Real Estate, Environment & Energy (FREEE) has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the readiness to proceed of planned projects; as well as the ability to reduce overall debt funding and/or leverage non-debt funding sources.
 - The 2018 Preliminary Capital Plan reflects \$7.004 million in debt funding over the 2018 debt target of \$81.728 million and \$201.661 million over the 10-Year debt target of \$671.383 million, with the addition of key priority projects from a City-wide review of unmet needs.
 - FREEE had an average annual spending rate over the past five years 2012 – 2016 of 49.5%, inclusive of large scale, multi-year major capital projects such as the Union Station Revitalization, St. Lawrence Market North Redevelopment, and Old City Hall HVAC. Average spending rates over this period for SOGR projects is 54.1%. On the core Facilities Management SOGR program, forecasted spending for 2017 is 70%. Approximately 95% of the 2017 capital plan has been spent and committed, compared to 78% at the same time last year, demonstrating improvement in capital project delivery from Facilities Management's Project Management Office.
 - Facilities Management is also responsible for capital project delivery of client initiative and facilities-related projects.
- The following tables illustrates FREEE's rate of spending from 2012 to 2017.

Chart 5
Capacity to Spend – Budget vs. Actual
(In \$000s)

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %
Health & Safety	4,058	1,311	32.3%	6,272	3,447	55.0%	5,652	3,013	53.3%	9,766	8,343	85.4%	3,873	2,071	53.5%	61.4%	3,501	2,357	67.3%
Legislated	644	643	99.7%	1,299	1,001	77.1%	3,227	1,505	46.6%	3,920	1,965	50.1%	3,310	2,374	71.7%	60.4%	4,370	3,963	90.7%
SOGR	72,526	36,338	50.1%	45,247	24,374	53.9%	47,417	29,978	63.2%	59,018	31,715	53.7%	68,304	35,792	52.4%	54.1%	63,328	40,195	63.5%
Service Improvement	275,142	132,967	48.3%	275,380	142,936	51.9%	249,762	112,065	44.9%	188,346	85,807	45.6%	205,473	119,597	58.2%	49.7%	209,026	108,674	52.0%
Growth Related	17,610	8,353	47.4%	8,034	567	7.1%	7,467	449	6.0%	23,442	4,203	17.9%	14,081	719	5.1%	20.2%	10,912	95	0.9%
Total	369,981	179,611	48.5%	336,231	172,324	51.3%	313,525	147,009	46.9%	284,492	132,033	46.4%	295,041	160,553	54.4%	49.5%	291,137	155,285	53.3%

* 2017 Projection based on the 2017 Q3 Capital Variance Report

- It should be noted that given the significant underspending, \$131.070 million will be carried forward from 2017 to 2018 to complete capital work.
 - When combined with 2018 capital funding, FREEE will have a 2018 total capital budget of \$328.857 million.



- Factors contributing to the average 49.5% spend rate over the 2012 – 2016 period include:
 - Projects completed under budget, with remaining funding not required, or where cost efficiencies were identifiable creating cost avoidance savings
 - Design and scope changes due to unplanned events such as found site conditions, required environmental assessments and remediation that delay projects from progressing, which is further highlighted by the diverse portfolio of facilities and the overall age of the City's building stock.
 - Projects deferred or cancelled, post-approval, based on business decisions or directives received.
 - Coordination with key stakeholders on all major capital projects (specifically Union Station and the St. Lawrence Market North redevelopment projects) to ensure public disruption, and scheduling conflicts are minimized while facilities remain active and open to the public.
- Facilities Management is currently implementing a number of initiatives and priority actions to improve capital spending rates in 2018. These actions include:
 - Implementation of the Project Management Office, including recruitment of staff with the required skill set, to improved planning, procurement and overall coordination of capital project delivery across the portfolio.
 - Introduction of new technology, including the Project Tracking Portal, to improve management of capital project execution by providing up-to-date project information on demand
 - Better project planning and delivery through the use of programs within major categories of capital repairs across like facilities within the portfolio. Utilizing a forward looking approach for future planning of 2018, 2019 and 2020 will optimize the use allocated funding, reduce duplication in the planning and procurement process of these projects, and address backlog in a more efficient manner.
 - Through the Facilities Management Transformation initiative, greater alignment between preventative maintenance and SOGR plans.
 - Adjustment to cash flow funding estimates and timing for SOGR and major projects to better reflect current plans and schedules. The most significant include:
 - St. Lawrence Market North Redevelopment: \$18.202 million deferred to 2019 and 2020

- Assessments and improvements made to standardization of procurement and project management practices.
- Changes in the planning process of future year SOGR work, including steps to formalize and standardize this process through the use of industry measures such as the Facility Condition Index, and benchmarking against industry standards.

2018 - 2027 Preliminary Capital Plan vs Debt Targets

- FREEE's 2018 Preliminary Capital Budget and 2019 - 2027 Preliminary Capital Plan exceeds the debt target over the 10 years, as follows:

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Preliminary Capital Plan	197,787	169,885	125,868	116,049	132,237	144,833	121,009	97,692	97,876	94,397	1,297,633
Debt Funding Required	88,732	98,231	87,543	90,176	107,387	119,975	96,205	72,417	44,481	67,897	873,044
Program Debt Target	81,728	58,919	50,445	57,387	72,204	96,102	71,404	71,396	42,398	69,400	671,383
Over/(Under) Debt Target	7,004	39,312	37,098	32,789	35,183	23,873	24,801	1,021	2,083	(1,503)	201,661

- Primarily due to the inclusion of capital for Accessibility for Ontarians with Disability Act (AODA) compliance and TransformTO, FREEE has exceeded debt target by \$201.661 million from 2018 – 2021.

Reporting on Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2017:

Union Station Revitalization Project

(\$000s) Total Project Cost			2017		2018	2019	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan		Planned	Revised		
2009	800,700	632,324	137,844	68,834	96,042	3,500	800,700	2016	2018	Ⓢ	Ⓢ

* Based on 2017 Q3 Capital Variance Report

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

- Project Overview and Deliverables
 - Union Station is the largest transportation hub in the country, handling 65 million passengers annually and expected to double by 2031. It is currently undergoing redevelopment and revitalization in order to accommodate the increasing commuter volumes and turn the landmark facility into a transportation, community hub and destination.
 - This includes excavation for a new retail concourse level, construction of two new concourses for GO Transit, restoration of the VIA concourse and renovations to the West Wing and Centre Block and exterior restoration of the building.
- Project Status
 - Stage 1 - Stage 1 is fundamentally complete except for minor deficiencies being rectified and closeout documentation. Key milestones reached and components completed on Stage 1 and the North West PATH include:
 - VIA Elements – Panorama Lounge, York West Teamway Catering space, East Concourse offices, baggage handling system, heritage washrooms, office space and Great Hall ticket offices.

- York West Concourse – base building fit-up work including stairs / elevators to platforms, life safety systems, loading docks and access/egress through Air Canada Centre, Maple Leaf Square and Telus building tunnels with York Concourse strata sold to and occupied by Metrolinx.
- West Wing - Floors 2 through 4 complete, strata sold to and occupied by Metrolinx.
- Structural Support Column Replacement (Stage 1) is complete.
- Electrical systems completed including installation, commissioning and operation of main and emergency power, lighting and lighting control, safety/security and communications systems.
- Mechanical systems completed including installation, commissioning and operation of HVAC, fire protection, plumbing, building automation and mechanical equipment systems.
- Exterior heritage façade restoration including roof of West, East Wings and Centre Block.
- NW Path Phase 1 complete and open to the public in April 2015. This connects the northwest corner of Union Station across Front Street to the northwest corner of Front and York Street.
- Stage 1 base building Retail Concourse beneath York and VIA Concourses is complete. Retail areas are released to the Head Lessee for installation of fixtures and occupancy by tenants. Some retail operations are expected to open by Q4 2017.
- Stage 2/3
 - Exterior restoration of the East Wing is 99% complete.
 - Great Hall Restoration: East and West arches, including windows, north wall and ceiling cleaning complete, south wall 90% complete.
 - VIA Concourse restoration is 75% complete.
 - Front Street West Moat: Moat Installation is 80% complete.
 - Front Street East Moat: Moat Installation is 40% complete.
 - East Wing ground floor over 80% complete.
 - Bay Concourse/Retail: Excavation 100% complete; Structural column replacements completed; 100% of new Bay Concourse suspended slab completed; 80% of slab on grade completed.
 - Remainder of Stage 2/3 which includes the Bay Concourse is expected to be completed by mid-late 2018. This will trigger the turnover of the Bay Concourse to Metrolinx to facilitate the fit out and completion of the concourse for future public access.
- Project Challenges
 - The project has experienced challenges due to a number of factors, including found site conditions such as heritage, environmental elements including designated substances, and performance issues with the General Contractor/Construction Manager on Stage 1, the prime consultant, and certain subcontractors.
 - In addition, development of the stage 2/3 schedule, with the inclusion of transfers of work from Stage 1, has created further challenges.
 - To mitigate risks, project teams have responded with value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments, and consideration of different construction methodologies.
 - The project has encountered pressures, to both budget and schedule, due to coordination of capital projects at Union Station with other stakeholders.

- The *Union Station Revitalization* project involves concurrent projects managed by Metrolinx and the City of Toronto respectively. Completion of the City's base building work in the Bay Concourse is dependent on Metrolinx's completion of the vertical access work in the area. Because Metrolinx is managing additional project requirements for its own Union station platform project, this is resulting in delays for the City's work. Based on information to date and the resequencing of the Metrolinx work that is required, a project delay of approximately six months is anticipated, taking substantial completion of the City's *Union Station Revitalization* project to the end of 2018. There will be corresponding budget impacts as a result of this delay and other inherent project risks. Both organizations are committed to working together to mitigate both schedule and budget impacts. City staff will report to Council with a comprehensive update once Metrolinx confirms its adjusted work schedule and sequencing.
- Financial Update
 - Total project cost of \$800.7 million remains unchanged from the latest approved budget. Funding sources are outlined in the Table 1 below.

External Funding Sources:	
GO / Metrolinx	191.8
Transport Canada	133.0
Transport Canada – Transit Secure	6.5
VIA Rail	24.9
Other Stakeholders	2.4
Total External Funding	358.6
Internal Funding Sources:	
City Debt	180.5
Recoverable Debt	190.5
Reserves	60.4
Development Charges	7.9
Section 16 Agreements	2.8
Total Internal Funding	442.1
Total Funding	800.7

St. Lawrence Market North (SLMN) Redevelopment Project.

(\$000s)	Total Project Cost		2017		2018	2019	2020	Projection to End of Project	End Date		On Budget	On Time
	Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan		Plan	Planned		
2010	91,458	10,543	3,284	3,000	23,044	38,363	17,888	92,838	2019	2021	Ⓞ	Ⓡ

* Based on 2017 Q3 Capital Variance Report

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

- Project Overview & Deliverables
 - This project requires demolishing the existing north building and replacing it with a multi-storey, multi-purpose facility housing a public market at ground level, compatible ancillary uses on a mezzanine overlooking the market hall, multi-levels of Provincial Offences Act traffic courts for Court Services, and four levels of public parking below grade for the Toronto Parking Authority.
- Project Deliverables & Status
 - Construction of the Temporary Market and client relocation was completed in June 2015.
 - The Design Development Stage of the new North Market Building has been completed.

- Demolition of the existing North Market Building at 92 Front St., including archeological assessment and environmental remediation of the site in advance of new construction is complete. Archeological evidence of previous Market builds dating 1831, 1851 and 1904 have been recovered.
- In light of these significant findings, a four stage archeological investigation/mitigation was required and completed in 2017.
- On April 26, 2017 City Planning received Council approval of funds in the amount of \$0.200 million for the salvage of archaeological remains for future public interpretation within the new North Market redevelopment in accordance with the approved Heritage Interpretation Plan.
(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.MM28.41>)
- Tender and award of the permanent building construction contract is expected to be completed in Q1 2018.
- The project is expected to be completed in 2020.
- **Project Challenges**
 - To date, the project has experienced a considerable amount of redesign in order to come within budget.
 - Design errors were also identified by City staff and raised with the consultant. Additional time was required to settle these changes and make the appropriate updates to the design documents.
 - Project schedule continues to be a challenge given the rich history of market activity on this site and the requirements for archeological assessment as noted above.
- **Financial Update**
 - Funding for the total approved project cost of \$91.458 million is outlined in Table 1 on the following page.

Recoverable Debt	39.7
Contribution from Toronto Parking Authority for Underground Garage	14.0
Toronto Parking Authority – Yorkville Garage Joint Venture	15.0
Court Services Stabilization Reserve	4.4
Development Charges	5.0
Section 37/42/45	3.0
Debt Funding	10.4
Total	91.5

- The 2018 – 2027 Preliminary Capital Budget and Plan has been updated to reflect the timing of annual cash flow funding expected for the remainder of the project. As of the end of 2017, it is estimated that \$13.543 million, or 15%, of the project budget will be spent. As a result of the challenges noted above, cash flows have been deferred to 2020.
- An additional amount of \$1.380 million is being recommended to be added to the project budget to allow for archaeological and heritage interpretation of the significant artifacts uncovered on the site.
- **Project Funding for North St. Lawrence Market – Archaeological Interpretation**
 - The site plan application for the North Market redevelopment initiated a planning requirement for an archaeological assessment which resulted in the discovery of significant archaeological remains. Evidence of the early market buildings on site dating from the 1820, 1831, 1851 and 1904 periods were encountered during the archaeological assessment process, including an 1831 central drain.
 - This triggered a need for archaeological interpretation of the site as this is a standard condition for planning applications submitted to the City of Toronto when significant archaeological resources are encountered.

Therefore, a requirement for archaeological interpretation is a condition of site plan approval for the new St. Lawrence Market North building. This is a requirement for both Public and Private development projects, in accordance with the City's Official Plan, and the City can lead by example in this regard.

- City Planning and project staff from the Strategic Construction Projects team examined a variety of options to incorporate these archaeological remains into the new build.
- As the project design for the North Market had been confirmed, the option of any 'in situ' preservation of the structural and drainage elements discovered through the archaeological assessment was not viable and was rejected. Other options were considered, which included an extensive glass floor feature inset at ground level for public viewing of the reinstated drainage elements, and an option that included the same extensive glass floor feature inset, but also included a viewing portal within parking level 1 (P1).
- After extensive discussion it was determined that any glass floor viewing option within the ground floor area could not achieve the functional requirements for space usage in the new building due to structural loading and anti-slip requirements. Therefore, an extensive glass floor viewing area was rejected as a design option and a further final interpretive option was developed by City Planning and Strategic Construction.
- The revised interpretive design, consisted of a ground floor inset 3 square metre glass enclosed viewing area to be constructed at the north end of the new building near the staircase. A segment of the 1831 drainage feature would be reconstructed for within this enclosure. Accompanied by interpretive texts and video presentation
- On September 25, 2017 the Government Management Committee received a report for information that an estimated cost of \$1.960 million was required for design and construction services to accommodate the inclusion of a section of the 1831 central drain archaeological resource found on the site for public viewing and interpretation. The design portion would be funded through the existing project contingency, however, the construction cost of \$1.640 million would require additional funding. GMC referred this item back to staff to further review options to showcase the heritage of the site.
(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM22.13>)
- Subsequent to the report to Government Management Committee, the project team in conjunction with the City Planning, underwent additional value engineering to revise the archeological display and interpretation, with a revised cost of \$1.696 million. This revised plan allows for a viewing chamber, instead of a dedicated room for the drainage elements, while still maintaining the minimum requirements for interpretation of this archeological feature within the Heritage Interpretation Plan framework.
- Of the \$1.696 million, \$0.320 million is available in the current approved budget, and the incremental \$1.380 million has been included in the Recommended 2018 Capital Budget and 2019-2027 Capital Plan, funded through relevant section 37 agreements.
- It is important to note that within the options there are costs included that are unavoidable, and would be incurred regardless of the interpretation plan that would be implemented. This includes design fees and escalation costs due to the time it has taken to complete the archeological assessment and interpretation on the site. This accounts for \$1.103 million of the cost of any option chosen.

- The table below provides a summary of the options considered, listed from a high level of interpretation, to the minimum requirement for the interpretation of this archaeological feature within the Heritage Interpretation Plan framework.

Options	Impact of Option On:			
	Building use / Operations	Project Schedule	Project Cost Estimate	
In situ preservation of the structural drainage elements discovered	Very Significant - Not feasible due to parking garage below grade	Due to significant building use impact, a project cost estimate was not prepared for this option		
Extensive glass floor feature inset at ground level for public viewing of the reinstated drainage elements + viewing portal in parking level P1	Very Significant - Impact to life safety systems - Impact to TPA parking garage, reducing number of parking stalls - Restricts structural loading for Market(s) vehicles and equipment - Impact to safety of flooring, slip resistance - Widespread restriction to floor use layout, stalls, venue etc.	Due to significant building use impact, a project cost estimate was not prepared for this option		
Extensive glass floor feature inset at ground level for public viewing of the reinstated drainage elements	Significant - Impact to life safety systems - Restricts structural loading for Market(s) vehicles and equipment - Impact to safety of flooring, slip resistance - Widespread restriction to floor use layout, stalls, venue etc.	6.0 months	Construction Cost	\$ 3,317,358
			Contingency	\$ 829,339
			Design Fees	\$ 414,669
			Cost Escalation from delay	\$ 782,700
			Total Cost of Option	\$ 5,344,066
Ground floor inset 3 square metre glass encasing viewing room of a full height reconstruction of the drainage feature at the north end of the building. This would be accompanied by interpretative texts and video presentation	Moderate - Confined restriction to floor use layout, stalls, venue etc.	6.0 months	Construction Cost	\$ 682,552
			Contingency	\$ 170,638
			Design Fees	\$ 320,000
			Cost Escalation from delay	\$ 782,700
			Total Cost of Option	\$ 1,955,890
Ground floor inset 3 square metre glass encasing viewing chamber of a partial height reconstruction of the drainage feature at the north end of the building. This would be accompanied by interpretative texts and video presentation	Moderate - Minimal restriction to floor use layout, stalls, venue etc. - Less increased material life cycle and maintenance costs than other options - Allows for other uses, including use of element and programme, stage/platform.	6.0 months	Construction Cost	\$ 515,940
			Contingency	\$ 77,391
			Design Fees	\$ 320,000
			Cost Escalation from delay	\$ 782,700
			Total Cost of Option	\$ 1,696,031

*Chosen option is highlighted in yellow

Old City Hall HVAC Project

- Project Overview & Deliverables
 - The Old City Hall HVAC project replaced new ventilation and air conditioning system throughout the building
- Project Status
 - The project achieved substantial completion in August 2015, with minor deficiency work and claim settlements outstanding.
 - The construction project was substantially completed within the approved budget of \$36.899 million, which is fully funded through City debt.
 - A Statement of Claim Notice was received by the City from the project contractor and is under review with internal legal/project team. Staff have worked diligently to mitigate the claim over the past year and it is expected that this matter will be resolved in 2018 within the funding levels that are included in the 2018 Preliminary Budget and 2019 to 2027 Preliminary Capital Plan.

Issues Impacting the 10-Year Capital Plan

Unmet Needs

The "Unmet Capital Needs" as identified in the table below, cannot be accommodated within the City's debt targets given the limitations on debt servicing costs and are therefore not included in the 2018 Preliminary Capital Budget and 2019-2027 Capital Plan for FREEE. The projects will be included on the list of "Unfunded Capital Priorities" for consideration in future budget processes.

Unmet Needs – Projects Excluded due to Funding Constraints (In \$000s)

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Fire Hall Generators - Additional Funding	5,500.0		5,500.0		5,500.0								
Electrical Resiliency - Phase 1	16,650.0		16,650.0	3,130.0	13,520.0								
Fire Services - Security Upgrades	2,270.0		2,270.0	-	750.0	750.0	770.0						
Electrical Resiliency - Future Years	15,270.0		15,270.0		1,200.0	4,740.0	7,680.0	1,650.0					
Office Modernization Program (OMP) - Future Year	81,000.0		81,000.0		9,000.0	9,000.0	9,000.0	9,000.0	9,000.0	9,000.0	9,000.0	9,000.0	9,000.0
Total	120,690.0		120,690.0	3,130.0	29,970.0	14,490.0	17,450.0	10,650.0	9,000.0	9,000.0	9,000.0	9,000.0	9,000.0

Fire Hall Generators

- The majority of existing fire stations within the City are not equipped with emergency generators or any backup power systems, without which, they may not be functional or responsive to emergency situations during a prolonged power outage or blackout under severe weather conditions.
- Toronto Fire Services is considered an essential emergency service and accordingly, the initial intent of the program was to install backup generators at all fire stations in 3 phases.
- Funding is required to complete phase 3 (the remaining 37 of 79 locations)

Electrical Resiliency

- On July 8, 2014, City Council adopted two reports entitled, "*Resilient City – Preparing for a Changing Climate*" and "*Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm*".
- Council directed staff to identify proposals for consideration during the 2015 Budget process and beyond for financing required increases in the electrical standby capacity in critical City-owned buildings operated by Facilities Management.
<http://www.toronto.ca/legdocs/mmis/2014/pe/bgrd/backgroundfile-70623.pdf>
<http://www.toronto.ca/legdocs/mmis/2014/ex/bgrd/backgroundfile-70933.pdf>
- Staff were also directed to pre-identify appropriate Community Recreation facilities to be used as emergency response centres and develop facility-specific plans, including provision of backup power for operational response during an emergency event.
- A "Critical Facilities" list has been developed, inclusive of four reception centres, as well as 20 other sites deemed critical for the various operations within the Facilities Management portfolio.
 - These facilities have been initially placed into 3 categories – Reception centres, critical, and essential.
 - The go-forward strategy is to assess these facilities, beginning with the most critical, and identify needs and a gap assessment.
 - Assessment studies on the most critical facilities began in 2015. Funding of \$2.9 million was included in the 2016 FREEE budget to complete assessments at targeted critical and essential sites of which \$2.019 million is forecasted to be spent by year-end.

- Unfunded project expenditure of \$16.650 million for Phase 1 and anticipated \$15.270 million for future years will improve the resiliency of the City's most critical and essential infrastructure to extreme weather and other events. Solutions may vary from temporary to permanent, and therefore initial cost estimates could fluctuate once design at each location is completed.

Fire Services Security Upgrades

- Unfunded project expenditure of \$2.270 million is earmarked to provide state of good repair enhancements and security upgrades at various Fire Stations. This has been deemed a health and safety risk by both Fire management as well as the Firefighters Association, and the two groups, along with Corporate Security, have been developing solutions to address this.
 - Due to the urgent and critical nature of this need, the FREEE program, in conjunction with Fire Services, will reallocate funding in 2018 (\$0.750 million) to commence these security measure upgrades at fire stations. The project is expected to commence in 2018 and an in-year adjustment will be brought forward to Council to create this new project once available funding is identified.

Office Modernization Program

- Future year estimated funding of \$81.000 million for years 2019 to 2027, to cover the broader modernization program, which will encompass all City office space is not included in the 10-year Preliminary Capital Plan. A plan and business case is currently being developed, in conjunction with the new Toronto Realty Agency, and will be brought forward to Council in Q2 of 2018. Costs and benefits from the current pilot projects that are in flight, or complete, will be used to inform the business case, along with the larger City-wide view, incorporating agencies, boards and commissions, through the Toronto Realty Agency
- A refined capital requirement over the next 10 years will be identified at that time as well.



Appendices

Appendix 1

2017 Performance

2017 Key Accomplishments

In 2017, FREEE made significant progress and/or accomplished the following:

Union Station Revitalization Project (\$800.7 million)

- ✓ Completed the remaining Stage 1 work including handover to the head lessee of retail space beneath the York and VIA Concourses, with partial retail operations in the York St. Promenade opening in Q4 and the Front St. Promenade food court expected to open Spring 2018. The City is beginning to realize the benefits from the efforts and investment in the Revitalization project, as the City is now sharing in revenues from the retail operations.
- ✓ Significant progress made on the new Bay Street Concourse, VIA Concourse, Great Hall restoration, remaining retail areas, East Wing exterior façade, and moat areas.

St. Lawrence Market North Redevelopment (\$91.5 million)

- ✓ Demolition of the existing North Market Building, including archeological assessment and environmental remediation of the site in advance of new construction.
- ✓ Completed the archeological assessments of the site by year-end, which uncovered remnants of the 1831, 1851 and 1904 versions of the market.
- ✓ Finalized the new building design and bid documents for construction contract award in Q1 2018.

State of Good Repair Program

- ✓ Currently managing over 200 state of good repair and client improvement projects and programs at various locations across the City for 2017 and over 300 projects and programs spanning multiple years.
- ✓ Forecast for Facilities Management's capital spend is currently trending 18.18% higher than 2016 and 34.24% higher than 2015. Current forecast indicates a strong likelihood to achieve 70%+ capital spend rate on the core FM SOGR program which is a significant year over year increase from 2015 and 2016.
- ✓ Expect to complete 312 building audits by year-end as part of the AODA program.
- ✓ New refrigeration plant for Nathan Philips Square ice rink and filtration and chemical treatment system for the reflecting pool.

Other significant projects to be completed in 2017 include:

- ✓ Energy related initiatives such as:
 - Completed LED lighting retrofits for 20 City of Toronto pools, Metro Hall, City Hall, and Old City Hall, resulting in approximately \$0.42 million in annual energy savings.
 - Provided approximately \$5.000 million in financing to community organizations in support of energy retrofit and efficiency projects through the Sustainable Energy Plan.
 - City Council approved a \$35.239 million loan to Toronto Community Housing Corporation (TCHC) for deep energy retrofit projects in 9 TCHC buildings, leveraging \$28 million from the Provincial Government resulting in a \$63.6 million retrofit that will contribute to the TransformTO targets.
 - Completed solar PV installations at 16 locations through the MicroFIT program and 30 locations through the FIT 4 program, resulting in revenue generation and production of renewable energy.
 - Issued loans through the Home Energy Loan Program to support over 53 residential deep energy retrofit projects
- ✓ Office Modernization Program
 - Completed the 15th and 2nd floors in Metro Hall, as well as the 1st floor of North York Civic.
 - Developed and commenced the 2017 program for 3 additional floors at Metro Hall (MH 6th floor – SSHA, MH 11th floor – TESS, MH 18th floor – Toronto Water).

2017 Financial Performance**2017 Budget Variance Analysis (in \$000's)**

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
291,137	91,560	31.4%	155,285	53.3%	135,852	46.7%

* Based on 2017 Q3 Capital Variance Report

FREEE is forecasted to spend \$155.285 million, or 53.3% of its 2017 Approved Capital Budget. The forecasted spending rate, excluding such projects with unique complexities and special purpose funding, would be 59.0%. These include capital projects such as the Union Station Revitalization (2017 Plan - \$137.8 million) and Strategic Property Acquisitions (2017 Plan - \$10.0 million). FREEE has experienced many challenges impacting their 2017 capital spending related to its major capital projects (USR and SLMN). On the core Facilities Management SOGR program, forecasted spending for 2017 is 70%.

For additional information regarding the 2017 Q3 capital variances and year-end projections for FREEE, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on December 6, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

The main drivers of the year-end forecasted variance are the Union Station Revitalization (USR) and Real Estate Strategic Property acquisitions projects:

- Forecasted spending for USR is \$69.009 million under the 2017 Council Approved Capital Budget with regards to coordination of capital projects at Union Station with other stakeholders. All unspent funding will be carried forward into the 2018 Preliminary Capital Budget.
- There is no forecasted spending against the Real Estate Strategic Property Acquisitions budget of \$10.000 million in the 2017 Council Approved Capital Budget. This is funding set aside for strategic property acquisitions by Real Estate on behalf of City divisions and agencies to act on opportunities that would otherwise be missed and prevent additional costs to the City due to a lack of approved funding for current or future municipal use.
- Other factors contributing to the year-end forecasted variance include delays in SOGR projects and Environment & Energy initiatives.
- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for unique and major capital projects such as the Union Station Revitalization and St. Lawrence Market North Redevelopment.
- Underspending in 2017 will result in a significant carry forward into 2018 from ongoing and active projects. As noted above, a significant portion of the cash flows in 2017 have been committed, therefore there is a high probability that cash flows carried into 2018 will be expended. This should also contribute to improve spending and delivery rates in 2018.

Appendix 2

2018 Preliminary Capital Budget;
2019 - 2027 Capital Plan Including Carry Forward (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
Health & Safety:														
Emergency Repairs		465	771	1,178	1,480	1,056	2,407	7,357	2,000	2,006	2,000	1,327		14,690
City-Wide Physical Security Enhancements		300	1,000	850	850	850	850	4,700	850	850	850	850	850	8,950
Others			4,084	1,950				6,034						6,034
Sub-Total		765	5,855	3,978	2,330	1,906	3,257	18,091	2,850	2,856	2,850	2,177	850	29,674
Legislated:														
Accessibility for Ontarians with Disabilities Act (AODA)	196,200		3,661	22,614	34,819	38,073	38,073	137,240	34,960	24,000				196,200
Environmental Remediation		287	1,798	2,290	4,479	4,518	1,558	14,930	1,600	1,642	1,686	1,600		21,458
Others		833	406					1,239						1,239
Sub-Total	196,200	1,120	5,865	24,904	39,298	42,591	39,631	153,409	36,560	25,642	1,686	1,600		218,897
State of Good Repair:														
Mechanical and Electrical		5,488	12,831	11,153	10,542	13,508	14,352	67,874	15,514	15,972	18,915	29,457	16,562	164,294
Real Estate Services SOGR		935	400	500	1,200	1,200	1,200	5,435	1,200	1,200	1,200	1,200	1,200	11,435
Renovations		5,246	4,049	3,177	6,003	3,957	6,011	28,443	13,071	10,388	20,765	7,290	22,224	102,181
Re-Roofing		800	2,442	34	545	1,081	3,036	7,938	6,210	8,060	1,181	2,238	270	25,897
Sitework		382	1,549	5,982	5,504	6,888	4,524	24,829	2,259	3,188	6,097	9,505	7,970	53,848
SOGR and Base Building Improvements					60			60		11,800				11,860
SOGR Emergency Repairs													2,824	2,824
Structural / Building Envelope		7,842	21,089	35,287	10,731	17,993	16,091	109,033	17,669	17,403	20,431	19,562	16,214	200,312
Old City Hall Revitalization		137	1,863					2,000						2,000
St. Lawrence Market North Redevelopment				1,380				1,380						1,380
Toronto Strong Neighbourhoods Strategy	12,000	3,494	3,126	2,852				9,472						9,472
Others		281	2,783	900	500	190		4,654			67	347	1,783	6,851
Sub-Total	12,000	24,605	50,132	61,265	35,085	44,817	45,214	261,118	55,923	68,011	68,656	69,599	69,047	592,354
Service Improvements:														
Administrative Penalty System (APS) - Facilities		1,000						1,000						1,000
Community Energy Planning		2,579	4,561	1,270	1,317	1,000	1,000	11,727	1,000	1,000	1,000	1,000	1,000	16,727
Combined Heat & Power (CHP)		1,453		3,000	3,000	3,000	3,000	13,453	3,000	3,000	3,000	3,000	3,000	28,453
Demand Response Program		1,276						1,276						1,276
District Energy Systems				2,000	2,000	2,000	2,000	8,000	2,000	2,000	2,000	2,000	2,000	18,000
Energy Conservation & Demand Management		1,518	4,000	4,000	4,000	4,000	4,000	21,518	4,000	4,000	4,000	4,000	4,000	41,518
Energy Retrofit Initiative		578	35,239					35,817						35,817
Renewable Energy Program		5,993	4,300	6,000	4,500	3,000	2,000	25,793	2,000	2,000	2,000	2,000	2,000	35,793
Residential Energy Retrofit Program			1,250					1,250						1,250
Resiliency Program		910						910						910
Future Use of Old City Hall	3,500		700	800	2,000			3,500						3,500
New Etobicoke Civic Centre (ECC) - Detailed Design	3,500		3,000	500				3,500						3,500
Office Modernization Program (OMP)	12,000	5,000	9,000	3,000				17,000						17,000
St. Lawrence Market North Redevelopment	91,458	284	22,760	36,983	17,888			77,915						77,915
TransformTO	116,500		4,000	12,500	12,500	12,500	12,500	54,000	12,500	12,500	12,500	12,500	12,500	116,500
Union Station Revitalization	800,700	68,679	27,032	3,500				99,211						99,211
North West (NW) Path - Phase 2	50,000		830	1,650	1,650	870	19,635	24,635	25,000					49,635
Others		4,830	19,263	4,535	300	365		29,293						29,293
Sub-Total	1,077,658	94,100	135,935	79,738	49,155	26,735	44,135	429,798	49,500	24,500	24,500	24,500	24,500	577,298
Growth Related:														
Strategic Property Acquisitions		9,985						9,985						9,985
Westwood		495						495						495
Sub-Total		10,480						10,480						10,480
Total	1,285,858	131,070	197,787	169,885	125,868	116,049	132,237	872,896	144,833	121,009	97,692	97,876	94,397	1,428,703

Appendix 3

2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
ERP906597 Energy Retrofit Initiative																								
0	6	TCHC Multi - Year Retrofit	CW	S2	04	35,239	0	0	0	0	35,239	0	35,239	0	0	0	0	0	0	0	0	35,239	35,239	
Sub-total						35,239	0	0	0	0	35,239	0	35,239	0	0	0	0	0	0	0	0	35,239	35,239	
ERP906993 Energy Retrofit Projects																								
0	20	ERP - Water Retrofits in Civic Centres	CW	S2	04	249	0	0	0	0	249	0	249	0	0	0	0	0	0	0	0	249	249	
0	21	ERP - Arena Facilities - Lighting Retrofits	CW	S2	04	56	0	0	0	0	56	0	56	0	0	0	0	0	0	0	0	56	56	
0	27	ERP - LED Building Lighting	CW	S2	04	273	0	0	0	0	273	0	273	0	0	0	0	0	0	0	0	273	273	
Sub-total						578	0	0	0	0	578	0	578	0	0	0	0	0	0	0	0	0	578	578
ERP907354 Sustainable Energy Plan - Various																								
0	1	Community Energy Planning	CW	S2	04	579	270	317	0	0	1,166	0	1,166	0	0	0	0	1,166	0	0	0	0	1,166	
0	4	Future Year Community Based Green Energy Projects	CW	S6	04	0	1,000	1,000	1,000	1,000	4,000	5,000	9,000	0	0	0	0	0	0	0	0	0	9,000	
0	7	Community Based Green Energy Projects - YMCA	CW	S2	04	1,561	0	0	0	0	1,561	0	1,561	0	0	0	0	0	0	0	0	1,561	1,561	
0	9	Community Based Green Energy Projects - Various	CW	S2	04	2,950	0	0	0	0	2,950	0	2,950	0	0	0	0	0	0	0	0	2,950	2,950	
0	10	Community Based Green Energy Projects - 2018	CW	S4	04	3,000	0	0	0	0	3,000	0	3,000	0	0	0	0	0	0	0	0	3,000	3,000	
0	11	Community Based Green Energy Projects - YMCA	CW	S3	04	-950	0	0	0	0	-950	0	-950	0	0	0	0	0	0	0	0	-950	-950	
Sub-total						7,140	1,270	1,317	1,000	1,000	11,727	5,000	16,727	0	0	0	0	1,166	0	0	0	0	15,561	16,727
ERP907661 Renewable Energy Program																								
0	3	Renewable Energy Program - Study	CW	S2	04	59	0	0	0	0	59	0	59	0	0	0	0	59	0	0	0	0	59	
0	11	Solar PV - MicroFIT - Future Years	CW	S6	04	0	500	500	500	500	2,000	2,500	4,500	0	0	0	0	0	0	0	0	0	4,500	
0	12	GeoExchange - Future Years	CW	S6	04	0	500	500	500	500	2,000	2,500	4,500	0	0	0	0	0	0	0	0	0	4,500	
0	14	Solar PV - FIT Program (Revised) (Reserves)	CW	S2	04	929	0	0	0	0	929	0	929	0	0	0	0	929	0	0	0	0	929	
0	17	Solar PV Installations - FIT - Toronto Hydro JV	CW	S6	04	0	5,000	3,500	2,000	1,000	11,500	5,000	16,500	0	0	0	0	0	0	0	0	0	16,500	
0	19	Biomass - 2016	CW	S2	04	131	0	0	0	0	131	0	131	0	0	0	0	0	0	0	0	0	131	
0	23	Solar PV Installations - FIT Program Toronto Hydro	CW	S2	04	8,674	0	0	0	0	8,674	0	8,674	0	0	0	0	0	0	0	0	0	8,674	
0	25	GeoExchange - 2017	CW	S2	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	
Sub-total						10,293	6,000	4,500	3,000	2,000	25,793	10,000	35,793	0	0	0	0	988	0	0	0	0	34,805	35,793

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ERP907832 District Energy Systems</u>																									
0	2	District Energy Systems - Future Projects	CW	S6	04	0	2,000	2,000	2,000	2,000	8,000	10,000	18,000	0	0	0	0	0	0	0	0	0	18,000	18,000	
Sub-total						0	2,000	2,000	2,000	2,000	8,000	10,000	18,000	0	0	0	0	0	0	0	0	0	18,000	18,000	
<u>ERP907833 Demand Response Program</u>																									
0	1	Demand Response - 2013	CW	S2	04	773	0	0	0	0	773	0	773	0	0	0	0	0	0	0	0	0	773	773	
0	4	Demand Response-NG Generators at Corp Facilities	CW	S2	04	68	0	0	0	0	68	0	68	0	0	0	0	0	0	0	0	0	68	68	
0	5	DR - LTC Homes-Kipling Acres	02	S2	04	435	0	0	0	0	435	0	435	0	0	0	0	0	0	0	0	0	435	435	
Sub-total						1,276	0	0	0	0	1,276	0	1,276	0	0	0	0	0	0	0	0	0	1,276	1,276	
<u>ERP908006 Combined Heat & Power</u>																									
0	1	Combined Heat & Power CHP-Future Years	CW	S6	04	0	3,000	3,000	3,000	3,000	12,000	15,000	27,000	0	0	0	0	0	0	0	0	0	27,000	27,000	
0	3	Combined Heat & Power- Resiliency at 4 Loc-2017	CW	S2	04	1,453	0	0	0	0	1,453	0	1,453	0	0	0	0	0	0	0	0	0	1,453	1,453	
Sub-total						1,453	3,000	3,000	3,000	3,000	13,453	15,000	28,453	0	0	0	0	0	0	0	0	0	0	28,453	28,453
<u>ERP908007 Residential Energy Retrofit Program</u>																									
0	5	HELP (RERP) - Pilot 2018	CW	S4	04	1,250	0	0	0	0	1,250	0	1,250	0	0	0	0	1,250	0	0	0	0	0	1,250	
Sub-total						1,250	0	0	0	0	1,250	0	1,250	0	0	0	0	1,250	0	0	0	0	0	1,250	
<u>ERP908130 Energy Conservation & Demand Management</u>																									
0	2	Energy Conservation & Demand Mngmt Plan-Future Yrs	CW	S6	04	0	4,000	4,000	4,000	4,000	16,000	20,000	36,000	0	0	0	0	0	0	0	0	0	36,000	36,000	
0	4	Energy Conservation and Demand Managmnt Plan-2016	CW	S2	04	187	0	0	0	0	187	0	187	0	0	0	0	0	0	0	0	0	187	187	
0	5	Energy Conservation & Demand Management Plan-2017	CW	S2	04	1,331	0	0	0	0	1,331	0	1,331	0	0	0	0	0	0	0	0	0	1,331	1,331	
0	6	Energy Conservation&Demand Management Plan - 2018	CW	S4	04	4,000	0	0	0	0	4,000	0	4,000	0	0	0	0	0	0	0	0	0	4,000	4,000	
Sub-total						5,518	4,000	4,000	4,000	4,000	21,518	20,000	41,518	0	0	0	0	0	0	0	0	0	0	41,518	41,518
<u>FAC906179 Special Corporate Projects</u>																									
91	34	Westwood	CW	S2	05	495	0	0	0	0	495	0	495	0	0	0	0	495	0	0	0	0	0	495	
0	49	COO Business Intelligence Tool (MRI)	CW	S2	04	27	0	0	0	0	27	0	27	0	0	0	0	0	0	0	0	27	0	27	
0	56	SAP Mobile Platform Upgrade	CW	S2	04	12	0	0	0	0	12	0	12	0	0	0	0	0	0	0	0	12	0	12	
0	60	CCOO Management Reporting Initiative - Phase 2	CW	S4	04	315	432	0	0	0	747	0	747	0	0	0	0	0	0	0	0	747	0	747	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FAC906395 Mechanical and Electrical</u>																									
0	867	135 Davenport Rd - Various Projects	27	S6	03	0	0	4	27	0	31	0	31	16	0	0	0	0	0	0	0	0	16	0	31
0	869	175 Memorial Park Ave - Various Projects	29	S6	03	0	0	0	0	0	0	168	168	0	0	0	0	0	0	0	0	0	168	0	168
0	870	18 Dyas Road - Various Projects - Electrical 1	34	S6	03	0	0	0	0	0	0	1,011	1,011	0	0	0	0	0	0	0	0	1,011	0	1,011	
0	872	2050 JANE-Rpl Central UPS System	12	S6	03	0	0	23	198	0	221	0	221	0	0	0	0	0	0	0	0	221	0	221	
0	873	2050 JANE-Various Elect SOGR Projects	12	S6	03	0	121	1,028	0	0	1,149	0	1,149	0	0	0	0	0	0	0	0	1,149	0	1,149	
0	874	251 ESTHER SHINER-VarMechanicalElectricalSOGRProj.	24	S6	03	0	0	0	0	36	36	276	312	0	0	0	0	0	0	0	0	312	0	312	
0	877	3 Dohme Ave - Various Projects	31	S6	03	0	0	0	0	0	0	135	135	0	0	0	0	0	0	0	0	135	0	135	
0	879	3100 EGLINTON AVE E - Various Projects	38	S6	03	0	0	0	0	0	0	38	38	19	0	0	0	0	0	0	0	19	0	38	
0	880	313 Pharmacy Ave - Various Projects	35	S6	03	0	0	0	0	11	11	128	139	0	0	0	0	0	0	0	0	139	0	139	
0	882	320 BERING AVE-Air Make-up Units # 1 and 2	05	S6	03	0	0	0	0	0	0	180	180	0	0	0	0	0	0	0	0	180	0	180	
0	883	320 BERING-Lighting Sys. signs & emerg.battery	05	S6	03	0	0	0	0	0	0	150	150	0	0	0	0	0	0	0	0	150	0	150	
0	884	330 BERING AVE-Rep.Rooftop HVAC Units	05	S6	03	0	0	0	0	0	0	86	86	0	0	0	0	0	0	0	0	86	0	86	
0	886	433 EASTERN AVE-Distribution and Lighting Panels	30	S6	03	0	0	0	0	0	0	205	205	0	0	0	0	0	0	0	0	205	0	205	
0	888	4330 Dufferin Str - Various Projects - Mech.2	08	S6	03	0	0	0	0	0	0	1,627	1,627	814	0	0	0	0	0	0	0	814	0	1,627	
0	889	4330 Dufferin St - Various Projects - Electrical 1	08	S6	03	0	0	0	0	0	0	674	674	337	0	0	0	0	0	0	0	337	0	674	
0	890	4330 Dufferin St - Various Projects	08	S6	03	0	0	0	0	0	0	4,051	4,051	2,026	0	0	0	0	0	0	0	2,026	0	4,051	
0	891	4330 Dufferin St - Various Projects - Mechanical 1	08	S6	03	0	0	0	0	0	0	302	302	151	0	0	0	0	0	0	0	151	0	302	
0	892	4330 Dufferin St -Various Projects - Mech.1	08	S6	03	0	0	0	0	0	0	1,255	1,255	628	0	0	0	0	0	0	0	628	0	1,255	
0	893	4330 DUFFERIN ST - Repl of Switchboards & MCCs	08	S6	03	0	0	0	0	0	0	1,478	1,478	739	0	0	0	0	0	0	0	739	0	1,478	
0	895	5100 Yonge -Mech SOGR Projects	23	S6	03	0	0	0	0	0	0	121	121	0	0	0	0	0	0	0	0	121	0	121	
0	896	55 John -Mech SOGR Projects	20	S6	03	0	0	0	0	0	0	3,884	3,884	0	0	0	0	0	0	0	0	3,884	0	3,884	
0	897	55 John -Sprinkler Pump Parking Fans VAV	20	S6	03	0	0	0	0	0	0	2,250	2,250	0	0	0	0	0	0	0	0	2,250	0	2,250	
0	898	55 John Street -Standpipe Pump VAV Transformers	20	S6	03	0	0	0	0	0	0	4,429	4,429	0	0	0	3,000	0	0	0	0	1,429	0	4,429	
0	899	55 John -Compartment units & VAV	20	S6	03	0	0	0	0	0	0	2,527	2,527	0	0	0	0	0	0	0	0	2,527	0	2,527	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By															
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
FAC906399 Emergency																												
0	31	Emergency Capital Repairs	CW	S6	01	0	1,178	0	0	0	1,178	0	1,178	0	0	0	0	0	0	0	0	0	0	0	1,178	0	1,178	
0	32	Emergency Capital Repairs	CW	S6	01	0	0	1,480	0	0	1,480	0	1,480	0	0	0	0	0	0	0	0	0	0	0	1,480	0	1,480	
0	33	Emergency Capital Repairs	CW	S6	01	0	0	0	1,056	0	1,056	0	1,056	0	0	0	0	0	0	0	0	0	0	1,056	0	1,056		
0	34	Emergency Capital Repairs	CW	S6	01	0	0	0	0	2,407	2,407	0	2,407	0	0	0	0	0	0	0	0	0	0	2,407	0	2,407		
0	35	Various Locations-Emergency Capital Repairs	CW	S6	01	0	0	0	0	0	0	2,000	2,000	0	0	0	0	0	0	0	0	0	0	2,000	0	2,000		
0	36	Various Locations - Emergency Capital Repairs	CW	S6	01	0	0	0	0	0	0	2,006	2,006	0	0	0	0	0	0	0	0	0	0	2,006	0	2,006		
0	37	Various Locations - Emergency Capital Repairs	CW	S6	01	0	0	0	0	0	0	3,327	3,327	0	0	0	0	0	0	0	0	0	0	3,327	0	3,327		
0	38	Various Locations - Emergency Capital Repairs	CW	S6	03	0	0	0	0	0	0	2,824	2,824	0	0	0	0	0	0	0	0	0	0	2,824	0	2,824		
Sub-total						1,236	1,178	1,480	1,056	2,407	7,357	10,157	17,514	0	0	0	0	0	0	0	449	0	17,065	0	17,514			
FAC907227 Corporate Facilities Refurbishment Program																												
0	10	CFRP Phase II - Project 10 - Various Clients & Loc	CW	S2	03	750	0	0	0	0	750	0	750	0	0	0	0	0	0	250	0	500	0	750	0	750		
0	11	CFRP Phase II - Project 11 - Various Client & Loc	CW	S4	03	400	400	0	0	0	800	0	800	0	0	0	0	0	0	0	0	0	800	0	800	0	800	
Sub-total						1,150	400	0	0	0	1,550	0	1,550	0	0	0	0	0	0	250	0	1,300	0	1,550				
FAC907228 Yards Consolidation Study																												
89	4	Yards Studies	CW	S2	03	20	0	0	0	0	20	0	20	0	0	0	0	0	20	0	0	0	20	0	20	0	20	
0	6	Yards SOGR - Future Years	CW	S6	03	0	0	0	190	0	190	0	190	0	0	0	0	0	0	0	0	0	190	0	190	0	190	
0	7	Portland Yards Consolidation	CW	S2	04	750	750	0	0	0	1,500	0	1,500	0	0	0	0	0	750	0	750	0	1,500	0	1,500	0	1,500	
Sub-total						770	750	0	190	0	1,710	0	1,710	0	0	0	0	0	770	0	940	0	1,710					
FAC907554 St. Lawrence Market North Property																												
0	2	Redevelopment of St. Lawrence Market North	28	S2	04	22,644	36,983	17,888	0	0	77,515	0	77,515	0	0	0	18,125	0	0	14,000	0	10,400	34,990	77,515	0	77,515		
0	3	SLM North - Additional Funding for Moving Costs	28	S2	04	400	0	0	0	0	400	0	400	0	0	0	400	0	0	0	0	0	0	0	0	400		
1	5	92 Front St. E- St. Lawrence Market North Building	28	S3	03	0	1,380	0	0	0	1,380	0	1,380	0	0	0	0	0	1,380	0	0	0	0	0	0	1,380		
Sub-total						23,044	38,363	17,888	0	0	79,295	0	79,295	0	0	0	18,525	0	0	15,380	0	10,400	34,990	79,295	0	79,295		
FAC907576 Old City Hall Revitalization																												
2	1	HVAC and Electrical Upgrades	27	S2	03	137	0	0	0	0	137	0	137	0	0	0	0	0	0	0	0	0	137	0	137	0	137	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub-Project No.	Project Name	Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By																	
								2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing						
FAC907576 Old City Hall Revitalization																															
0	3			HVAC & Electrical Upgrade - Scope Change	CW	S3	03	1,863	0	0	0	0	0	1,863	0	0	1,863	0	0	0	0	0	0	0	0	0	0	1,863	0	1,863	
				Sub-total				2,000	0	0	0	0	0	2,000	0	0	2,000	0	0	0	0	0	0	0	0	0	2,000	0	2,000		
FAC907577 SOGR and Base Building Improvements																															
0	2			Additional Funding to Address Backlog	CW	S6	03	0	0	60	0	0	0	60	11,800	11,860	0	0	0	0	0	0	0	0	0	0	0	11,860	0	11,860	
				Sub-total				0	0	60	0	0	0	60	11,800	11,860	0	0	0	0	0	0	0	0	0	0	0	11,860	0	11,860	
FAC907599 Divisional SOGR																															
0	28			Various EMS Locations - various SOGR projects	CW	S6	03	0	0	0	0	0	0	0	414	414	207	0	0	0	0	0	0	0	0	0	0	207	0	414	
				Sub-total				0	0	0	0	0	0	0	414	414	207	0	0	0	0	0	0	0	0	0	0	207	0	414	
FAC907744 Security																															
88	5			Re-Design Security Control Centre	26	S2	03	11	0	0	0	0	0	11	0	11	0	0	0	0	0	0	0	0	11	0	0	0	0	11	
0	6			CCTV Infrastructure Enhancement	CW	S2	04	500	500	250	0	0	0	1,250	0	1,250	0	0	0	0	0	0	0	0	0	0	0	1,250	0	1,250	
0	14			City-Wide Physical Security Enhancements	CW	S2	01	300	0	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	0	0	300	0	300		
0	15			City-Wide Physical Security Enhancements	CW	S4	01	1,000	0	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000		
0	16			City-Wide Physical Security Enhancements	CW	S6	01	0	850	0	0	0	0	850	0	850	0	0	0	0	0	0	0	0	0	0	850	0	850		
0	17			City-Wide Physical Security Enhancements	CW	S6	01	0	0	850	0	0	0	850	0	850	0	0	0	0	0	0	0	0	0	0	850	0	850		
0	18			City-Wide Physical Security Enhancements	CW	S6	01	0	0	0	850	0	0	850	0	850	0	0	0	0	0	0	0	0	0	0	850	0	850		
0	19			City-Wide Physical Security Enhancements	CW	S6	01	0	0	0	0	850	0	850	4,250	5,100	0	0	0	0	0	0	0	0	0	0	5,100	0	5,100		
0	23			Physical Security Capital Plans - Future	CW	S4	03	1,250	0	0	0	0	0	1,250	0	1,250	0	0	0	0	0	0	0	0	0	0	1,250	0	1,250		
0	24			AOCs - Security Improvement & Maintenance	CW	S2	04	881	0	0	0	0	0	881	0	881	0	0	0	0	0	0	0	0	0	0	881	0	881		
0	30			Access Card Reader Replacements	CW	S4	03	500	500	500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	0	0	1,500	0	1,500		
				Sub-total				4,442	1,850	1,600	850	850	0	9,592	4,250	13,842	0	0	0	0	0	0	0	11	0	0	13,831	0	13,842		
FAC908014 Toronto Strong Neighbourhoods Strategy																															
0	1			Toronto Strong Neighbourhoods - POL Funding	CW	S4	03	1,000	1,852	0	0	0	0	2,852	0	2,852	0	0	0	0	0	0	0	0	0	0	2,852	0	2,852		
0	14			TSNS - Project Manager	CW	S2	03	150	0	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	0	0	150	0	150		
0	15			Dawes Road Hub - Future Year	31	S6	03	0	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000		

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By														
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
FAC908014 Toronto Strong Neighbourhoods Strategy																											
0	17	Project Manager - TSNS	CW	S2	03	-150	0	0	0	0	-150	0	-150	0	0	0	0	0	0	0	0	0	-150	0	-150		
0	18	The Roding Park Refresh Project	09	S2	03	560	0	0	0	0	560	0	560	0	0	0	0	0	0	480	0	80	0	0	560		
0	19	Revitalization of Friends of Angela James Arena Pr	CW	S2	03	496	0	0	0	0	496	0	496	0	0	0	0	0	0	426	0	70	0	0	496		
0	20	1652 Keele Alliance Welcoming Initiative	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	300	0	0	0	0	300		
0	21	Kingston Galloway Partnership Opportunities	CW	S2	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	400	0	0	0	0	400		
0	22	Lawrence Galloway Community Project	CW	S2	03	425	0	0	0	0	425	0	425	0	0	0	0	0	0	425	0	0	0	0	425		
0	23	Lawrence Orton Splash Pad&Outdoor Area Revitalizat	CW	S2	03	184	0	0	0	0	184	0	184	0	0	0	0	0	0	184	0	0	0	0	184		
0	24	Jane Firgrove Playground and Outdoor Space Revita	CW	S2	03	183	0	0	0	0	183	0	183	0	0	0	0	0	0	183	0	0	0	0	183		
0	25	Rec Room Rejuvenation/ Markham and Eglinton	CW	S2	03	170	0	0	0	0	170	0	170	0	0	0	0	0	0	170	0	0	0	0	170		
0	26	415 Resident Space Accessibility Redesign	CW	S2	03	126	0	0	0	0	126	0	126	0	0	0	0	0	0	126	0	0	0	0	126		
0	27	Gordonridge Community Grow	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	300	0	0	0	0	300		
0	28	Thornclyff Hub	CW	S4	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	0	1,000		
0	29	Gaffney Park Improvements	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	350	0	650	0	0	1,000		
11	30	Dawes Road Hub (2 yr Carryforward)	31	S2	03	15	0	0	0	0	15	0	15	0	0	0	0	0	0	0	0	15	0	0	15		
12	31	The Roding Park Refresh Project (2 yr Carryforward)	09	S2	03	40	0	0	0	0	40	0	40	0	0	0	0	0	0	0	0	40	0	0	40		
13	32	Toronto Strong Neighbourhoods (2 yr Carryforward)	CW	S2	03	421	0	0	0	0	421	0	421	0	0	0	0	0	0	0	0	421	0	0	421		
Sub-total						6,620	2,852	0	0	0	9,472	0	9,472	0	0	0	0	0	0	3,344	0	6,128	0	0	9,472		
FAC908129 Property Acquisitions																											
94	1	Strategic Property Acquisitions	CW	S2	05	9,985	0	0	0	0	9,985	0	9,985	0	0	0	0	9,985	0	0	0	0	0	0	0	9,985	
Sub-total						9,985	0	0	0	0	9,985	0	9,985	0	0	0	0	9,985	0	0	0	0	0	0	0	9,985	
FAC908193 Resiliency Program																											
0	1	Electrical Resiliency Program	CW	S2	04	910	0	0	0	0	910	0	910	0	0	0	0	0	0	0	0	0	910	0	0	910	
Sub-total						910	0	0	0	0	910	0	910	0	0	0	0	0	0	0	0	0	0	910	0	0	910
FAC908244 Office Modernization Program																											
4	2	OMP - 2018	CW	S4	04	6,000	3,000	0	0	0	9,000	0	9,000	0	0	0	0	0	0	0	0	0	9,000	0	0	9,000	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FAC908244 Office Modernization Program</u>																								
0	4	OMP - 2017	CW	S2	04	8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	0	0	0	0	8,000	0	8,000
Sub-total						14,000	3,000	0	0	0	17,000	0	17,000	0	0	0	0	0	0	0	0	17,000	0	17,000
<u>FAC908278 NW PATH - Phase 2</u>																								
0	1	North West PATH - Phase 2	27	S6	04	0	0	0	870	19,635	20,505	25,000	45,505	0	0	0	0	0	0	0	0	45,505	0	45,505
0	4	North West PATH - Phase 2	28	S4	04	830	1,650	1,650	0	0	4,130	0	4,130	0	0	0	0	0	0	0	0	4,130	0	4,130
Sub-total						830	1,650	1,650	870	19,635	24,635	25,000	49,635	0	0	0	0	0	0	0	0	49,635	0	49,635
<u>FAC908346 Real Estate Services</u>																								
0	1	Community Hub Funding	CW	S4	04	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
0	2	SOGR @ Leased Facilities/Properties	CW	S2	03	935	0	0	0	0	935	0	935	0	0	0	0	0	935	0	0	0	0	935
0	3	SOGR @ Leased Facilities/Properties	CW	S4	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	400	
0	7	Future Uses for Old City Hall	CW	S2	04	700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	700	0	700	
0	8	1st Parliament?Archaeology Assessment&Heritage Pln	CW	S2	04	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	450	0	450	
0	9	Wellington Incinerator	CW	S2	04	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
0	11	Integrated Workplace Management Software (IWMS)	CW	S2	04	350	50	50	0	0	450	0	450	0	0	0	0	0	300	0	150	0	450	
0	13	Tunnel Access and Traffic Management,Union Station	CW	S6	04	0	0	0	200	0	200	0	200	0	0	0	0	0	0	0	200	0	200	
0	16	Signage and Wayfinding - Union Station	CW	S6	04	0	0	0	165	0	165	0	165	0	0	0	0	0	0	0	165	0	165	
0	18	Security Bollards Study at Union Station-Additional	CW	S4	01	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
0	20	Wellington Incinerator - Additional	CW	S4	04	100	150	0	0	0	250	0	250	0	0	0	0	0	0	0	250	0	250	
0	21	PTIF - Security Analysis	CW	S2	04	275	0	0	0	0	275	0	275	0	100	0	0	0	0	0	175	0	275	
0	22	PTIF - Signage and Wayfinding	CW	S2	04	300	0	0	0	0	300	0	300	0	100	0	0	0	0	0	200	0	300	
0	27	SOGR @ Leased Facilities/Properties - Future	CW	S6	03	0	500	1,200	1,200	1,200	4,100	6,000	10,100	0	0	0	0	0	0	0	10,100	0	10,100	
0	28	925 Albion Rd Multi-Srv Ctr & Parkland Acquisition	01	S2	04	10,507	0	0	0	0	10,507	0	10,507	0	0	0	10,507	0	0	0	0	0	10,507	
6	29	Future Use of Old City Hall - Additional	27	S3	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	200	0	200	
16	30	Future Use of Old City Hall - FY Detailed Design	27	S6	04	0	800	2,000	0	0	2,800	0	2,800	0	0	0	0	0	0	0	2,800	0	2,800	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>UNS907745 USR - Construction Contracts</u>																								
0	16	Construction Cost Adjustments - 2014	28	S2	04	37,136	0	0	0	0	37,136	0	37,136	378	0	0	175	6,618	0	0	0	1,933	28,032	37,136
Sub-total						86,174	3,500	0	0	0	89,674	0	89,674	6,325	1,065	7,500	175	18,329	0	0	500	18,883	36,897	89,674
<u>UNS907746 USR - Professional Services</u>																								
0	6	Other Professional Services	28	S2	04	3,989	0	0	0	0	3,989	0	3,989	0	0	0	0	0	0	0	0	3,989	0	3,989
0	12	UNS - Walks and Garden Trust Commemoration	28	S2	04	185	0	0	0	0	185	0	185	0	0	0	0	185	0	0	0	0	0	185
0	13	Professional Fees Adjustments - 2014	28	S2	04	922	0	0	0	0	922	0	922	0	0	0	0	0	0	0	0	0	922	922
Sub-total						5,096	0	0	0	0	5,096	0	5,096	0	0	0	0	185	0	0	0	3,989	922	5,096
Total Program Expenditure						328,857	169,885	125,868	116,049	132,237	872,896	555,807	1,428,703	16,195	1,265	7,500	43,758	43,463	0	35,730	6,035	903,216	371,542	1,428,703

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
				2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Provincial Grants & Subsidies		7,196	1,021	620	373	350	9,560	6,635	16,195	16,195	0	0	0	0	0	0	0	0	0	16,195
Federal Subsidy		1,265	0	0	0	0	1,265	0	1,265	0	1,265	0	0	0	0	0	0	0	0	1,265
Development Charges		7,500	0	0	0	0	7,500	0	7,500	0	0	7,500	0	0	0	0	0	0	0	7,500
Reserves (Ind. "XQ" Ref.)		12,560	7,500	0	0	0	20,060	23,698	43,758	0	0	0	43,758	0	0	0	0	0	0	43,758
Reserve Funds (Ind."XR" Ref.)		39,376	3,770	317	0	0	43,463	0	43,463	0	0	0	0	43,463	0	0	0	0	0	43,463
Other1 (Internal)		27,256	8,474	0	0	0	35,730	0	35,730	0	0	0	0	0	0	35,730	0	0	0	35,730
Other2 (External)		3,135	2,900	0	0	0	6,035	0	6,035	0	0	0	0	0	0	0	6,035	0	0	6,035
Debt		118,904	98,231	87,543	90,176	107,387	502,241	400,975	903,216	0	0	0	0	0	0	0	0	903,216	0	903,216
Debt - Recoverable		111,665	47,989	37,388	25,500	24,500	247,042	124,500	371,542	0	0	0	0	0	0	0	0	0	371,542	371,542
Total Program Financing		328,857	169,885	125,868	116,049	132,237	872,896	555,807	1,428,703	16,195	1,265	7,500	43,758	43,463	0	35,730	6,035	903,216	371,542	1,428,703

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2019 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4

2018 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ERP907833 Demand Response Program																									
0	5	DR - LTC Homes-Kipling Acres	02	S2	04	435	0	0	0	0	435	0	435	0	0	0	0	0	0	0	0	0	435	435	
Sub-total						1,276	0	0	0	0	1,276	0	1,276	0	0	0	0	0	0	0	0	0	1,276	1,276	
ERP908006 Combined Heat & Power																									
0	3	Combined Heat & Power- Resiliency at 4 Loc-2017	CW	S2	04	1,453	0	0	0	0	1,453	0	1,453	0	0	0	0	0	0	0	0	0	1,453	1,453	
Sub-total						1,453	0	0	0	0	1,453	0	1,453	0	0	0	0	0	0	0	0	0	0	1,453	1,453
ERP908007 Residential Energy Retrofit Program																									
0	5	HELP (RERP) - Pilot 2018	CW	S4	04	1,250	0	0	0	0	1,250	0	1,250	0	0	0	0	1,250	0	0	0	0	0	1,250	
Sub-total						1,250	0	0	0	0	1,250	0	1,250	0	0	0	0	1,250	0	0	0	0	0	1,250	
ERP908130 Energy Conservation & Demand Management																									
0	4	Energy Conservation and Demand Managmnt Plan-2016	CW	S2	04	187	0	0	0	0	187	0	187	0	0	0	0	0	0	0	0	0	187	187	
0	5	Energy Conservation & Demand Management Plan-2017	CW	S2	04	1,331	0	0	0	0	1,331	0	1,331	0	0	0	0	0	0	0	0	0	1,331	1,331	
0	6	Energy Conservation&Demand Management Plan - 2018	CW	S4	04	4,000	0	0	0	0	4,000	0	4,000	0	0	0	0	0	0	0	0	0	4,000	4,000	
Sub-total						5,518	0	0	0	0	5,518	0	5,518	0	0	0	0	0	0	0	0	0	0	5,518	5,518
FAC906179 Special Corporate Projects																									
91	34	Westwood	CW	S2	05	495	0	0	0	0	495	0	495	0	0	0	0	495	0	0	0	0	0	495	
0	49	COO Business Intelligence Tool (MRI)	CW	S2	04	27	0	0	0	0	27	0	27	0	0	0	0	0	0	0	0	27	0	27	
0	56	SAP Mobile Platform Upgrade	CW	S2	04	12	0	0	0	0	12	0	12	0	0	0	0	0	0	0	0	12	0	12	
0	60	CCOO Management Reporting Initiative - Phase 2	CW	S4	04	315	432	0	0	0	747	0	747	0	0	0	0	0	0	0	0	747	0	747	
0	61	ProjectWise Implementation for FM	CW	S2	04	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300	
0	66	Mgmt Reporting Initiative - Phase 2 Add	CW	S4	04	340	233	0	0	0	573	0	573	0	0	0	0	0	0	0	0	573	0	573	
0	67	Maintenance Improvement Project	CW	S4	04	440	420	0	0	0	860	0	860	0	0	0	0	0	0	0	0	860	0	860	
0	68	Projectwise Implementation for FM	CW	S3	04	-99	0	0	0	0	-99	0	-99	0	0	0	0	0	0	0	0	-99	0	-99	
Sub-total						1,830	1,085	0	0	0	2,915	0	2,915	0	0	0	0	495	0	0	0	2,420	0	2,915	
FAC906391 Environmental																									
0	30	Designated Substance&Environmental Work	CW	S2	02	682	0	0	0	0	682	0	682	0	0	0	0	0	0	0	0	0	682	682	

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By									
					2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
FAC906396 Sitework																							
0 197	433 Eastern-Slab-ChangeInScope	30	S2	03	-800	0	0	0	0	-800	0	-800	0	0	0	0	0	0	0	0	-800	0	-800
0 198	146 The East Mall-SiteWork&DHWT	05	S2	03	140	0	0	0	0	140	0	140	0	0	0	0	0	0	0	0	140	0	140
0 203	Various Location - Paving Program ChangeOfScope	CW	S2	03	-410	0	0	0	0	-410	0	-410	0	0	0	0	0	0	0	0	-410	0	-410
0 205	Various Locations - Paving Program	CW	S3	03	-440	-100	-100	0	0	-640	0	-640	0	0	0	0	0	0	0	0	-640	0	-640
0 206	VarLocs-Various SOGR Sitework 2018 Group I	CW	S4	03	878	3,834	2,542	1,800	0	9,054	0	9,054	80	0	0	0	0	0	0	0	8,974	0	9,054
Sub-total					1,931	5,934	4,623	4,307	0	16,795	0	16,795	80	0	0	0	0	0	382	0	16,333	0	16,795
FAC906397 Renovations																							
0 22	5100 Yonge-Repl Ceiling Tiles,Light Fixtures	23	S2	03	308	500	516	0	0	1,324	0	1,324	0	0	0	0	0	0	131	0	1,193	0	1,324
61 55	Mgmt&Audits of Movable Assets@ Corp Fac	CW	S2	03	30	0	0	0	0	30	0	30	0	0	0	0	0	30	0	0	0	0	30
0 95	175 Memorial Park - Carpet & Barrier Free Retrofit	29	S2	03	9	0	0	0	0	9	0	9	0	0	0	0	0	0	0	0	9	0	9
51 110	170 Jarvis-Rehab Front Elevation & Int. Fin	27	S2	03	35	0	0	0	0	35	0	35	0	0	0	0	0	0	0	0	35	0	35
0 148	Feasibility Study on Special projects	CW	S2	03	692	0	0	0	0	692	0	692	0	0	0	0	0	692	0	0	0	0	692
0 168	Feasibility Study on Special projects	CW	S4	03	500	600	0	0	0	1,100	0	1,100	0	0	0	0	0	0	0	0	1,100	0	1,100
0 284	390 The West Mall - Steam Boiler System	03	S2	03	1,680	874	0	0	0	2,554	0	2,554	0	0	0	0	0	0	0	0	2,554	0	2,554
0 291	821 Progress Ave - Various Projects	38	S2	03	12	0	0	0	0	12	0	12	0	0	0	0	0	0	0	0	12	0	12
0 309	100 Queen E-PATH Refurbishment	27	S2	03	786	0	0	0	0	786	0	786	0	0	0	0	0	24	0	762	0	786	
0 312	100 Queen St W- Elevators 15, 16, 17	27	S2	03	0	0	200	1,685	0	1,885	0	1,885	0	0	0	0	0	0	0	1,885	0	1,885	
0 313	St. Lawrence Market-South Renovations	28	S2	03	2,571	0	0	0	0	2,571	0	2,571	0	0	0	0	0	0	0	0	2,571	0	2,571
0 367	Various Locations-Interior Elements Program	CW	S2	03	359	0	0	0	0	359	0	359	0	0	0	0	0	178	0	181	0	359	
0 368	Var Locs-Signage for Various Corporate Facilitites	CW	S2	03	368	300	0	0	0	668	0	668	0	0	0	0	0	21	0	647	0	668	
0 369	Albert Campbell Square Rehab - Adjustment	38	S2	03	1,019	0	0	0	0	1,019	0	1,019	0	0	0	0	0	733	0	286	0	1,019	
0 373	VarLocs-CatKennels	CW	S2	03	110	0	0	0	0	110	0	110	0	0	0	0	0	110	0	0	0	0	110
0 378	City Hall - Cafe on the Square HVAC	27	S4	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300	
0 380	St Lawrence Market - South - Renovations	28	S4	03	1,900	0	0	0	0	1,900	0	1,900	0	0	0	0	0	0	0	0	1,900	0	1,900

CITY OF TORONTO

Gross Expenditures (\$000's)

Facilities Management, Real Estate & Environment

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Provincial Grants & Subsidies				7,196	802	132	0	0	8,130	0	8,130	8,130	0	0	0	0	0	8,130				
		Federal Subsidy				1,265	0	0	0	0	1,265	0	1,265	0	1,265	0	0	0	0	1,265				
		Development Charges				7,500	0	0	0	0	7,500	0	7,500	0	0	7,500	0	0	0	7,500				
		Reserves (Ind. "XQ" Ref.)				12,560	7,500	0	0	0	20,060	0	20,060	0	0	20,060	0	0	0	20,060				
		Reserve Funds (Ind."XR" Ref.)				39,376	3,770	317	0	0	43,463	0	43,463	0	43,463	0	0	0	0	43,463				
		Other1 (Internal)				27,256	8,474	0	0	0	35,730	0	35,730	0	0	35,730	0	0	0	35,730				
		Other2 (External)				3,135	2,900	0	0	0	6,035	0	6,035	0	0	0	6,035	0	0	6,035				
		Debt				118,904	86,568	31,396	12,318	2,500	251,686	11,000	262,686	0	0	0	0	262,686	0	262,686				
		Debt - Recoverable				111,665	19,489	10,388	0	0	141,542	0	141,542	0	0	0	0	141,542	0	141,542				
		Total Program Financing				328,857	129,503	42,233	12,318	2,500	515,411	11,000	526,411	8,130	1,265	7,500	20,060	43,463	0	35,730	6,035	262,686	141,542	526,411

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2018 Preliminary Capital Budget with Financing Detail



CITY OF TORONTO

Facilities Management, Real Estate & Environment
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>ERP906597 Energy Retrofit Initiative</u>													
0	6 TCHC Multi - Year Retrofit	01/01/2018	12/31/2018	35,239	0	0	0	0	0	0	0	0	0	35,239
	Project Sub-total:			35,239	0	0	0	0	0	0	0	0	0	35,239
0	<u>ERP906993 Energy Retrofit Projects</u>													
0	20 ERP - Water Retrofits in Civic Centres	01/01/2014	12/31/2015	249	0	0	0	0	0	0	0	0	0	249
0	21 ERP - Arena Facilities - Lighting Retrofits	01/01/2014	12/31/2014	56	0	0	0	0	0	0	0	0	0	56
0	27 ERP - LED Building Lighting	01/01/2015	12/31/2016	273	0	0	0	0	0	0	0	0	0	273
	Project Sub-total:			578	0	0	0	0	0	0	0	0	0	578
0	<u>ERP907354 Sustainable Energy Plan - Various</u>													
0	1 Community Energy Planning	01/01/2009	12/31/2020	579	0	0	0	0	579	0	0	0	0	0
0	7 Community Based Green Energy Projects - YMCA	01/01/2016	12/31/2018	1,561	0	0	0	0	0	0	0	0	0	1,561
0	9 Community Based Green Energy Projects - Various	01/01/2017	12/31/2018	2,950	0	0	0	0	0	0	0	0	0	2,950
0	10 Community Based Green Energy Projects - 2018	01/01/2018	12/31/2018	3,000	0	0	0	0	0	0	0	0	0	3,000
0	11 Community Based Green Energy Projects - YMCA	01/01/2018	12/31/2018	-950	0	0	0	0	0	0	0	0	0	-950
	Project Sub-total:			7,140	0	0	0	0	579	0	0	0	0	6,561
0	<u>ERP907661 Renewable Energy Program</u>													
0	3 Renewable Energy Program - Study	01/01/2011	12/31/2011	59	0	0	0	0	59	0	0	0	0	0
0	14 Solar PV - FIT Program (Revised) (Reserves)	01/01/2013	12/31/2015	929	0	0	0	0	929	0	0	0	0	0
0	19 Biomass - 2016	01/01/2016	12/31/2016	131	0	0	0	0	0	0	0	0	0	131
0	23 Solar PV Installations - FIT Program Toronto Hydro	01/01/2016	12/31/2017	8,674	0	0	0	0	0	0	0	0	0	8,674
0	25 GeoExchange - 2017	01/01/2017	12/31/2017	500	0	0	0	0	0	0	0	0	0	500
	Project Sub-total:			10,293	0	0	0	0	988	0	0	0	0	9,305
0	<u>ERP907833 Demand Response Program</u>													
0	1 Demand Response - 2013	01/01/2013	12/31/2016	773	0	0	0	0	0	0	0	0	0	773
0	4 Demand Response-NG Generators at Corp Facilities	01/01/2015	12/31/2016	68	0	0	0	0	0	0	0	0	0	68
0	5 DR - LTC Homes-Kipling Acres	08/01/2014	12/31/2015	435	0	0	0	0	0	0	0	0	0	435
	Project Sub-total:			1,276	0	0	0	0	0	0	0	0	0	1,276
0	<u>ERP908006 Combined Heat & Power</u>													
0	3 Combined Heat & Power- Resiliency at 4 Loc-2017	01/01/2017	12/31/2017	1,453	0	0	0	0	0	0	0	0	0	1,453
	Project Sub-total:			1,453	0	0	0	0	0	0	0	0	0	1,453
0	<u>ERP908007 Residential Energy Retrofit Program</u>													
0	5 HELP (RERP) - Pilot 2018	01/01/2018	12/31/2018	1,250	0	0	0	0	1,250	0	0	0	0	0
	Project Sub-total:			1,250	0	0	0	0	1,250	0	0	0	0	0



CITY OF TORONTO

**Facilities Management, Real Estate & Environment
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	FAC906395	Mechanical and Electrical													
0	456 821 Progress-Rpl Pavement,Elevator	01/01/2017	12/31/2018	738	0	0	0	0	0	0	64	0	674	0	
0	655 Var Locs-Mech Repairs @ City Facilities	01/01/2017	12/31/2017	177	0	0	0	0	0	0	82	0	95	0	
0	656 Var Locs-Mech Repairs @ City Facilities	01/01/2018	12/31/2018	900	0	0	0	0	0	0	0	0	900	0	
0	657 Var Locs - Customer Support - SOGR	01/01/2017	12/31/2017	52	0	0	0	0	0	0	52	0	0	0	
0	658 Var Locs - Customer Support - SOGR	01/01/2018	12/31/2018	258	0	0	0	0	0	0	0	0	258	0	
0	679 Var Locs - BAS & Component Renewals	01/01/2017	12/31/2017	1,437	0	0	0	0	0	0	1,437	0	0	0	
0	921 703 Don Mills Road-RelocateCommunicatinRoom	01/01/2014	12/31/2019	1,500	0	0	0	0	0	0	0	0	1,500	0	
0	922 703 DonMills-Rpl Chilled Water Systm,CT&pumps Phill	01/01/2016	12/31/2018	2,360	0	0	0	0	0	0	0	0	2,360	0	
0	932 Var Locs-Emergency Generator for Fire Halls	01/01/2015	12/31/2017	55	0	0	0	0	0	0	0	0	55	0	
0	940 100 Queen W-CC- HVAC	01/01/2015	12/31/2017	1,985	0	0	0	0	0	0	990	0	995	0	
0	942 703 Don Mills - Resiliency (Design)	01/01/2015	12/31/2017	763	0	0	0	0	0	0	100	0	663	0	
0	945 Var Locs-Emerg. Generator for FH (Change in Scope)	01/01/2016	12/31/2019	5,700	0	0	0	0	0	0	0	0	5,700	0	
0	947 703 Don Mills-Revised Scope (Risk Mitigation)	01/01/2015	12/31/2019	3,484	0	0	0	0	0	0	0	0	3,484	0	
0	951 1009 Sheppard - Replace Fire Alarm System, HVAC Ov	01/01/2016	12/31/2017	627	0	0	0	0	0	0	447	0	180	0	
0	952 674 Markham - Vent Replacement	01/01/2016	12/31/2017	6	3	0	0	0	0	0	0	0	3	0	
0	953 519 Church - HVAC Unit, Roofing System Replacemen	01/01/2016	12/31/2017	248	0	0	0	0	0	0	208	0	40	0	
0	954 175 Memorial - Replace Hot Water Heating Boilers	01/01/2016	12/31/2017	13	0	0	0	0	0	0	0	0	13	0	
0	957 86 Blake - Elevator Repairs	01/01/2016	12/31/2017	56	0	0	0	0	0	0	41	0	15	0	
0	958 399 The West Mall - Replace Generator	01/01/2016	12/31/2018	721	0	0	0	0	0	0	0	0	721	0	
0	959 100 Queen W-Installation of Aut. Fire Sprinkle Sys	01/01/2016	12/31/2019	28	0	0	0	0	0	0	28	0	0	0	
0	965 100 Queen-TSSA requirements -Vent Stack & Diesel S	01/01/2016	12/31/2018	1,147	0	0	0	0	0	0	187	0	960	0	
0	976 150 Borough-Rpl Generator&StructuralUpgrade	01/01/2017	12/31/2021	1,033	0	0	0	0	0	0	230	0	803	0	
0	1036 4330 Dufferin-Main Fire Alarm CntrlPanel,Aux.divce	01/01/2016	12/31/2018	881	441	0	0	0	0	0	0	0	441	0	
0	1039 703 Don Mills-Elevators	01/01/2017	12/31/2018	846	0	0	0	0	0	0	0	0	846	0	
0	1053 399 The West Mall - Replace Generator	01/01/2018	12/31/2018	-500	0	0	0	0	0	0	0	0	-500	0	
0	1054 150 Borough-Rpl Generator&StructuralUpgrade	01/01/2018	12/31/2019	33	0	0	0	0	0	0	0	0	33	0	
0	1056 VarLocs-Various SOGR Mech& Elect System Group I	01/01/2018	12/31/2021	1,106	287	0	0	0	0	0	0	0	819	0	
0	1059 843 Eastern-Critical SOGR Capital Work	01/01/2018	12/31/2018	750	0	0	0	0	0	0	0	0	750	0	
0	1060 ECC - Critical SOGR Capital Work for various	01/01/2018	12/31/2020	350	0	0	0	0	0	0	0	0	350	0	
0	1061 ECC - Critical SOGR Small Capital Work	01/01/2018	12/31/2024	1,100	0	0	0	0	0	0	0	0	1,100	0	
0	1064 399 The West Mall Var ECC Fac. Scope Chg	01/01/2018	12/31/2018	-450	0	0	0	0	0	0	0	0	-450	0	
2	1063 New ECC detailed design	01/01/2018	12/31/2019	3,000	0	0	0	0	0	0	0	0	3,000	0	
17	850 157 King E-RehabCopulaStructuralElementsTempAC	01/01/2014	12/31/2015	65	0	0	0	0	0	0	0	0	65	0	
82	956 4330 Dufferin - Modernization of Main Elevator	01/01/2016	12/31/2016	35	0	0	0	0	0	0	35	0	0	0	



CITY OF TORONTO

**Facilities Management, Real Estate & Environment
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018												
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
0	<u>FAC906395</u>	<u>Mechanical and Electrical</u>														
98	558 Var Locs-Mech Repairs @ City Facilities	01/01/2016	12/31/2016	79	0	0	0	0	0	0	0	0	0	0	79	0
99	598 Var Locs - Customer Support - SOGR	01/01/2016	12/31/2016	14	0	0	0	0	0	0	0	14	0	0	0	0
106	678 Var Locs - BAS & Component Renewals	01/01/2016	12/31/2016	85	0	0	0	0	0	0	0	85	0	0	0	0
Project Sub-total:				32,339	731	0	0	0	0	0	0	4,000	0	27,609	0	0
0	<u>FAC906396</u>	<u>Sitework</u>														
0	3 539 Queens Quay W-Repl Asphalt&Concrete	01/01/2017	12/31/2020	162	0	0	0	0	0	0	0	32	0	130	0	0
0	151 4100 Keele - Site Grading and Drainage	01/01/2016	12/31/2017	381	0	0	0	0	0	0	0	350	0	31	0	0
0	155 Various Locations- Paving Program	01/01/2016	12/31/2020	2,020	0	0	0	0	0	0	0	0	0	2,020	0	0
0	197 433 Eastern-Slab-ChangeInScope	01/01/2017	12/31/2018	-800	0	0	0	0	0	0	0	0	0	-800	0	0
0	198 146 The East Mall-SiteWork&DHWT	01/01/2017	12/31/2018	140	0	0	0	0	0	0	0	0	0	140	0	0
0	203 Various Location - Paving Program ChangeOfScope	04/01/2017	12/31/2017	-410	0	0	0	0	0	0	0	0	0	-410	0	0
0	205 Various Locations - Paving Program	01/01/2018	12/31/2020	-440	0	0	0	0	0	0	0	0	0	-440	0	0
0	206 VarLocs-Various SOGR Sitework 2018 Group I	01/01/2018	12/31/2021	878	4	0	0	0	0	0	0	0	0	874	0	0
Project Sub-total:				1,931	4	0	0	0	0	0	0	382	0	1,545	0	0
0	<u>FAC906397</u>	<u>Renovations</u>														
0	22 5100 Yonge-Repl Ceiling Tiles,Light Fixtures	01/01/2016	12/31/2020	308	0	0	0	0	0	0	0	131	0	177	0	0
0	95 175 Memorial Park - Carpet & Barrier Free Retrofit	01/01/2016	12/31/2017	9	0	0	0	0	0	0	0	0	0	9	0	0
0	148 Feasibility Study on Special projects	01/01/2016	12/31/2017	692	0	0	0	0	0	0	0	692	0	0	0	0
0	168 Feasibility Study on Special projects	01/01/2018	12/31/2019	500	0	0	0	0	0	0	0	0	0	500	0	0
0	284 390 The West Mall - Steam Boiler System	01/01/2017	12/31/2019	1,680	0	0	0	0	0	0	0	0	0	1,680	0	0
0	291 821 Progress Ave - Various Projects	01/01/2016	12/31/2017	12	0	0	0	0	0	0	0	0	0	12	0	0
0	309 100 Queen E-PATH Refurbishment	01/01/2016	12/31/2018	786	0	0	0	0	0	0	0	24	0	762	0	0
0	313 St. Lawrence Market-South Renovations	01/01/2015	12/31/2017	2,571	0	0	0	0	0	0	0	0	0	0	0	2,571
0	367 Various Locations-Interior Elements Program	01/01/2016	12/31/2018	359	0	0	0	0	0	0	0	178	0	181	0	0
0	368 Var Locs-Signage for Various Corporate Facilitites	01/01/2016	12/31/2019	368	0	0	0	0	0	0	0	21	0	347	0	0
0	369 Albert Campbell Square Rehab - Adjustment	01/01/2016	12/31/2017	1,019	0	0	0	0	0	0	0	733	0	286	0	0
0	373 VarLocs-CatKennels	01/01/2017	12/31/2017	110	0	0	0	0	0	0	0	110	0	0	0	0
0	378 City Hall - Cafe on the Square HVAC	01/01/2018	12/31/2018	300	0	0	0	0	0	0	0	0	0	300	0	0
0	380 St Lawrence Market - South - Renovations	01/01/2017	12/31/2018	1,900	0	0	0	0	0	0	0	0	0	0	0	1,900
0	381 175 Memorial Park Ave - Carpeting	01/01/2018	12/31/2018	-9	0	0	0	0	0	0	0	0	0	-9	0	0
0	382 2015 Lawrence-Repl Interior Ceiling Tiles,Carpet	01/01/2018	12/31/2018	-9	0	0	0	0	0	0	0	0	0	-9	0	0
0	383 390 The West Mall - Steam Boiler System	01/01/2018	12/31/2019	-1,630	0	0	0	0	0	0	0	0	0	-1,630	0	0
0	384 VarLocs-Various SOGR Interior Systems 2018 Group I	01/01/2018	12/31/2020	441	11	0	0	0	0	0	0	0	0	430	0	0
0	392 Var Locs-Signage for Various Corporate Facilitites	01/01/2018	12/31/2018	-150	0	0	0	0	0	0	0	0	0	-150	0	0



CITY OF TORONTO

Facilities Management, Real Estate & Environment
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>FAC907744</u>	<u>Security</u>													
88	5 Re-Design Security Control Centre	01/01/2011	12/31/2014	11	0	0	0	0	0	0	0	11	0	0	0
	Project Sub-total:			4,442	0	0	0	0	0	0	0	11	0	4,431	0
0	<u>FAC908014</u>	<u>Toronto Strong Neighbourhoods Strategy</u>													
0	1 Toronto Strong Neighbourhoods - POL Funding	01/01/2018	12/31/2019	1,000	0	0	0	0	0	0	0	0	0	1,000	0
0	14 TSNS - Project Manager	01/01/2016	12/31/2018	150	0	0	0	0	0	0	0	0	0	150	0
0	17 Project Manager - TSNS	01/01/2017	12/31/2017	-150	0	0	0	0	0	0	0	0	0	-150	0
0	18 The Roding Park Refresh Project	01/01/2017	12/31/2017	560	0	0	0	0	0	0	0	480	0	80	0
0	19 Revitalization of Friends of Angela James Arena Pr	01/01/2017	12/31/2017	496	0	0	0	0	0	0	0	426	0	70	0
0	20 1652 Keele Alliance Welcoming Initiative	01/01/2017	12/31/2017	300	0	0	0	0	0	0	0	300	0	0	0
0	21 Kingston Galloway Partnership Opportunities	01/01/2017	12/31/2017	400	0	0	0	0	0	0	0	400	0	0	0
0	22 Lawrence Galloway Community Project	01/01/2017	12/31/2017	425	0	0	0	0	0	0	0	425	0	0	0
0	23 Lawrence Orton Splash Pad&Outdoor Area Revitalizat	01/01/2017	12/31/2017	184	0	0	0	0	0	0	0	184	0	0	0
0	24 Jane Firgrove Playground and Outdoor Space Revita	09/07/2016	09/07/2016	183	0	0	0	0	0	0	0	183	0	0	0
0	25 Rec Room Rejuvenation/ Markham and Eglinton	01/01/2017	12/31/2017	170	0	0	0	0	0	0	0	170	0	0	0
0	26 415 Resident Space Accessibility Redesign	01/01/2017	12/31/2017	126	0	0	0	0	0	0	0	126	0	0	0
0	27 Gordonridge Community Grow	01/01/2017	12/31/2017	300	0	0	0	0	0	0	0	300	0	0	0
0	28 Thornclyff Hub	01/01/2018	12/31/2018	1,000	0	0	0	0	0	0	0	0	0	1,000	0
0	29 Gaffney Park Improvements	01/01/2017	12/31/2018	1,000	0	0	0	0	0	0	0	350	0	650	0
11	30 Dawes Road Hub (2 yr Carryforward)	01/01/2018	12/31/2018	15	0	0	0	0	0	0	0	0	0	15	0
12	31 The Roding Park Refresh Project (2 yr Carryforward)	01/01/2018	12/31/2018	40	0	0	0	0	0	0	0	0	0	40	0
13	32 Toronto Strong Neighbourhoods (2 yr Carryforward)	01/01/2018	12/31/2018	421	0	0	0	0	0	0	0	0	0	421	0
	Project Sub-total:			6,620	0	0	0	0	0	0	0	3,344	0	3,276	0
0	<u>FAC908129</u>	<u>Property Acquisitions</u>													
94	1 Strategic Property Acquisitions	01/01/2015	12/31/2015	9,985	0	0	0	0	9,985	0	0	0	0	0	0
	Project Sub-total:			9,985	0	0	0	0	9,985	0	0	0	0	0	0
0	<u>FAC908193</u>	<u>Resiliency Program</u>													
0	1 Electrical Resiliency Program	01/01/2016	12/31/2020	910	0	0	0	0	0	0	0	0	0	910	0
	Project Sub-total:			910	0	0	0	0	0	0	0	0	0	910	0
0	<u>FAC908244</u>	<u>Office Modernization Program</u>													
0	4 OMP - 2017	01/01/2017	01/31/2018	8,000	0	0	0	0	0	0	0	0	0	8,000	0
4	2 OMP - 2018	01/01/2018	12/31/2019	6,000	0	0	0	0	0	0	0	0	0	6,000	0
	Project Sub-total:			14,000	0	0	0	0	0	0	0	0	0	14,000	0

(Phase 2) 08-Facilities Management, Real Estate & Environment

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Facilities Management, Real Estate & Environment
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing														
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable					
<u>0</u>	<u>FAC908278</u>	<u>NW PATH - Phase 2</u>																	
0	4 North West PATH - Phase 2	01/01/2018	12/31/2020	830	0	0	0	0	0	0	0	0	0	0	0	830	0		
	Project Sub-total:			830	0	0	0	0	0	0	0	0	0	0	0	830	0		
<u>0</u>	<u>FAC908346</u>	<u>Real Estate Services</u>																	
0	1 Community Hub Funding	01/01/2018	12/31/2018	150	0	0	0	0	0	0	0	0	0	0	0	150	0		
0	2 SOGR @ Leased Facilities/Properties	01/01/2017	12/31/2017	935	0	0	0	0	0	0	0	935	0	0	0	0	0		
0	3 SOGR @ Leased Facilities/Properties	01/01/2018	12/31/2018	400	0	0	0	0	0	0	0	0	0	0	0	400	0		
0	7 Future Uses for Old City Hall	01/01/2017	12/31/2018	700	0	0	0	0	0	0	0	0	0	0	0	700	0		
0	8 1st Parliament?Archaeology Assessment&Heritage Pln	01/01/2017	12/31/2018	450	0	0	0	0	0	0	0	0	0	0	0	450	0		
0	9 Wellington Incinerator	01/01/2017	12/31/2018	150	0	0	0	0	0	0	0	0	0	0	0	150	0		
0	11 Integrated Workplace Management Software (IWMS)	01/01/2017	12/31/2020	350	0	0	0	0	0	0	0	300	0	0	0	50	0		
0	18 Security Bollards Study at Union Station-Additonal	01/01/2018	12/31/2018	600	0	0	0	0	0	0	0	0	0	0	0	600	0		
0	20 Wellington Incinerator - Additional	01/01/2018	12/31/2019	100	0	0	0	0	0	0	0	0	0	0	0	100	0		
0	21 PTIF - Security Analysis	01/01/2018	12/31/2018	275	0	100	0	0	0	0	0	0	0	0	0	175	0		
0	22 PTIF - Signage and Wayfinding	01/01/2018	12/31/2018	300	0	100	0	0	0	0	0	0	0	0	0	200	0		
0	28 925 Albion Rd Multi-Srv Ctr & Parkland Acquisition	01/01/2017	12/31/2018	10,507	0	0	0	0	10,507	0	0	0	0	0	0	0	0		
0	31 2740 Lawrence Ave East -Land Acquisition	10/26/2017	10/26/2017	292	0	0	0	0	292	0	0	0	0	0	0	0	0		
0	32 14 John Street Expropriation	10/26/2017	10/26/2017	66	0	0	0	0	66	0	0	0	0	0	0	0	0		
6	29 Future Use of Old City Hall - Additonal	01/01/2018	12/31/2018	200	0	0	0	0	0	0	0	0	0	0	0	200	0		
	Project Sub-total:			15,475	0	200	0	0	10,865	0	1,235	0	3,175	0					
<u>0</u>	<u>FAC908550</u>	<u>Transform TO</u>																	
0	1 Transform TO - ECDM 2018	01/01/2018	12/31/2018	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0	
0	3 Transform TO-Renewable Thermal Energy Program 2018	01/01/2018	12/31/2018	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0	
	Project Sub-total:			4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	0		
<u>0</u>	<u>FAC908565</u>	<u>APS - Facilities</u>																	
0	1 APS -Facilities 4 Offices	10/26/2017	10/26/2017	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	0		
	Project Sub-total:			1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	0		
<u>0</u>	<u>UNS907229</u>	<u>Union Station Revitalization</u>																	
0	27 Additional Funding for North West PATH	01/01/2013	12/31/2015	1,360	0	0	0	1,360	0	0	0	0	0	0	0	0	0		
	Project Sub-total:			1,360	0	0	0	1,360	0	0	0	0	0	0	0	0	0		
<u>0</u>	<u>UNS907600</u>	<u>Union Station Redevelopment and Revitalization</u>																	
0	13 Fees & Permits - Additional 2014	01/01/2014	12/31/2017	2,549	0	0	0	0	0	0	0	0	0	0	2,549	0	0		



CITY OF TORONTO

**Facilities Management, Real Estate & Environment
Sub-Project Summary**

Project/Financing				2018	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>0</u>	<u>UNS907600</u>	<u>Union Station Redevelopment and Revitalization</u>													
0		14 Internal City Charges - Additional 2014	01/01/2014	01/31/2018	532	0	0	0	0	200	0	0	0	0	332
		Project Sub-total:			3,081	0	0	0	0	200	0	0	0	2,549	332
<u>0</u>	<u>UNS907745</u>	<u>USR - Construction Contracts</u>													
0		2 Phase 2 - Construction	01/01/2013	12/31/2019	21,500	0	0	0	0	6,135	0	0	0	10,000	5,365
0		3 Phase 3 - Construction	01/01/2014	03/31/2018	19,843	828	1,065	7,500	0	0	0	0	0	6,950	3,500
0		12 Third Party Construction	01/01/2012	09/30/2017	5,619	5,119	0	0	0	0	0	0	500	0	0
0		15 Heritage Lighting	01/01/2012	12/31/2014	2,076	0	0	0	0	2,076	0	0	0	0	0
0		16 Construction Cost Adjustments - 2014	01/01/2014	12/31/2017	37,136	378	0	0	175	6,618	0	0	0	1,933	28,032
		Project Sub-total:			86,174	6,325	1,065	7,500	175	14,829	0	0	500	18,883	36,897
<u>0</u>	<u>UNS907746</u>	<u>USR - Professional Services</u>													
0		6 Other Professional Services	01/01/2011	12/31/2017	3,989	0	0	0	0	0	0	0	0	3,989	0
0		12 UNS - Walks and Garden Trust Commemoration	10/23/2013	10/23/2015	185	0	0	0	0	185	0	0	0	0	0
0		13 Professional Fees Adjustments - 2014	01/01/2014	12/31/2017	922	0	0	0	0	0	0	0	0	0	922
		Project Sub-total:			5,096	0	0	0	0	185	0	0	0	3,989	922
Program Total:					328,857	7,196	1,265	7,500	12,560	39,376	0	27,256	3,135	118,904	111,665

Status Code Description
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review

Reserve / Reserve Fund – Program Specific
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
Toronto Energy Conservation Fund (XR1715)	Beginning Balance	1,711	1,711	1,711	1,441	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	
	Withdrawals (-)													
	Community Energy Planning			(270)	(317)									(587)
	Total Withdrawals			(270)	(317)									(587)
Total Reserve Fund Balance at Year-End		1,711	1,711	1,441	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	(587)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
Union Station Reserve Fund (XR2501)	Beginning Balance	4,943	4,943	1,481	1,729	2,955	4,181	5,407	6,633	7,860	9,086	10,312		
	Withdrawals (-)													
	Union Station Revitalization Project - Capital		(6,335)	(3,500)										(9,835)
	Total Withdrawals		(6,335)	(3,500)										(9,835)
	Contributions (+)													
Net Leasing Revenues		2,873	3,747	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226	16,430	
Total Contributions		2,873	3,747	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226	16,430	
Total Reserve Fund Balance at Year-End		4,943	1,481	1,729	2,955	4,181	5,407	6,633	7,860	9,086	10,312	11,538	6,595	

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
LOCAL IMPROVEMENT CHARGE ENERGY RESERVE FUND (XR1724)	Beginning Balance	8,302	8,302	7,052	7,052	7,052	7,052	7,052	7,052	7,052	7,052	7,052	
	Withdrawals (-)												
	HELP (RERP) - Pilot 2018		(1,250)										(1,250)
	Total Withdrawals		(1,250)										(1,250)
Total Reserve Fund Balance at Year-End		8,302	7,052	7,052	7,052	7,052	7,052	7,052	7,052	7,052	7,052	7,052	(1,250)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
PROVINCIAL OFFENCES COURTS STAB RES (XQ0704)	Beginning Balance	5,272	5,272	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	
	Withdrawals (-)												
	St. Lawrence Market North Redevelopment		(3,525)										(3,525)
	Total Withdrawals		(3,525)										(3,525)
Total Reserve Fund Balance at Year-End		5,272	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	1,747	(3,525)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund – Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
Capital Financing Reserve (XQ0011)	Beginning Balance	357,239	357,239	349,739	342,239	342,239	342,239	342,239	342,239	342,239	342,239	342,239	318,541	
	Withdrawals (-)													
	St. Lawrence Market North Redevelopment		(7,500)	(7,500)										(15,000)
	Union Station SOGR											(5,000)		(5,000)
	Structural/Building Envelope											(7,173)		(7,173)
	Mechanical and Electrical											(4,414)		(4,414)
	Sitework											(5,111)		(5,111)
	BAS											(2,000)		(2,000)
Total Withdrawals			(7,500)	(7,500)	-	-	-	-	-	-	(23,698)	-	(38,698)	
Total Reserve Fund Balance at Year-End		357,239	349,739	342,239	342,239	342,239	342,239	342,239	342,239	342,239	342,239	318,541	318,541	(38,698)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
LAND ACQUISITION RESERVE FUND (XR1012)	Beginning Balance	89,265	89,215	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	
	Withdrawals (-)													
	925 Albion Rd Parkland Acquisition**		(50)	(5,050)										(5,050)
	Total Withdrawals		(50)	(5,050)	-	-	-	-	-	-	-	-	-	(5,050)
Total Reserve Fund Balance at Year-End		89,215	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	84,165	(5,050)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
PARKLAND ACQ-CITY WIDE LAND ACQ (XR2210)	Beginning Balance	69,922	69,922	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	
	Withdrawals (-)													
	925 Albion Rd Parkland Acquisition**		(5,407)											(5,407)
Total Withdrawals			(5,407)	-	-	-	-	-	-	-	-	-	-	(5,407)
Total Reserve Fund Balance at Year-End		69,922	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	64,515	(5,407)

* Based on the 2017 Q3 Variance Report