



Toronto 2015 BUDGET

CAPITAL PROGRAM SUMMARY



Highlights

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Facilities Management and Real Estate

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

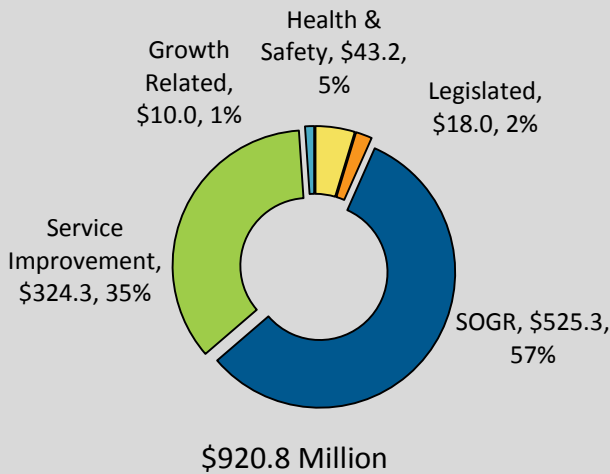
Facilities Management and Real Estate (FM&RE) has lead responsibility for capital preservation, repairs and improvements for more than 400 City-owned facilities with an approximate replacement value of \$4.2 billion including Union Station, covering more than 9.6 million square feet.

FM&RE continues to implement large scale, multi-year major capital projects, including *Union Station Revitalization*, *St. Lawrence Market North Redevelopment* and completing the final stages of the *Nathan Phillips Square Revitalization* and *Old City Hall HVAC and Electrical Upgrades*.

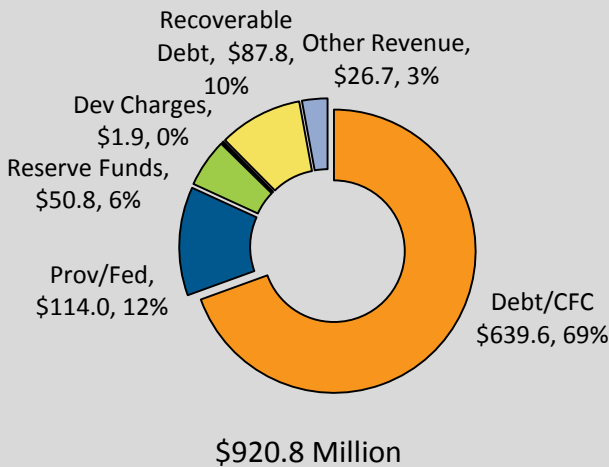
The 2015 – 2024 Capital Plan focuses on addressing core state of good repair and essential life cycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Capital Plan incorporates additional debt funding of \$125.030 million to address the escalating state of good repair backlog identified in recent building condition assessments in order to bring down the projected SOGR backlog from 12.1% to 9.6% over 10-year period and deliver new service improvement projects.

Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



2015-2024 Capital Budget and Plan by Funding Source



Where does the money go?

The 2015 – 2024 Capital Budget and Plan totalling \$920.8 million provides funding for:

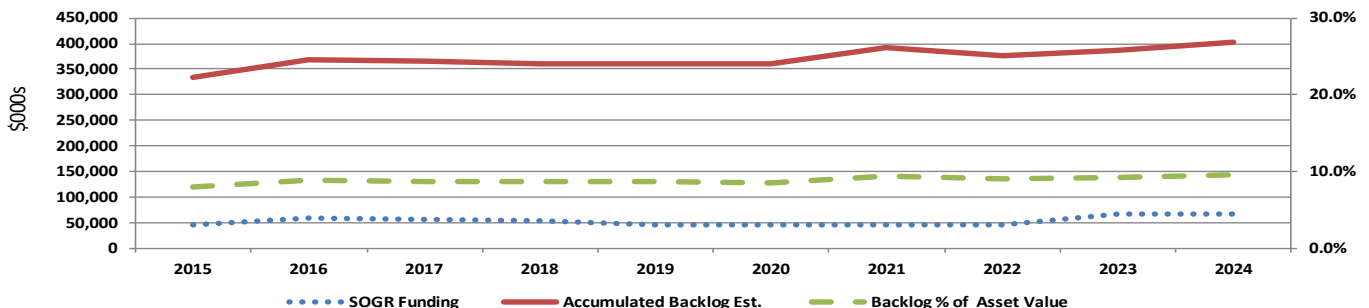
- State of Good Repair (SOGR) projects representing the largest portion of funding to maintain assets, including structural repairs, re-roofing, and renovations to mechanical and electrical work.
- Service Improvements, which is comprised of large scale, multi-year redevelopment and revitalization capital projects.
- Health and Safety projects related to emergency repairs and corporate security.
- Legislated projects such as environmental remediation and barrier free/accessibility.
- Growth related projects such as *Strategic Property Acquisitions*.

Where does the money come from?

- New debt funding of \$639.586 million, which exceeds the debt target by \$125.030 million over the 10-year period mainly due to additional investments to address facilities SOGR backlog.
- Provincial/Federal grants are primarily used to fund the Union Station Revitalization project.
- Recoverable debt which will be repaid through future streams of leasing revenues generated from Union Station and St. Lawrence Market upon completion.
- Other sources of funding of \$79.409 million: reserve/reserve funds, development charges, and funding from third parties such Toronto Parking Authority and VIA Rail mainly for major capital projects, as noted above.

State of Good Repair Backlog

Included in the cash flow funding of \$525.311 for SGOR has added investment of \$103.528 million to address the facilities backlog in the 10-Year Capital Plan. The SOGR backlog as a % of asset replacement value will increase from 8.0% in 2015 to 9.6% in 2024.



Key Challenges & Priority Actions

State of Good Repair (SOGR) Backlog – Maintaining aging infrastructure continues to be a significant challenge.

- ✓ The 10-Year Capital Plan provides additional funding of \$103.528 million to address critical SOGR projects over and above the debt funding envelope.
- ✓ Through the Facilities Transformation Project, continue to implement a standard and streamlined process to expedite building condition assessments in determining SOGR backlog.

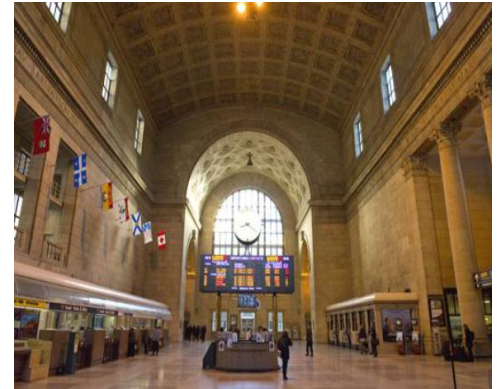
Capacity and Readiness to Spend – The Program has been experiencing low readiness and/or capacity to spend in delivery of capital projects with an average spending rate at 50% over the past five years. The low spending rate is mainly attributable to large scale, multi-year capital projects. Excluding large major projects, the spending rate over this period is approx. 60%.

- ✓ Creation of a Project Management Office (PMO) within the Facilities Design Construction unit, responsible for setting standards and optimizing the use of capital funding to address the program needs.
- ✓ Implementation of effective capital project management tools such as Project Tracking Portal and Management Reporting Initiative to improve time and milestone monitoring, financial reporting and performance measures (\$3.666 million).
- ✓ Continue alignment of cash flow funding with actual spending, progress and expected completion of projects. Following a detailed review, adjustments have been made to the timing of cash flow funding for SOGR and major capital projects by deferring cash flow funding of \$122.777 million to future years in the 10-Year Capital Plan.

2015 Capital Budget Highlights

The 2015 Capital Budget for FM&RE of \$248.297 million, including carry forward funding, will:

- Deliver Health & Safety and Legislated requirements such as barrier free access, environmental remediation, security program and emergency capital repairs (\$11.549 million).
- Address State of Good Repair backlog (\$59.466 million).
- Continue Service Improvement projects including delivery of major capital projects such as Union Station Revitalization, St. Lawrence Market North Redevelopment, Nathan Phillips Square Revitalization and Old City Hall (\$160.615 million), and Growth related projects (\$16.666 million).



COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2015 Capital Budget for Facilities Management and Real Estate with a total project cost of \$68.116 million, and 2015 cash flow of \$248.297 million and future year commitments of \$294.078 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 67 new / change in scope sub-projects with a 2015 total project cost of \$68.116 million that requires cash flow of \$34.414 million in 2015 and future year cash flow commitments of \$28.160 million in 2016; \$5.279 million for 2017; \$0.130 million for 2018; and \$0.133 million for 2019.
 - ii. 82 previously approved sub-projects with a 2015 cash flow of \$75.702 million; and future year cash flow commitments of \$179.484 million in 2016 and \$80.893 million for 2017.
 - b) 2014 approved cash flow for 89 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$138.182 million.
2. City Council approve the new debt service costs of \$0.403 million in 2015 and incremental debt costs of \$3.048 million in 2016, \$2.790 million for 2017; \$0.100 million for 2018; \$0.018 million for 2019; and \$0.015 million for 2020 resulting from the approval of the 2015 Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$0.070 million net in 2016; \$0.015 million net in 2017; and \$0.015 million net in 2018 resulting from the approval of the 2015 Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016 - 2024 Capital Plan for Facilities Management and Real Estate totalling \$516.589 million in project estimates, comprised of \$39.417 million in 2016; \$58.698 million for 2017; \$65.478 million for 2018; \$53.568 million for 2019; \$50.843 million for 2020; \$52.749 million for 2021; \$52.315 million for 2022; \$71.239 million for 2023; and \$72.282 million in 2024.
5. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2015 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

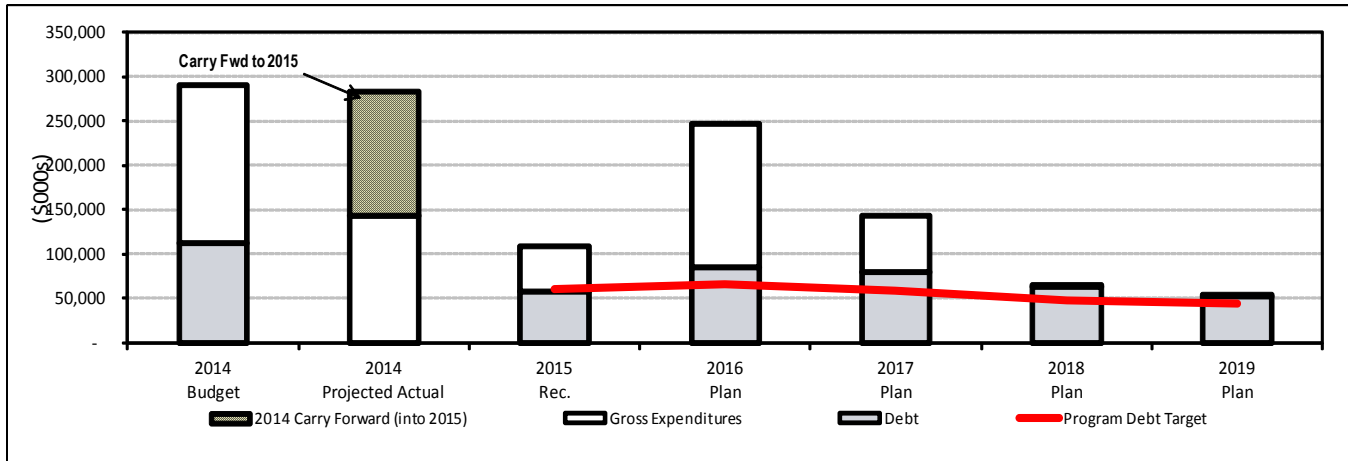


Part I:

10-Year Capital Plan

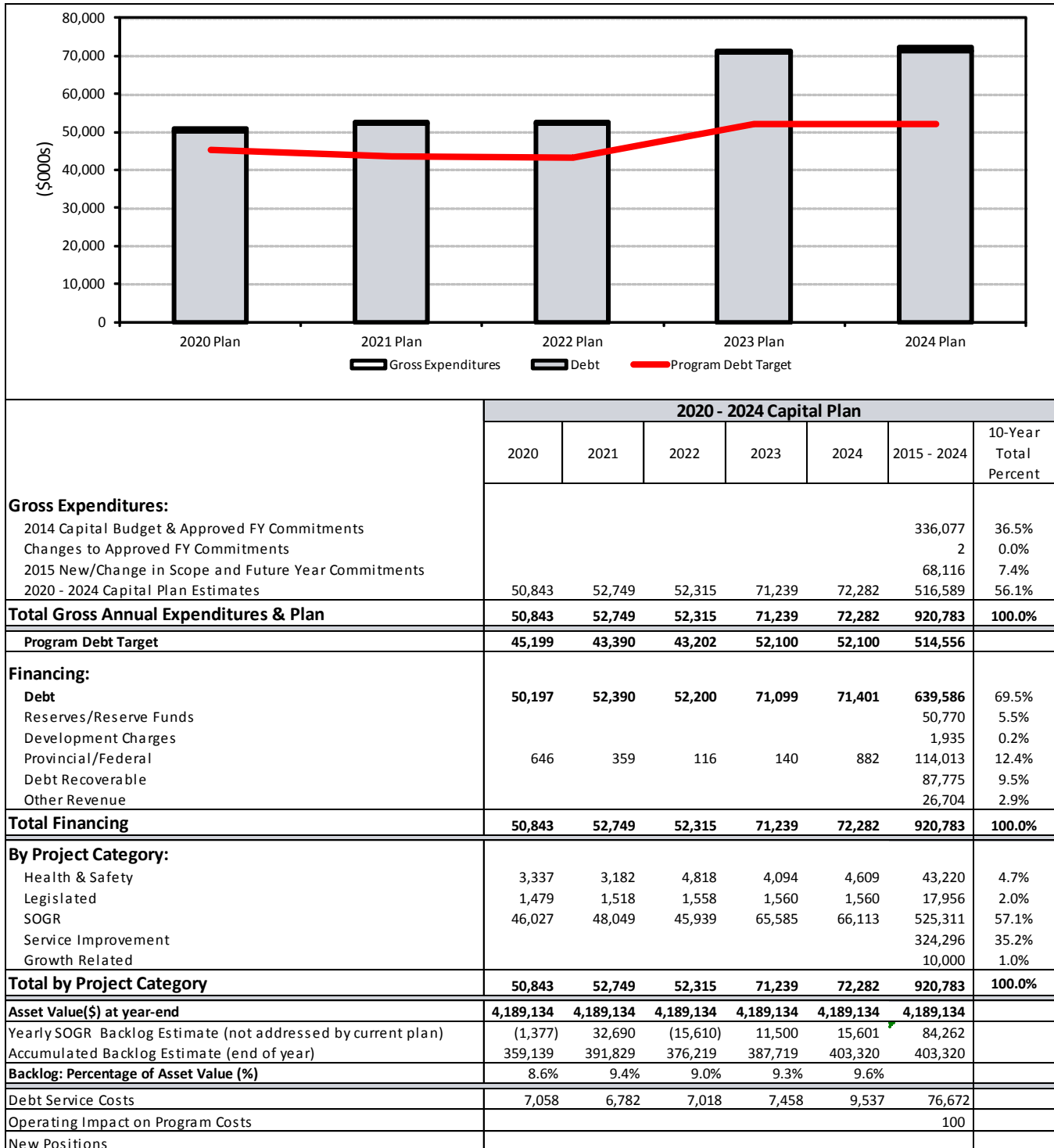
10 Year Capital Plan

Table 1a
2015 Budget, 2016-2019 Capital Plan



		2015 Capital Budget and 2016 - 2019 Capital Plan								
		2014		2015	2016	2017	2018	2019	2015 - 2019	5-Year
		Budget	Actual							Total Percent
Gross Expenditures:										
2014 Capital Budget & Approved FY Commitments		291,185	144,727	197,498	109,386	29,193			336,077	54.1%
Changes to Approved FY Commitments				(121,797)	70,098	51,700			2	0.0%
2015 New/Change in Scope and Future Year Commitments				34,414	28,160	5,279	130	133	68,116	11.0%
2016- 2019 Capital Plan Estimates					39,417	58,698	65,478	53,568	217,161	34.9%
2-Year Carry Forward for Reapproval									-	
1-Year Carry Forward to 2015			138,182							
Total Gross Annual Expenditures & Plan		291,185	289,690	110,115	247,061	144,870	65,608	53,701	621,355	100.0%
Program Debt Target				60,053	65,863	59,248	48,201	45,200	278,565	
Financing:										
Debt	114,037			57,925	85,885	80,218	65,073	53,200	342,300	55.1%
Reserves/Reserve Funds	23,263			18,495	21,420	10,855			50,770	8.2%
Development Charges	5,176			1,935					1,935	0.3%
Provincial/Federal	82,370			11,590	74,983	24,262	535	502	111,871	18.0%
Debt Recoverable	61,465			19,258	54,321	14,196			87,775	14.1%
Other Revenue	4,874			913	10,452	15,339			26,704	4.3%
Total Financing	291,185			110,115	247,061	144,870	65,608	53,701	621,355	100.0%
By Project Category:										
Health & Safety	5,758			5,651	6,148	3,904	3,398	4,079	23,180	3.7%
Legislated	3,227			3,416	2,352	1,670	1,403	1,440	10,281	1.7%
SOGR	47,310			42,937	56,370	57,722	51,387	45,182	253,598	40.8%
Service Improvement	227,422			48,111	182,191	81,574	9,420	3,000	324,296	52.2%
Growth Related	7,467			10,000					10,000	1.6%
Total by Project Category	291,185			110,115	247,061	144,870	65,608	53,701	621,355	100.0%
Asset Value (\$) at year-end	4,189,134			4,189,134	4,189,134	4,189,134	4,189,134	4,189,134	4,189,134	
Yearly SOGR Backlog Estimate (not addressed by current plan)				14,378	35,465	(4,299)	(4,810)	724	41,458	
Accumulated Backlog Estimate (end of year)	319,058			333,436	368,901	364,602	359,792	360,516	360,516	
Backlog: Percentage of Asset Value (%)	7.6%			8.0%	8.8%	8.7%	8.6%	8.6%		
Debt Service Costs				962	7,831	11,211	10,383	8,433	38,819	
Operating Impact on Program Costs					70	15	15		100	
New Positions										

Table 1b
2020 - 2024 Capital Plan

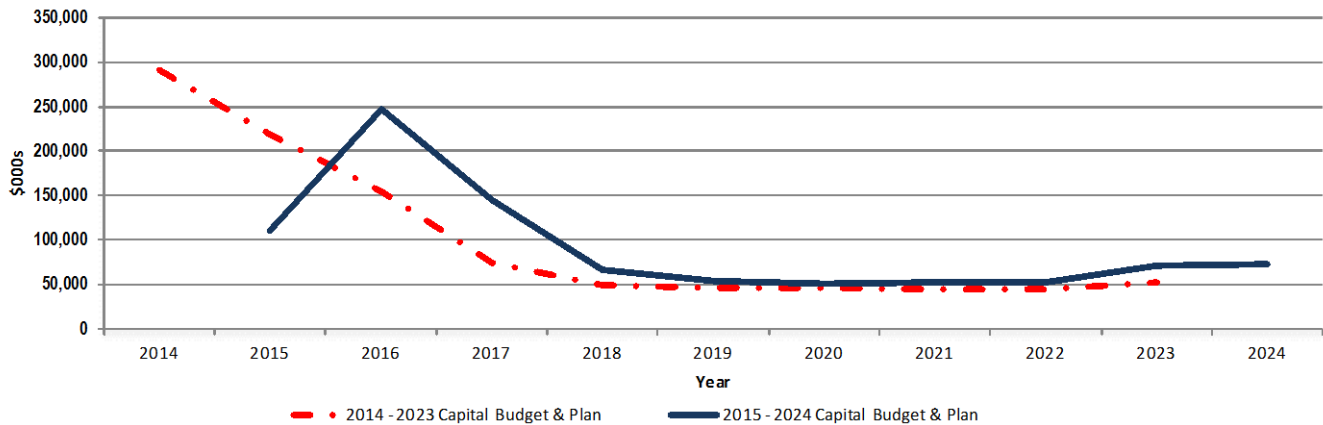


Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Capital Budget and the 2016 - 2024 Capital Plan reflects a decrease of \$97.243 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$97.243 million or 9.6% decrease in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	291,185	218,343	154,325	74,285	48,794	45,778	45,462	43,743	43,549	52,562		1,018,026
2015 - 2024 Capital Budget & Plan		110,115	247,061	144,870	65,608	53,701	50,843	52,749	52,315	71,239	72,282	920,783
Change %		(49.6%)	60.1%	95.0%	34.5%	17.3%	11.8%	20.6%	20.1%	35.5%		(9.6%)
Change \$		(108,228)	92,736	70,585	16,814	7,923	5,381	9,006	8,766	18,677		(97,243)

As made evident in the chart above, the \$97.243 million decrease in the Capital Program reflects a gradual return to average funding levels for Facilities Management & Real Estate capital projects.

- The 2014 Approved Capital Budget includes 2013 carry forward funding of \$129.684 million for major projects such as *Nathan Phillips Square Revitalization* and *Old City Hall HVAC and Electrical Upgrades*, which are progressing towards completion.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the \$121.660 million increase in capital funding over the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of Facilities Management and Real Estate's capital projects based on the following factors:

- Additional funding required for addressing critical and imminent State of Good Repair (SOGR) backlog needs to contain the escalating SOGR backlog based on updated Building Condition Assessment (BCA) results over the 10-year timeframe.
- Strategic and operational needs driven by Toronto Fire Services, including installing emergency generators and addressing critical SOGR at Fire Halls over and above the previous 10-Year Approved Capital Plan's project plan.

- Allocation of resources guided by City Council's decisions on strategic property acquisitions and the rehabilitation of the Western Channel Dockwall for consideration as part of the 2015 Budget process.

A summary of project changes for the years 2015 to 2023 totalling \$121.660 million are provided in Table 2 below:

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

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	291,185	218,343	154,325	74,285	48,794	45,778	45,462	43,743	43,549	52,562		726,841
2015 - 2024 Capital Budget & Plan		110,115	247,061	144,870	65,608	53,701	50,843	52,749	52,315	71,239	72,282	848,501
Capital Budget & Plan Changes (2015 - 2023)		(108,228)	92,736	70,585	16,814	7,923	5,381	9,006	8,766	18,677		121,660

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
Toronto Strong Neighbourhoods Strategy	12,000	(2,620)			2,620								12,000
St. Lawrence Market North Redevelopment	91,458	(23,365)	18,624	4,741									91,458
Union Station Revitalization	796,400	(96,848)	53,598	43,250									796,400
CCTV Infrastructure Enhancement	7,600	(676)	(324)	1,000									7,600
Project Tracking Portal (PTP) Implementation	1,812	(266)	266										1,812
CCOO Mgmt Reporting Initiative (MRI)	2,145	(905)	695	210									2,145
Relocation of Communication Room at 703 Don Mills Road	3,601	(1,250)	(1,250)	2,500									3,601
Replacement of Natural Gas Generators	1,744	1,744	(1,744)										1,744
Other Miscellaneous SOGR Adjustments		1,409	2,300	(3,975)	(58)	(77)	381	6	(234)	(323)	(571)		(571)
Total Previously Approved		(122,777)	72,165	47,726	2,562	(77)	381	6	(234)	(323)	(571)		
New													
Strategic Property Acquisitions		10,000										10,000	10,000
Rehabilitation of Western Channel Dockwall		100	2,000	4,400								6,500	6,500
Emergency Generators for Fire Halls		500	3,000	3,000	3,000	3,000						12,500	12,500
City Hall Council Chamber HVAC		225	1,785									2,010	2,010
City Hall Elevators 15, 16, & 17		374	1,885									2,259	2,259
NYCC Window Glazing System & Roof Maintenance		450	3,737	3,736	3,736							11,659	11,659
NYCC Replacing Building Drainage Piping		300	1,500	1,500	1,500							4,800	4,800
703 Don Mills Rd Communication Services Rooms Relocation		100	2,900	3,000								6,000	6,000
703 Don Mills Rd Resiliency		100	664	4,023	4,016							8,803	8,803
Access Controls for Toronto Fire Services Facilities			200									200	200
Address Critical SOGR Backlog - Fire Services		1,900	900	1,200								4,000	4,000
Address Critical SOGR Backlog - General		500	2,000	2,000	2,000	5,000	5,000	9,000	9,000	19,000	53,500	19,300	72,800
Environmental												4,060	4,060
Re-roofing												3,803	3,803
Structural/Building Envelope												17,474	17,474
Mechanical and Electrical												14,365	14,365
Sitework												4,464	4,464
Renovations												4,207	4,207
Emergency Capital Repairs												3,759	3,759
Security												850	850
Total New		14,549	20,571	22,859	14,252	8,000	5,000	9,000	9,000	19,000	122,231	72,282	72,282
Total Changes		(108,228)	92,736	70,585	16,814	7,923	5,381	9,006	8,766	18,677	121,660		

Significant Capital Project Changes in Facilities Management and Real Estate (FM&RE):

Cash flow funding for the following Facilities Management and Real Estate capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

- Toronto Strong Neighbourhoods Strategy - During the 2014 Budget process, Council approved this project with an annual cash flow of \$3.0 million commencing in 2015 to 2018 for a total project cost of \$12.0 million to develop capital infrastructure in Neighbourhoods Improvement Areas.
 - The 2015 Capital Budget provides partnership funding with Toronto Community Housing Corporation (TCHC) in the amount of \$0.380 million to renovate a basement facility located at 90 Mornelle Court, as part of building a community hub where residents can gather and community agencies and the City of Toronto can deliver programs and services to residents.

- The remaining cash flow of \$2.620 million has been deferred to future years. More detailed analysis of the strategy's resourcing requirements is underway on options and priorities to ensure broader implementation of the strategy.
- *St. Lawrence Market North Redevelopment* – Cash flow funding has been revised to defer \$23.365 million from 2015 to 2016 and 2017 due to revised timelines for the award of the construction contract for the new facility (expected by spring 2015). This accounts for the potential impact of the archeological assessment of the site prior to the construction, which could have a 6-month impact on the schedule.
 - The construction of a temporary market began at the end of 2014. The demolition of the existing market will take place during 2015 and the majority of the construction of the new St. Lawrence Market North (SLMN) building will occur in 2016.
 - The original completion timeline was revised during 2013 and early 2014 due to the need for design changes and to secure additional funding to account for increased project costs based on the latest estimates received from consultants. The project also experienced additional delays working through design changes requested by various stakeholders and reconciling the issues with the design consultant to align the design with revised approved budget. As a result of these issues, the expected completion date has been revised to 2017.
- *Union Station Revitalization* – The project experienced delays during Phase 1, which were mainly due to found site conditions such as heritage and environmental elements including designated substances requiring additional work such as preserving the heritage aspects and assessing and safely removing substances.
 - The need for coordination amongst many stakeholders and other projects in the precinct have also contributed to the deferral of Phases 2 and 3, which will not begin until 2015, including Phase 2 of the NW PATH which has been deferred until after the Pan Am Games.
 - As such, the cash flows have been revised to defer \$96.848 million from 2015 to 2016 and 2017 to reflect these delays in the 2015 – 2024 Capital Budget and Plan.
- *Closed Circuit Television (CCTV) Infrastructure Enhancement* – \$1.000 million in cash flow funding has been deferred to 2017 to coincide with the new technology in the marketplace. This previously approved project provides ongoing funding to replace the City's CCTV infrastructure components at the end of their lifecycle, including equipment, monitors, and network requirements for video transmission.
- *Project Tracking Portal (PTP) Implementation* – \$0.266 million in cash flow funding has been deferred to 2016 for completion to reflect the need for sustainment and ongoing support for the roll-out phase in Q1 of 2016. This project, which was approved by City Council during the 2014 Budget process, provides an effective management tool allowing for dashboard views of the portfolio of capital projects, including timelines and milestones tracking.
- *Management Reporting Initiative (MRI)* – \$0.905 million has been deferred to 2016/2017 to better match cash flows with the revised timeline of the project due to the capacity of resources required to support implementation of the project. This project which was approved by City Council during the 2014 Budget process provides a tool to track performance measures, prepare financial reports and identify and address potential issues for capital projects in a timely manner.

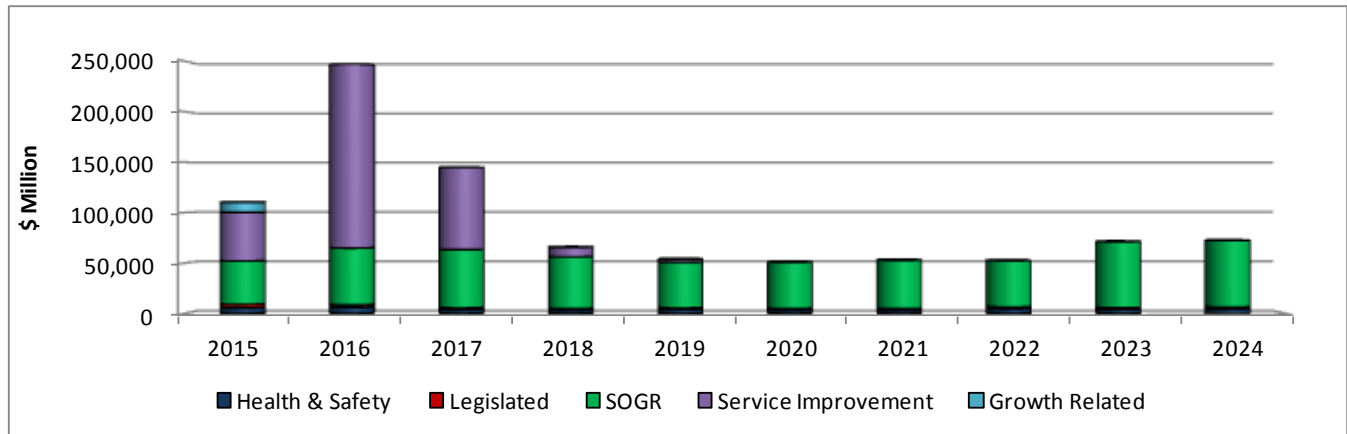
- *Relocation of a Communication Room at 703 Don Mills Road* – This project currently provides funding for the relocation of one communication room located at the west side of the building. \$2.500 million cash flow funding has been deferred to 2017 to coincide with new projects for the same location in the 2015 – 2024 Capital Budget and Plan. Facilities Management is developing a plan with a long-term view, to relocate all three of the communication rooms to permanent and secure locations above grade as a result of structural damages in the basement, and upgrade the building to increase the resiliency to extreme weather. By deferring the previously approved relocation of one communication room, Facilities Management can relocate and upgrade all three rooms together, which will result in better coordination, cost savings and an improved building that will meet operating requirements.
- *Replacement of Natural Gas Generators* – \$1.744 million cash flow funding has been accelerated from 2016 to 2015 to expedite the replacement of diesel generators with natural gas for Scarborough Civic Centre, East York Community Centre, Toronto Archives, and the headquarters of Toronto Public Health located at 277 Victoria Street. The replacements will enhance the resiliency of infrastructure and services to extreme weather events. These sites will be enrolled in the Demand Response Program once the project is complete.
- *Various State of Good Repair (SOGR)* – Adjustments to cash flow funding are necessary for miscellaneous projects to address critical SOGR needs.

New projects totalling \$122.231 million have been added to the 2014 – 2023 Approved Capital Plan:

- New cash flow funding is included to address critical State of Good Repair that requires immediate actions identified in the recent Building Condition Assessments (BCA). In order to contain the escalating SOGR backlog, an additional \$78.228 million of funding is included in the 10-Year Capital Plan.
- *Relocation of Additional Two Communication Services Rooms at 703 Don Mills Road* (\$6.000 million) to more secure locations above grade ensures critical equipment is secure.
- *703 Don Mills Road Resiliency* (\$8.803 million) involves upgrades to critical systems and infrastructure of the building to increase the resiliency to extreme weather and improve the overall efficiency of operating and maintaining the facility.
- Strategic and operational needs of client Programs include installing *Emergency Generators* (\$12.500 million) and *Security Access Controls* (\$0.200 million) at all Fire Halls and facilities for Toronto Fire Services.
- New funding of \$6.500 million is included for the *Western Channel Dockwall* project. Rehabilitation of the concrete cap is necessary to prevent further deterioration of the dockwall.
- *Strategic Property Acquisitions* require new funding of \$10.000 million in the 10-Year Capital Plan for this strategic initiative recently approved by Council to allow the City to take advantage of opportunities to acquire property and/or land that could benefit the City when they become available on the market. Real Estate will report back to City Council on all properties acquired pursuant to this strategic property acquisitions framework as part of the regular semi-annual reporting on all real estate transactions.

2015 – 2024 Capital Plan

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Facilities Management and Real Estate (FM&RE) of \$920.783 million provides 57.1% funding for State of Good Repair (SOGR) projects as priorities and 35.2% for Service Improvement projects. Health & Safety and Legislative mandated projects represent 6.7% and Growth Related projects represent the remaining 1.0%, which provides funding for Strategic Property Acquisitions approved by City Council in 2014.

- High level of cash flow funding has been dedicated to Service Improvement projects in 2015, 2016 and 2017.
- All funding beyond 2018 will be dedicated to SOGR to ensure that City facilities are maintained technology is maintained in state of good repair so that users can enjoy safe and functional environments.

**Table 3
Summary of Capital Projects by Category (In \$000s)**

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		2,367	2,826	3,054	2,548	3,229	2,487	2,332	3,968	3,244	3,759	29,814	
Global Corp Security Program		1,150	1,050	850	850	850	850	850	850	850	850	9,000	
Replacement of Diesel with Natural Gas Generators		2,134	1,798									3,932	
Others			474									474	
Sub-Total		5,651	6,148	3,904	3,398	4,079	3,337	3,182	4,818	4,094	4,609	43,220	
Legislated													
Environmental Remediation		1,446	1,342	1,670	1,403	1,440	1,479	1,518	1,558	1,560	1,560	14,976	
Barrier Free / Equity		987										987	
Others		983	1,010									1,993	
Sub-Total		3,416	2,352	1,670	1,403	1,440	1,479	1,518	1,558	1,560	1,560	17,956	
State of Good Repair													
Re-Roofing		1,286	671	1,326	505	1,190	905	1,754	3,723	5,534	3,803	20,697	
Structural / Building Envelope		10,959	18,469	16,597	16,143	16,641	15,993	14,315	10,383	15,713	17,474	152,687	
Mechanical and Electrical		17,322	12,578	17,003	17,436	15,917	11,068	10,991	15,591	15,536	14,365	147,807	
Sitework		1,389	347	569	738	4,018	5,070	6,195	1,849	2,690	4,464	27,329	
Renovations		4,148	6,061	2,241	5,183	1,974	5,991	5,604	5,043	4,612	4,207	45,064	
Yards Consolidation Study						309	2,000	190				2,499	
Physical Security Capital Plan		700	750									1,450	
Environmental for Scarborough Civic Centre		120	123	127	130	133			350	2,500	2,500	5,983	
Old City Hall Revitalization	33,935	2,964										2,964	36,899
City Hall Council Chamber HVAC		225	1,785									2,010	2,010
City Hall Elevators 15, 16 & 17		374	1,885									2,259	2,259
Rehabilitation of Western Channel Dockwall		100	2,000	4,400								6,500	6,500
NYCC Window Glazing System & Roof Maintenance		450	3,737	3,736	3,736							11,659	11,659
NYCC Replacing Building Drainage Piping		300	1,500	1,500	1,500							4,800	4,800
703 Don Mills Road Communication Svcs Rooms Relocation		100	2,900	3,000								6,000	6,000
703 Don Mills Road Resiliency		100	664	4,023	4,016							8,803	8,803
Address SOGR Backlog - Fire Services		1,900	900	1,200								4,000	4,000
Address SOGR Backlog - General		500	2,000	2,000	2,000	5,000	5,000	9,000	9,000	19,000	19,300	72,800	72,800
Sub-Total	33,935	42,937	56,370	57,722	51,387	45,182	46,027	48,049	45,939	65,585	66,113	525,311	155,730
Service Improvements													
Union Station Revitalization	584,617	35,094	125,440	51,249								211,783	796,400
St. Lawrence Market North Redevelopment	15,245	7,267	46,831	22,115								76,213	91,458
CCO Mgmt Reporting Initiative (BI)	941	89	905	210								1,204	2,145
Project Tracking Portal Implementation	807	740	265									1,005	1,812
Corporate Facilities Refurbishment Program		1,614	1,000	1,000	800							4,414	
CCTV Infrastructure Enhancement		1,251	1,000	1,000								3,251	
Toronto Strong Neighbourhoods Strategy		380	3,000	3,000	5,620							12,000	12,000
Emergency Generator for Fire Halls		500	3,000	3,000	3,000	3,000						12,500	12,500
Access Controls for Fire Services Locations			200									200	200
Others		1,176	550									1,726	
Sub-Total	601,610	48,111	182,191	81,574	9,420	3,000						324,296	916,515
Growth Related													
Strategic Property Acquisitions		10,000										10,000	10,000
Sub-Total		10,000										10,000	10,000
Total Expenditures by Category	635,545	110,115	247,061	144,870	65,608	53,701	50,843	52,749	52,315	71,239	72,282	920,783	1,082,245

2015 – 2024 Capital Projects

The 10-Year Capital Plan supports Facilities Management and Real Estate's objectives of maintaining the State of Good Repair for more than 400 facilities and buildings and implementing existing and new service improvement projects for the City of Toronto and client Programs.

Health and Safety

- Major Health and Safety projects include:
 - Cash flow funding of \$29.814 million for unexpected and emergency capital repairs at various City facilities arising in 2015;
 - \$9.000 million for the Corporate Global Security Program to ensure that facilities meet prescribed security standards; and

- \$3.932 million to expedite the replacement of diesel generators with natural gas for various facilities including Scarborough Civic Centre, East York Community Centre, Toronto Archives, and the headquarter of Toronto Public Health located at 277 Victoria Street.

Legislated

- Major Legislated projects include cash flow funding of \$17.956 or 2.0% of the total 10-Year Capital Plan.
 - Legislated projects address provincially and federally required capital repairs such as retrofits to create barrier free access, environmental remediation of designated substances, essential audits, and annual surveys and sampling.

State of Good Repair (SOGR)

- The main objective of the 10-Year Capital Plan is to ensure that facilities are maintained in a state of good repair so that users can enjoy safe and functional environments. SOGR projects include hundreds of projects in various groupings that focus on the following types of capital maintenance: re-roofing, structural / building envelope, mechanical and electrical upgrades, site-work and renovations. These projects ensure that approximately 400 buildings and facilities are maintained in a state of good repair.
- Other major previously approved SOGR projects include upgrades to HVAC systems at Old City Hall to be completed in 2015, Yards consolidation study to review the most efficient use of land resources and monetization of land assets that are not being used to their potential, physical security plan, and the environmental work and remediation for Scarborough Civic Centre.
- SOGR projects account for \$525.311 million or 57.1% of the total 10-Year Capital Plan. FM&RE has identified additional funding needs for critical issues that are over and above the 2014 Approved SOGR funding envelope.
- The 10-Year Capital Plan incorporates a new investment of \$118.831 million dedicated for the following 9 new SOGR capital projects:
 - *City Hall Chamber HVAC* (\$2.010 million) – Current heating, ventilation, and air-conditioning (HVAC) system in the Council Chamber was installed in 1965 and is nearing the end of its useful life. New HVAC systems, piping and controls for the Council Chamber are required. The cash flows are for investigation, assessment and engineering design in 2015 prior to the full replacement in 2016.
 - *City Hall Elevators 15, 16 & 17* (\$2.259 million) – Three elevators, which are located at the rotunda in City Hall to provide the public and Councillors access to the Council Chamber, constantly require repairs and maintenance throughout. The project involves the replacement of the existing aging elevators and conversion of the buried hydraulics to above ground. The project cost is estimated based on the results and outcome of the inspection completed in 2013 feasibility study.
 - *Rehabilitation of Western Channel Dockwall* (\$6.500 million) – Due to concerns of the condition and structural integrity of the dockwall, City of Toronto staff engaged a consulting firm to undertake an engineering assessment of the northern edge of the Western Channel to determine the condition of the dockwall and develop an approach for rehabilitation. The

engineering assessment has confirmed that the structure of the dockwall is sound, however, encapsulation and rehabilitation of the concrete cap is necessary to prevent further deterioration. At its meeting of May 6, 2014, City Council directed staff to establish a capital project for the Rehabilitation of the Western Channel Dockwall to be included in the 2015 – 2024 Capital Budget and Plan for consideration as part of the 2015 Budget process. The estimated project cost is subject to a cost sharing agreement between the three orders of government. Construction will only occur once all funds are received from the federal and provincial partners.

- *NYCC Window Glazing System and Roof Maintenance* (\$11.659 million) – The existing sloped glazing window system needs to be completely replaced at North York Civic Centre (NYCC). The existing roofing membrane is an older inverted roof system that has been deteriorating resulting in numerous water leaks penetrating into the main building interior. In addition, the roof anchoring / rigging equipment systems have been declared unsafe to meet the industry standard and require retrofit work to meet requirements. The cash flow funding of \$0.450 million in the 2015 Capital Budget is to retain professional architect services to undertake a feasibility study and provide conceptual design solutions.
- *NYCC Building Storm and Sewer Drainage Piping Replacement* (\$4.800 million) – The existing drainage piping, installed in 1976, is rusting and as a result, leaks have developed. The piping is at the end of its useful life as the condition of the piping is worn-out and requires frequent maintenance. In addition, the floor drains in the underground parking garage have deteriorated and require replacement. Therefore, there is an urgency to schedule the drainage piping for replacement to avoid the unexpected piping failure.
- *Relocation of Additional Two Communication Services Rooms at 703 Don Mills Road* (\$6.000 million) – Relocate existing below grade communication rooms to more secure locations above grade to ensure critical equipment is stored in a location that is not susceptible to potential structural damages, accidental discharge of a wet sprinkler system, flooding or sewer backup.
- *703 Don Mills Road Resiliency* (\$8.803 million) – Upgrades to critical systems and infrastructure of the building are required to increase the resiliency to extreme weather and improve the overall efficiency of operating and maintaining the facility. The upgrades will include major reconfiguration and enhancement of the existing critical power distribution and installation of a breaker automation system, redundant pumps and a second chilled water riser loop.
- *Critical SOGR Backlog for Fire Services* (\$4.000 million) – FM&RE maintains 96 Fire Halls and facilities for Toronto Fire Services. The average age of each fire hall is 53 years, including 2 stations that are 136 years old (built in 1878).
 - Based on the results of the Building Condition Assessment (BCA) and in consultation with Fire Services, FM&RE has identified a number of Fire Halls which urgently require immediate SOGR attention to ensure they are maintained to continue meeting the operational needs. This results in an increase of \$4.000 million in SOGR funding over and above the funding envelope for Fire Services within the FM&RE's Approved 2014 – 2023 Capital Plan.
 - These additional capital investments focus on preventive maintenance and will relieve the operating cost pressures which have been increasing over the past few years within the Fire

Services' Operating Budgets due to lack of capital funding. Based on the critically of the Fire Halls, these include the following:

- Fire Hall 312 located at 260 Adelaide Street West to address pavement issue that is causing health and safety hazard.
 - Fire Hall 331 located at 33 Claremont Street for roofing and mechanical work.
 - Fire Hall 413 located at 1549 Albion Road for door repairs and mechanical work.
 - Fire Hall 426 located at 140 Landsdowne Avenue for roofing and window repairs.
 - Fire Hall 442 located at 2015 Lawrence Avenue West for mechanical, site-work and roofing.
- *General SOGR Backlog* (\$72.800 million) – FM&RE has placed a greater emphasis on completing Building Condition Assessments (BCA) through staff and external professional consultants as part of its effort to improve asset lifecycle management and more accurately identify and represent critical SOGR needs in the portfolio. During 2014, Facilities Management completed BCAs for 85 buildings in the portfolio. The results from BCAs are identifying SOGR needs and increasing accumulated SOGR backlog estimates. To address the escalating SOGR backlog, additional funding of \$72.280 million for critical SOGR has been included in the 10-Year Capital Plan for FM&RE. Facilities Management will continue to analyze and assess needs and issues of facilities throughout 2015 in order to develop a concrete plan to deploy the new funding to address the growing backlog across its portfolio.

Service Improvements

- Service Improvement projects, including previously approved and new, account for \$324.296 million or 35.2% of the total 10-Year Capital Plan. Previously approved projects are proceeding on course with cash flows as planned amounting to \$311.596 in the 10-Year Capital Plan. The FM&RE capital program will continue:
 - *Union Station Revitalization* (\$211.783 million) – Union Station is the largest transportation hub in the country, handling 65 million of passengers annually and expected to double by 2021. It is currently undergoing an entire revitalization in order to accommodate the increasing volumes and turn the landmark facility into transportation, commercial and retail centre. This includes the excavation for a new retail concourse level, construction of a new concourse for GO Transit, restoration of the VIA concourse and renovations to the West Wing and Centre Block of the Station. In addition, a new tunnel (Northwest PATH) will be constructed that will link Union Station to the PATH system by extending along York Street to Wellington Street West. Expected completion of this transformation is 2017 including the Northwest PATH.
 - *St. Lawrence Market North Redevelopment* (\$76.213 million) – 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. The construction of a temporary market has begun at the end of 2014 and the demolition of the existing north market will

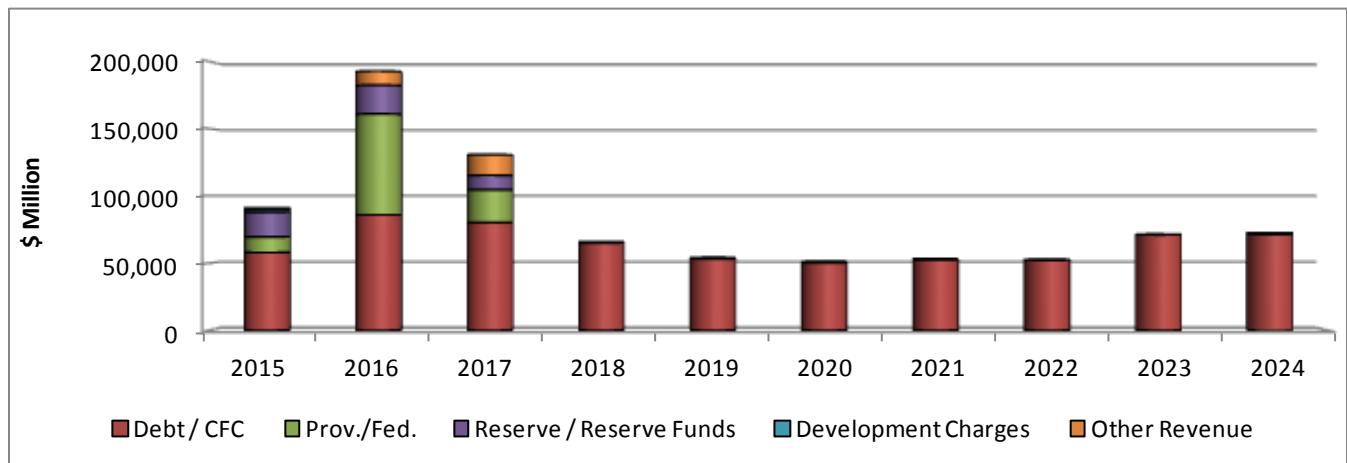
commence in 2015 followed by the construction of the new north building. The project is scheduled for completion in 2017.

- *The CCOO Management Reporting Initiative and Project Tracking Portal* (\$2.209 million) – Implementation of both management tools will provide Facilities Management with the ability to better track progress, milestones, performance measures and financial reporting in dashboard views and identify and address potential issues in a timely manner with the aim of improving project delivery and spending rate.
- *Corporate Facilities Refurbishment Program* (\$4.414 million) – This project provides funding for implementing multi-year, phased refurbishment of City-owned office space in order to achieve maximum space utilization by increasing space density and accommodating the emerging and ongoing consolidation and co-location needs of various City Programs.
- *CCTV Infrastructure Enhancement* (\$3.251 million) – This project replaces the City's closed circuit television infrastructure, including equipment, monitors and network requirements for video transmission, which are at the end of their lifecycle.
- *Toronto Strong Neighbourhoods Strategy* (\$12.000 million) – The objective of the project is to support healthy communities across the City of Toronto through investing in people, programs and facilities in designated Neighbourhood Improvement Areas (NIA). The 2015 Capital Budget provides partnership funding in the amount of \$0.380 million for Toronto Community Housing Corporation (TCHC) to renovate a basement facility located at 90 Mornelle Court as part of building a community hub where residents can gather and community agencies and the City of Toronto can deliver programs and services to residents. The strategy involves partnering with residents, businesses and agencies. Detailed analysis on options and priorities for the strategy's broader implementation and resourcing requirements are underway.
- Within this project category, new cash flow funding of \$12.700 million is dedicated to the following 2 new capital projects both for Toronto Fire Services:
 - *Emergency Generators for Fire Halls* (\$12.500 million) – This project is in response to Council's direction to enhance the resilience of infrastructure and services in the event of extreme weather conditions, power outages and blackouts. The implementation plan will be a multi-year phased approach beginning with data gathering. The cash flow funding will enable FM&RE to perform feasibility and engineering studies for each location to identify types (gas/diesel), capacity, and location (indoor/outdoor) for the generators before full implementation at fire halls across the City of Toronto. Currently, the fire halls are not installed with emergency generators and/or any backup power systems. Upon completion of the project, the fire halls will be functional and responsive to emergency situations during prolonged power outages, blackouts and severe weather conditions such as ice storm in December 2013.
 - *Access Controls for all Fire Facilities and Stations* (\$0.200 million) – Toronto Fire Services has identified a need for the installation of new electronic access control systems consisting of card readers, along with intrusion detection and CCTV systems at all fire facilities and stations. Current access controls simply consist of manual and push button locks. In 2016, Corporate Security staff will conduct a comprehensive review of existing control systems to assess the needs and requirements for each building and facility and will develop a full implementation plan and project cost estimates in a budget process in the future.

Growth Related

- The 10-Year Capital Plan provides new funding of \$10.000 million for the acquisition of property that is considered strategically important to the City of Toronto. Funding will be provided from the Land Acquisition Reserve Fund as approved by City Council at its meeting of August 25, 2014 meeting. Funds available for acquisition of strategic properties will place the City of Toronto in a better position to achieve both long and short term objectives by:
 - Providing flexibility to purchase property that serves municipal priorities under circumstances which could not be foreseen at the time of annual budget process, without missing opportunities.
 - Reducing overall costs associated with real estate acquisitions.
 - Reducing the number of expropriations and related compensation costs.
 - Enabling the City to proactively pursue property that becomes available and respond to favourable opportunities in the marketplace, including foreclosures and powers of sale.

**Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)**



The 10-Year Capital Plan of \$920.783 million cash flow funding will be financed by the following sources:

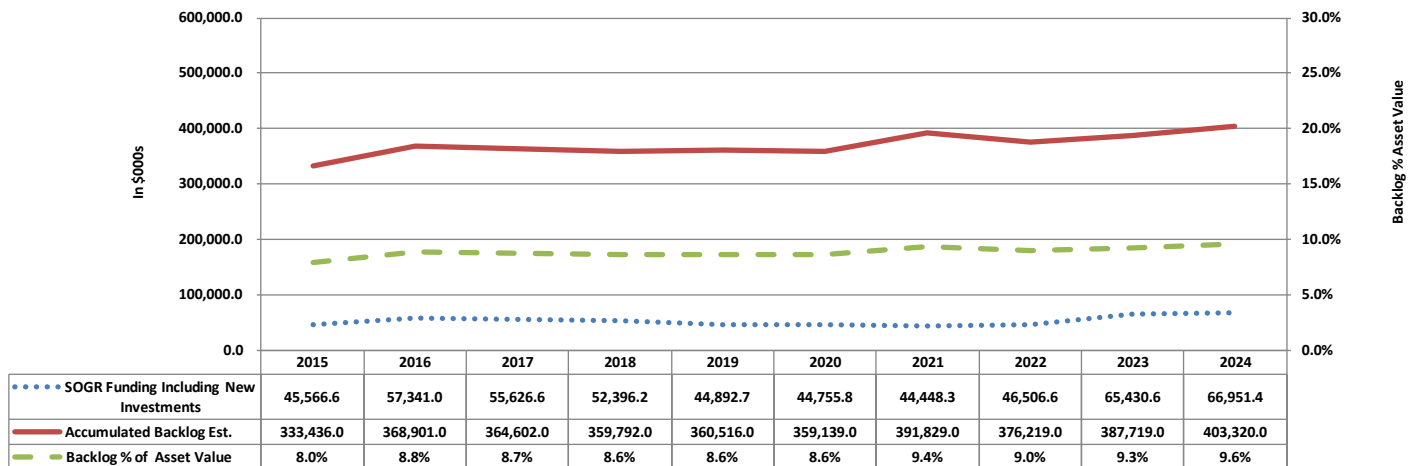
- Debt accounts for \$639.586 million or 69.5% of the financing over the 10-year period.
 - The debt funding is above the 10-year debt affordability guidelines of \$514.556 million allocated to this Program by \$125.030 million, dedicated to SOGR and Service Improvement projects:
 - New capital projects to address the critical State of Good Repair (SOGR) backlog (\$103.528 million).
 - New projects to address strategic and operational needs such as building resiliency for City-owned building located at 703 Don Mills Road and installing emergency generators at all Fire Halls for Toronto Fire Services (\$21.502 million).

- Federal/Provincial Grants fund \$114.013 million or 12.4% of the 10-Year Capital Plan's projected expenditures.
 - The majority of the funding is for the *Union Station Revitalization* and *Northwest Path* capital projects (\$106.144 million) which receive subsidies from other levels of government including Metrolinx and Transport Canada.
 - 50% of the SOGR cash flow funding dedicated to asset management for Toronto Paramedic Services will be funded by Provincial Grants (\$4.869 million).
 - Funding for the *Western Channel Dockwall Rehabilitation* project is cost shared by all three orders of government to rehabilitate a portion of a dockwall which is adjacent to the Canada Malting lands along the north side of the Western Channel (\$3.000 million).
 - City Council, at its meeting of May 6, 2014, requested the Government of Canada and the Province of Ontario contribute \$1.500 million each towards the project based on the assumption of the cost sharing agreement and directed Facilities Management to establish a capital project for consideration as part of the 2015 Budget process. The total project cost is estimated to be \$6.5 million.
 - Construction will only occur once all funds are received from the federal, province, and other partners. Should any funding become unavailable, the project scope and funding sources will be reassessed by City Council relative to other to other City-financed priorities and needs in a future budget process.
- Reserve and Reserve Funds constitute \$50.770 million or 5.5% of required funding over 10 years for the following major projects:
 - The *Union Station Revitalization* project is funded partially from the Union Station Reserve Fund (\$20.000 million) and Capital Financing Reserve (\$2.245 million) as previously approved.
 - The *St. Lawrence Market North Redevelopment* is funded by the Capital Financing Reserve (\$15.000 million) and the Provincial Offense Courts Stabilization Reserve (\$3.525 million) as a contribution from Court Services towards the project for future court rooms to be built at St. Lawrence Market North building.
 - The City Council approved *Strategic Property Acquisitions* is funded from the Land Acquisition Reserve Fund (\$10.000 million).
- Recoverable Debt, which provides \$87.775 million or 9.5% of the 10-Year Capital Budget and Plan's funding, is dedicated primarily to the Union Station Revitalization project (\$51.523 million), the St. Lawrence Market North Redevelopment (\$31.353 million) and St. Lawrence Market South Study and Renovation (\$4.900 million). This recoverable debt will be repaid through respective future stream of leasing revenues upon completion of the projects.
- Development Charges, which represent \$1.935 million or 0.2% of the 10-Year Capital Budget and Plan's funding source, provide \$1.535 million and \$0.400 million from Section 37 and 45 respectively for the redevelopment of the St. Lawrence Market North.
- Other sources of funding, which account for \$26.704 million or 2.9% will be utilized for the following redevelopment/revitalization projects:

- The *St. Lawrence Market North Redevelopment* project will receive a total of \$14.000 million from Toronto Parking Authority as a contribution towards the construction of three levels of parking below grade.
- The *Union Station Revitalization* project will receive a contribution of \$9.204 million from VIA Rail and other stakeholders.
- The *Rehabilitation of Western Channel Dockwall* project will receive \$3.000 million from the Toronto Port Lands Company (TPLC) and \$0.500 million from the Toronto Port Authority, for a total of \$3.500 million in subsidies. Staff have confirmed that TPLC is able to fund the City's contribution of \$3.000 million to the rehabilitation project through special dividends to the City of Toronto.

State of Good Repair (SOGR) Backlog

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



- Facilities Management is responsible for capital improvements and repairs at more than 400 facilities, covering over 9.6 million square feet with an approximate replacement value of \$4.189 billion including Union Station.
- Maintaining a state of good repair for the building portfolio is a challenge to the City of Toronto with 20% of City owned buildings now over 50 years of age. In 10 years, 35% of the buildings will be over 50 years old.
- Due to limited resources, FM&RE currently invests in State of Good Repairs (SOGR) 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. FM&RE dedicates the finite 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.

- During the 2015 Budget process, Facilities Management has identified the following additional critical SOGR needs totalling \$103.528 million included in the 2015 - 2024 Capital budget and Plan:
 - Council Chambers Heating, Ventilation, and Air Condition (HVAC)
 - City Hall Elevators 15, 16 and 17
 - North York Civic Centre Replacing Building Drainage Piping
 - North York Civic Centre Window Glazing System & Roof Maintenance
 - Relocation of Communication Rooms at 703 Don Mills Road
 - Critical SOGR for Fire Services
 - Placeholder for General Critical SOGR
- Due to the age of many of the City's buildings, the backlog will increase from \$333.436 million or 8% of replacement asset value in 2015 to \$403.320 million or 9.6% of replacement asset value by the end of 2024, as described in Chart 4 on the previous page.
- The new investments will significantly slow down the increasing backlog. Without the new funding of \$103.528 million added to the 10-Year Capital Plan, the accumulated SOGR backlog would have been \$506.848 million or 12.1% of total asset replacement value by the end of 2024.
- Through the Facilities Transformation Project (FTP), Facilities Management play a corporate stewardship role, responsible for setting standards and ensuring all City-owned facilities are maintained in a manner that meet operational needs and improve asset management on behalf of other City Programs. The following table provides a breakdown of SOGR by City Program.

**Table 4
SOGR Backlog by City Program (In \$000s)**

Divisional SOGR Funding Envelopes & Accumulated SOGR Backlog	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 10-Year Capital Plan
Divisional Plans:											
FM&RE SOGR Funding	35,371	48,501	47,992	46,857	36,983	37,776	40,543	40,820	58,471	56,132	449,446
FM&RE SOGR Backlog Not Addressed/(Addressed)	10,152	2,784	(13,849)	(21,516)	(13,281)	(14,015)	(6,263)	(20,797)	(13,500)	(18,288)	(108,573)
FM&RE Accumulated SOGR Backlog Balance	238,766	248,918	251,702	237,853	216,337	203,056	189,041	182,778	161,981	148,481	130,193
EMS SOGR1 Funding	1,935	655	873	1,069	1,002	1,290	719	231	282	1,767	9,822
EMS SOGR Backlog Not Addressed/(Addressed)	(451)	2,470	824	661	389	(478)	1,506	189	1,489	4,836	11,435
EMS Accumulated SOGR Backlog Balance	18,888	18,437	20,907	21,731	22,392	22,781	22,303	23,809	23,998	25,487	30,323
Fire SOGR2 Funding	4,073	2,168	2,943	1,149	951	894	479	1,097	155	817	14,727
Fire SOGR Backlog Not Addressed/(Addressed)	(284)	19,964	1,582	4,852	7,933	6,966	23,586	1,808	6,591	10,524	83,522
Fire Accumulated SOGR Backlog Balance	7,384	7,100	27,064	28,646	33,498	41,431	48,397	73,791	80,382	90,906	
MLS SOGR3 Funding	620	48	741	270	944	671	14	432	985	1,146	5,870
MLS SOGR Backlog Not Addressed/(Addressed)	(371)	(40)	(654)	(270)	(911)	(122)	-14	(419)	(378)	3,419	240
MLS Accumulated SOGR Backlog Balance	5,025	4,654	4,614	3,960	3,690	2,779	2,657	2,643	2,224	1,846	5,265
Police SOGR4 Funding	1,678	3,509	2,362	2,287	3,136	2,609	1,761	697	2,296	5,442	25,777
Police SOGR Backlog Not Addressed/(Addressed)	5,978	7,845	7,175	10,029	4,787	3,726	7,186	6,735	19,964	9,667	83,092
Police Accumulated SOGR Backlog Balance	24,280	30,258	38,103	45,278	55,307	60,094	63,820	71,006	77,741	97,705	107,372
City Clerk's SOGR Funding	344	1,191	-	56	402	355	12	428	846	80	3,715
City Clerk's SOGR Backlog Not Addressed/(Addressed)	(123)	(1,143)	684	188	(242)	(242)	868	(325)	(517)	2,570	1,718
City Clerk's Accumulated SOGR Backlog Balance	4,013	3,890	2,747	3,431	3,619	3,377	3,135	4,003	3,678	3,161	5,731
TESS SOGR Funding	391	714	-	23	232	-	-	-	-	-	1,360
TESS SOGR Backlog Not Addressed/(Addressed)	(239)	705	183	161	919	1,224	2,655	-	5	112	5,725
TESS Accumulated SOGR Backlog Balance	1,360	1,121	1,826	2,009	2,170	3,089	4,313	6,968	6,968	6,973	7,085
TPH SOGR5 Funding	1,130	287	16	184	63	614	259	1,550	987	532	5,620
TPH SOGR Backlog Not Addressed/(Addressed)	(308)	2,529	(8)	(55)	1,302	954	3,828	(1,550)	(746)	3,736	9,682
TPH Accumulated SOGR Backlog Balance	6,130	5,822	8,351	8,343	8,288	9,590	10,544	14,372	12,822	12,076	15,812
PPFA (Transportation & Water Yards)	24	269	700	502	1,179	547	662	1,251	1,408	1,036	7,577
PPFA SOGR Backlog Not Addressed/(Addressed)	24	351	(236)	1,140	(172)	610	(662)	(1,251)	(1,408)	(975)	(2,579)
PPFA Accumulated SOGR Backlog Balance	13,212	13,236	13,587	13,351	14,491	14,319	14,929	14,267	13,016	11,608	10,633
Total Planned SOGR Funding for Divisions	45,567	57,341	55,627	52,396	44,893	44,756	44,448	46,507	65,431	66,951	523,916
Total SOGR Backlog Not Addressed/(Addressed)	14,378	35,465	(4,299)	(4,810)	724	(1,377)	32,690	(15,610)	11,500	15,601	84,262
Total Accumulated SOGR Balance	319,058	333,436	368,901	364,602	359,792	360,516	359,139	391,829	376,219	403,320	

- 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. The assessment is conducted by a qualified group of trained professional staff within Facilities Design & Construction unit as well as external consultants in the industry to assist in expediting the process to update BCAs for City owned buildings and perform analysis of the condition of a group of facilities that may vary in terms of age, design, construction and materials.

- Facilities Management 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. For instance, Facilities Management completed BCA for 85 buildings in the portfolio during 2014. The results from BCAs were used to determine the SOGR needs and accumulated SOGR backlog estimates. A funding strategy will be developed to address the unmet capital maintenance needs over the next 10 years in the annual budget process.
- Facilities Management will continue to analyze and assess facility needs and issues throughout 2015 in order to develop a concrete plan to deploy the new funding to optimize the utility of the City's capital assets.

10-Year Capital Plan: Net Operating Budget Impact

**Table 5
Net Operating Impact Summary (In \$000s)**

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
CCTV Infrastructure Enhancement			30.0		15.0		15.0					60.0		60.0
Global Corp Security Program			40.0									40.0		40.0
Total (Net)			70.0		15.0		15.0					100.0		100.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.100 million net over the 2015 – 2024 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- CCTV Infrastructure Enhancement – Funding is required for ongoing sustainment for Closed Circuit Television (CCTV) systems related to new security enhancement implemented to bring security conditions in line with current and anticipated requirements and standards (\$0.060 million net).
- Global Corporate Security Program – Funding is required for sustainment of enhancements of security and safety systems implemented through this program to meet the legislatively prescribed standards (\$0.010 million net).

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

**Table 6
Capital Project Delivery: Temporary Positions**

Approval of the 2015 – 2024 Capital Budget and Plan will not require any new temporary capital positions to deliver the capital projects.

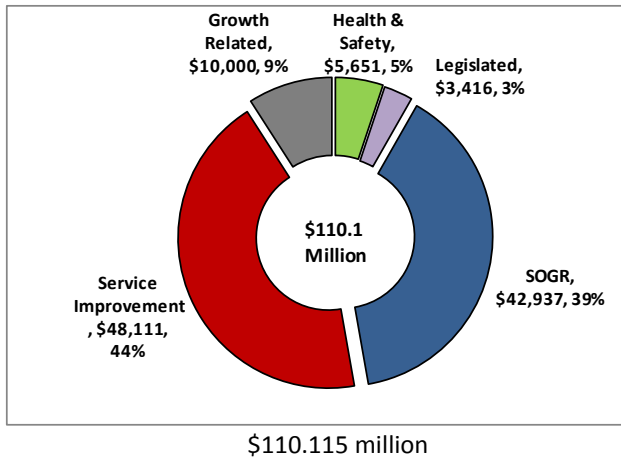


Part II: 2015 Capital Budget

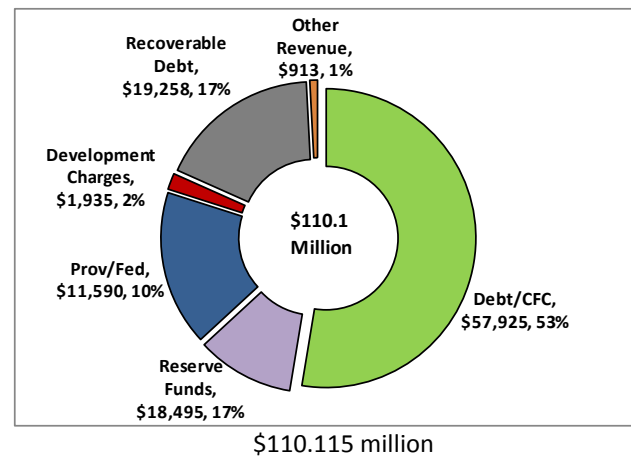
2015 Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



2015 Capital Budget by Funding Source
(in \$000s)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$110.115 million.

The 2015 Capital Budget expenditures are allocated into the following project categories:

- **Health & Safety (\$5.561 million, 5%)**
 - Funding for emergency facility capital repairs and corporate security program.
- **Legislated (\$3.416 million, 3%)**
 - Essential environment audits, remediation, and barrier free access.
- **SOGR (\$42.937 million, 39%)**
 - Address the backlog of, and ensure facilities are maintained in a state of good repair through structural, mechanical and electrical repairs; re-roofing and renovations.
- **Service Improvement (\$48.111 million, 44%)**
 - Implementation of large scale, multi-year major capital projects and the Toronto Strong Neighbourhoods Strategy.
- **Growth (\$10.000 million, 9%)**
 - Funding for Strategic Property Acquisitions.

The 2015 Capital Budget is financed primarily by:

- **Debt (\$57.925 million, 53%)**
 - Debt financing is \$2.129 million above the debt target mainly due to new capital investments to address the SOGR backlog.
- **Recoverable Debt (\$19.258 million, 17%)**
 - Debt repayment through future stream of leasing revenues generated from Union Station and St. Lawrence Market upon completion.
- **Reserve/Reserve Funds (\$18.495 million, 17%)**
 - Funding for Union Station, St. Lawrence Market North and strategic property acquisitions.
- **Development Charges (\$1.935 million, 2%)**
 - Section 37/45 funding secured for SLMN.
- **Provincial/Federal Grants (\$11.590 million, 10%)**
 - Union Station Revitalization from Metrolinx and Transport Canada and various SOGR work cost shared with the Federal Government/Province.
- **Other Revenues (\$0.913 million, 1%)**
 - VIA contributions towards Union Station Revitalization.

Table 7
2015 Cash Flow & Future Year Commitments (In \$000s)

	2014 Carry Forwards	2015 Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Cash Flow & FY Commits
Expenditures													
Previously Approved	138,182	75,702	213,884	179,484	80,893								474,261
Change in Scope		530	530	139	752								1,421
New		32,633	32,633	28,020	4,527	130	133						65,443
New w/Future Year		1,250	1,250										1,250
Total Expenditure	138,182	110,115	248,297	207,643	86,172	130	133						542,375
Financing													
Debt	40,484	57,924	98,408	51,000	21,957	130	133						171,628
Debt Recoverable	9,531	19,258	28,789	49,821	14,196								92,806
Other	12,812	2,848	15,660	10,452	15,339								41,451
Reserves/Res Funds	13,380	18,495	31,875	21,420	10,855								64,150
Development Charges	5,000		5,000										5,000
Provincial/Federal	56,975	11,590	68,565	74,950	23,825								167,340
Total Financing (including carry forward funding)	138,182	110,115	248,297	207,643	86,172	130	133						542,375

Approval of the 2015 Capital Budget of \$248.297 million will result in the following:

- \$138.182 million in 2014 cash flow funding that will be carried forward into 2015 for the following:
 - Ongoing large scale, multi-year capital projects including the *Union Station Revitalization* (\$97.972 million) and *St. Lawrence Market North Redevelopment* (\$10.171 million).
 - Completion of the final stage of both *Nathan Phillips Square Revitalization* (\$3.754 million) and *Old City Hall HVAC and Electrical Upgrades* (\$1.418 million) as well as *Westwood Theatre Lands Redevelopment* (\$6.436 million) for the acquisition of three parcels of land and necessary easements to facilitate the reconfiguration of the Six Points Interchange as part of the redevelopment during 2015.
 - The remaining cash flow of \$18.431 million is mainly attributed to various State of Good Repair capital work currently in the procurement phase for either design or construction work.
- The 2015 Capital Budget provides funding of \$75.702 million for previously approved projects that are already underway with future year commitments of \$179.484 million in 2016 and \$80.893 million in 2017, for a total of \$336.080 million.
 - For the most part, the cash flow funding is dedicated to ongoing and multi-year professional services and construction contract costs for major capital projects, as noted above (\$290.689 million) followed by core SOGR work to ensure the buildings and facilities are maintained in a state of good repair (\$38.745 million).
 - The remaining cash flow provides funding for various special projects such as *Management Reporting Initiative*, *Project Tracking Portal*, *CCTV Infrastructure Enhancement*, *Corporate Facilities Refurbishment Program*, and *Phase 2 of Facilities Preventive Maintenance System* (6.646 million).
- The change in scope funding increase of \$1.421 million reflects minor adjustments to SOGR renovation and structural/building envelope projects.

- New and multi-year funding of \$66.693 million planned for 2015 – 2019, of which \$37.610 million is for the core SOGR projects and the remaining cash flow funding of \$29.083 pertains to the new capital projects as set out in Table 8 below in bold text.

2015 Capital Project Highlights

Table 8
2015 Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Health & Safety:													
Emergency Repairs		3,181					3,181						3,181
Global Corp Security Program		1,375					1,375						1,375
Replacement of Diesel with Natural Gas Generators		2,277	1,798				4,075						4,075
Sub-Total		6,833	1,798				8,631						8,631
Legislated:													
Environmental Remediation		1,446	300				1,746						1,746
Barrier Free / Equity		987					987						987
Others		2,283	1,010				3,293						3,293
Sub-Total		4,716	1,310				6,026						6,026
State of Good Repair:													
Re-Roofing		2,000	584				2,584						2,584
Structural / Building Envelope		13,535	8,693	4,571			26,799						26,799
Mechanical and Electrical		21,731	8,836	2,500			33,067						33,067
Sitework		1,400	333				1,733						1,733
Renovations		7,149	841				7,990						7,990
Environmental for Scarborough Civic Centre		120	123	127	130	133	633						633
Old City Hall Revitalization	36,899	4,111					4,111						4,111
Nathan Phillips Square Revitalization	60,395	3,754					3,754						3,754
City Hall Council Chamber HVAC	2,010	225	1,785				2,010						2,010
City Hall Elevators 15, 16 & 17	2,259	374	1,885				2,259						2,259
Rehabilitation of Western Channel Dockwall	6,500	100	2,000	4,400			6,500						6,500
NYCC Window Glazing System & Roof Maintenance	11,659	450					450						450
NYCC Replacing Building Drainage Piping	4,800	300					300						300
703 Don Mills Road Communication Svcs Rooms Relocation	6,000	100					100						100
703 Don Mills Road Resiliency	8,803	100	664				764						764
Address SOGR Backlog - Fire Services	4,000	1,900	800				2,700						2,700
Address SOGR Backlog - General	72,800	500					500						500
Others		1,618					1,618						1,618
Sub-Total		59,467	26,544	11,598	130	133	97,872						97,872
Service Improvements:													
Union Station Revitalization	796,400	132,858	125,440	51,249			309,547						309,547
St. Lawrence Market North Redevelopment	91,458	17,438	46,831	22,115			86,384						86,384
CCOO Mgmt Reporting Initiative (BI)	2,145	940	905	210			2,055						2,055
Project Tracking Portal Implementation	1,812	1,346	265				1,611						1,611
Consolidation of PMMD Stores at 799 Islington Avenue	1,464	1,000					1,000						1,000
Toronto Strong Neighbourhoods Strategy	12,000	380					380						380
Corporate Facilities Refurbishment Program		2,133					2,133						2,133
CCTV Infrastructure Enhancement		1,544	1,000	1,000			3,544						3,544
Emergency Generator for Fire Halls	12,500	500	3,000				3,500						3,500
Others		2,476	550				3,026						3,026
Sub-Total		160,615	177,991	74,574			413,180						413,180
Growth Related:													
Westwood Theatre Lands	6,800	6,436					6,436						6,436
Strategic Property Acquisitions	10,000	10,000					10,000						10,000
Others		230					230						230
Sub-Total		16,666					16,666						16,666
Total (including carry forward funding)		248,297	207,643	86,172	130	133	542,375						542,375

The 2015 Capital Budget provides funding of \$248.297 million to:

Continue:

- Addressing unexpected and urgent facility capital repairs that arise during the year, fund the global security program to ensure facilities meet prescribed security standards, and replace diesel

generators with natural gas at various facilities including Scarborough Civic Centre, East York Community Centre, Toronto Archives, and the headquarters of Toronto Public Health located at 277 Victoria Street under the project category of Health and Safety (\$6.833 million).

- Implementing legislatively required capital repairs such as essential audits and retrofit work for barrier free access and environmental assessments and remediation including designated substances, annual surveys and sampling (\$4.716 million).
- Delivering State of Good Repair (SOGR) maintenance and rehabilitation projects at various City-owned facilities to reduce the outstanding backlog and ensure facilities are maintained in a state of good repair.
- The progress of ongoing Service Improvement projects, including the construction of a temporary market prior to the demolition of the existing *St. Lawrence Market North* and *Union Station Revitalization* (\$150.296 million).

Complete:

- The final phases of the *Old City Hall HVAC and Electrical Upgrades* as well as *Nathan Phillips Square Revitalization* (\$7.865 million).

Begin:

- Implementation of effective project management tools such as *Project Tracking Portal* and *Management Reporting Initiative* to improve time and milestone monitoring for capital projects, financial reporting and performance measures (\$2.286 million).
- Required mechanical and electrical work in order to meet the operational needs of the Purchasing and Material Management Division (PMMD) upon consolidating three other stores at 799 Islington Avenue (\$1.000 million).
- Partnering with Toronto Community Housing Corporation (TCHC) to renovate a basement facility at 90 Mornelle Court to build a community hub as part of the *Toronto Strong Neighbourhoods Strategy* (\$0.380 million).
- Implementing a multi-year, phased refurbishment of City-owned office space in order to achieve maximum space utilization by increasing space density and accommodate the ongoing and emerging consolidation and co-location needs of various City Programs (\$2.133 million).
- Replacing the City's CCTV infrastructure, including equipment, monitors and network requirements for video transmission (\$1.544 million).
- New SOGR projects such as City Hall Council Chamber HVAC; City Hall Elevators that provide access to the Council Chamber; replacement of drainage system, glazing window and roof maintenance for North York Civic Centre; relocation of communication rooms and building resiliency for facility located at 703 Don Mills Road additional investments to address critical SOGR needs for Toronto Fire Services and City-wide.
- New capital funds are available for FM&RE to perform feasibility and engineering study regarding the installation of emergency generators for all Fire Halls (\$0.500 million).
- Acquiring properties/land that are deemed strategically important and beneficial to the City of Toronto, developing the *Westwood Theatre Lands* and others (\$16.666 million).



Part III:

Issues for Discussion

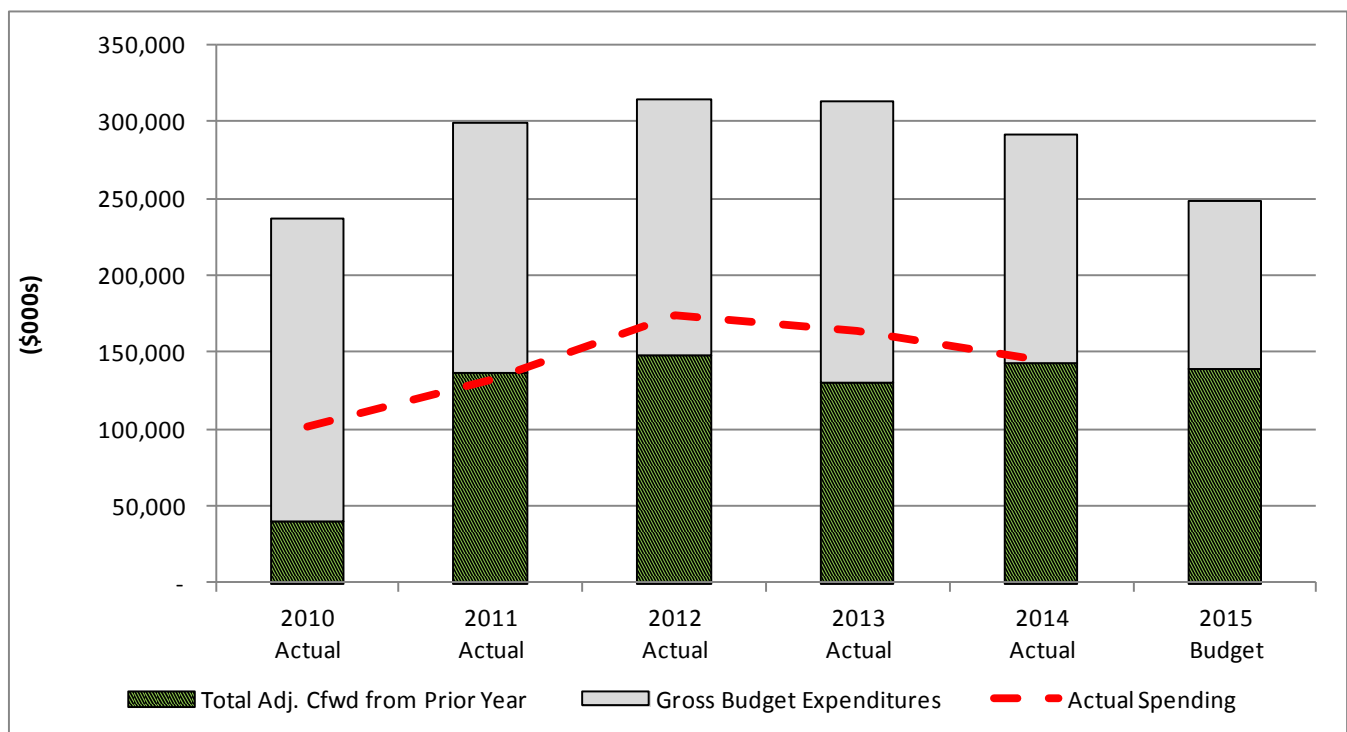
Issues for Discussion

Issues Impacting the 2015 Capital Budget

Program Capacity and Readiness to Proceed and Spend

Historical data suggests that Facilities Management and Real Estate (FM&RE) has been experiencing relatively low capital spending rate. The average annual spending rate over the past five years 2010 – 2014 is 49%, inclusive of large scale, multi-year major capital projects such as the Union Station Revitalization, St. Lawrence Market North Redevelopment, Nathan Phillips Square Revitalization, Old City Hall HVAC and Electrical Upgrades and Westwood Theatre Lands Redevelopment. The average spending rate for Facilities Management's SOGR program has been 57% over this period.

The following table illustrates FM&RE's rate of spending from 2010 to 2014:



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

Category	2010			2011			2012			2013			2014			Spending Rate 5 Year Avg. %
	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	
Health & Safety	4,556	2,640	58%	3,253	2,975	91%	4,058	1,311	32%	6,272	3,447	55%	5,652	3,013	53%	56%
Legislated	1,853	1,532	83%	987	801	81%	644	643	100%	1,299	1,001	77%	3,227	1,505	47%	68%
SOGR	53,363	34,165	64%	67,380	37,712	56%	72,526	36,338	50%	45,247	24,374	54%	47,417	29,978	63%	57%
Service Improvement	24,535	10,885	44%	26,375	5,145	20%	16,801	7,948	47%	30,055	12,737	42%	37,406	15,848	42%	39%
Growth Related	11,582	5,847	50%	21,434	8,175	38%	17,610	8,353	47%	8,034	567	7%	7,467	449	6%	35%
Union Station	139,759	46,081	33%	178,886	77,394	43%	201,920	119,907	59%	221,457	121,700	55%	190,016	93,935	49%	49%
Total	235,647	101,150	43%	298,316	132,202	44%	313,560	174,498	56%	312,363	163,825	52%	291,185	144,727	50%	49%

The historically low spend rate is due to the following key factors:

- Design and scope changes due to unplanned events such as found site conditions, required environmental assessments and remediation delays projects from progressing.
- The need to secure additional funding for project cost escalations which are subject to budget review and Council approval.
- Coordination with key stakeholders on all major capital projects to ensure public disruption, and scheduling conflicts are minimized while facilities remain active and open to the public.
- Limited resources in terms of staffing, contractors and professional trades in the construction industry within Greater Toronto Area. FM&RE is simultaneously competing for resources with the booming housing industry as well as the 2015 Pan Am Games.

During the 2015 Budget process, Facilities Management worked closely with Financial Planning Division to implement the following strategies in order to increase the spending rates of the Capital Program:

1. Alignment of Cash Flow Funding

A detailed review of the 2015 – 2024 Capital Budget and Plan has been conducted taking into consideration of the historical low spending rates of Program capital project delivery, capacity as well as the preliminary 2014 carry forward funding into 2015. Upon a detailed review, a total of \$122.777 million cash flow funding, as detailed in the table below, has been deferred from 2015 to future years for certain major construction, I&T-related and SOGR capital projects based on their spending rates, current project statuses, availability of resources including contractors, causes for delays and timing of resolution of issues. Cash flow funding in the 2015-2024 Capital Budget and Plan reflect readiness to proceed and more realistic timing for implementing these capital projects.

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023
Previously Approved											
Toronto Strong Neighbourhoods Strategy	12,000	(2,620)			2,620						
St. Lawrence Market North Redevelopment	91,458	(23,365)	18,624	4,741							
Union Station Revitalization	796,400	(96,848)	53,598	43,250							
CCTV Infrastructure Enhancement	7,600	(676)	(324)	1,000							
Project Tracking Portal (PTP) Implementation	1,812	(266)	266								
CCOO Mgmt Reporting Initiative (MRI)	2,145	(905)	695	210							
Relocation of Communication Room at 703 Don Mills Road	3,601	(1,250)	(1,250)	2,500							
Replacement of Natural Gas Generators	1,744	1,744	(1,744)								
Other Miscellaneous SOGR Adjustments		1,409	2,300	(3,975)	(58)	(77)	381	6	(234)	(323)	(571)
Total Previously Approved		(122,777)	72,165	47,726	2,562	(77)	381	6	(234)	(323)	(571)

Reporting on the Status of Complex Multi-Year, Multi-Stage, Multi-Million Dollar Projects

At its meeting of October 24th, 2012, the Audit Committee considered a report from the Auditor General entitled "a Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex, Multi-Year, Multi-Stage, and Multi-Million Project". The report recommended enhanced oversight and reporting to promote accountability and transparency for the project.

The action plan to implement the Auditor General's recommendations outlined is twofold:

- 1) Since 2014, the quarterly capital variance report includes additional detail on large capital projects, including life-to-date information, milestones and milestone slippages and any cost escalations for all major City capital projects.

- 2) Since 2013, detailed information has been provided in the Analyst Notes specifically on Union Station and other major capital projects including St. Lawrence Market North Redevelopment, Nathan Phillips Square Revitalization and Old City Hall HVAC and Electrical Upgrades.

The following detailed information is being presented on the above major capital projects in accordance with that directive:

Union Station Revitalization Project

Project Overview

Union Station is the largest transportation hub in the country, handling 65 million passengers annually and expected to double by 2021. It is currently undergoing an entire redevelopment and revitalization in order to accommodate the increasing volumes and turn the landmark facility into a transportation, commercial and retail centre. This includes excavation for a new retail concourse level, construction of a new concourse for GO Transit, restoration of the VIA concourse and renovations to the West Wing and Centre Block. In addition, a new tunnel (Northwest Path) will be constructed that will link Union Station to the PATH system by extending northerly along York Street to Wellington Street West. Expected completion of this transformation is 2017.

Project Status

The Union Station Revitalization Project is now in its fourth year of a multi-year construction schedule. Despite numerous project challenges noted below, the project Station is expected to be substantially complete by the end of 2016, with Phase 2 of the North West Path expected to be complete by mid 2017 (the commencement of construction of Phase 2 of the NW PATH is currently on hold until after the Pan Am Games to minimize public disturbance). Significant progress has been made on the project in 2014 including considerable progress on one of the major project milestones, the York GO Concourse, with opening to the public expected in early Spring 2015. In 2014, the City also successfully switched over the existing services to the new electrical system and decommissioned the old units. Phase 1 of the North West Path is substantially complete and ready for interface with Union Station. 2014 also saw the moat stairs completed and will be open to the public upon completion of the York GO Concourse. Phases 2 and 3 of the project is expected to start by mid 2015.

Project Challenges

The project has experienced delays 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, the prime consultant, and other subcontractors. This has impacted progress on the York Concourse, the restoration of other interior areas, and installation of the new mechanical and electrical system.

Due to the challenges noted above, the project continues to experience financial pressure. While the City has received construction forecasts that are higher than the approved budget of \$796.4 million, the project team has responded with value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments and consideration for different construction methodologies. In addition, the City team has undertaken an internal assessment of the forecasts to evaluate the nature of the changes to the forecast and whether, in fact, the costs being forecast are attributable to the City. Staff will continue these activities into 2015.

Financial Update

Total project cost of \$796.4 million remains unchanged from the latest approved budget. Funding sources are outlined in the table below.

Union Station Revitalization Funding Sources (\$ millions)	
Total Project Cost \$796.4 million	
External Funding Sources:	
GO / Metrolinx	222.8
Transport Canada	133.0
Transport Canada – Transit Secure	6.5
VIA Rail	24.9
Other Stakeholders	2.4
Total External Funding	389.7
Internal Funding Sources:	
City Debt	168.0
Recoverable Debt	190.5
Reserves	45.0
Development Charges	0.43
Section 16 Agreements	2.75
Total Internal Funding	406.7
Total Funding	796.4

As at the end of 2014, it is estimated that \$486.644 million, or 61.1%, of the project budget has been spent. As a result of the challenges noted above, some cash flows have been deferred to 2017. Cash flow funding estimates included in the 2015-2024 Capital Budget and Plan have been updated to reflect the current cash flows expected for the remainder of the project, as outlined in the table below:

Union Station Revitalization Project Budget & Plan (\$ millions)					
	Estimated Life to Date (As of Dec 31, 2014)	2015 Budget*	2016 Plan	2017 Plan	Total
USRP Spending	486.644	133.066	125.441	51.249	796.400

* Includes a preliminary carry forward funding of \$97.764 million from 2014.

St. Lawrence Market North (SLMN) Redevelopment Project*Project Overview*

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 three levels of public parking below grade for the Toronto Parking Authority.

Project Status

The design of the new permanent north building is nearing completion with the Bid Documents being finalized for the tender process. Cost monitoring to date indicate the building will be completed within the current approved budget of \$91.458 million.

The location of the new north building is currently undergoing an extensive archeological assessment. The assessment is expected to be complete by September 2015, at which point the construction contract for the new building will be tendered and awarded. Construction of the new building is expected to be completed by June 2017.

The temporary market construction contract was awarded in October 2014 and construction has commenced. The building is expected to be completed by March 2015, at which point further work on the existing north building site, including demolition, can proceed to allow for the final stages of the archeological assessment and to prepare the site for the construction of the new north market building.

Project Challenges

To date, the project has experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders. Additional time was required to settle these changes and make the appropriate updates to the design documents. Furthermore, delays were experienced in awarding the interim market contract, which has pushed construction of the interim market into early 2015.

The City's Archaeological Consultant has advised that given the rich history of market activity on the building site, there is a high likelihood of finding significant archeological remains. As a result, a complete four stage remediation process will need to take place resulting in additional project delays. It is estimated this process will have a six month impact on the project schedule, which has pushed the permanent building contract award to October 2015.

Financial Update

Total project cost of \$91.458 million remains unchanged from the latest approved budget. Funding sources are outlined in the Table 1 below.

St. Lawrence Market North Redevelopment Funding Sources (\$ millions)	
Total Project Cost \$91.5 million	
Recoverable Debt	39.7
Contribution from Toronto Parking Authority for Underground Garage	14.0
Capital Financing Reserve	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

As at the end of 2014, it is estimated that \$5.073 million, or 5.5%, of the project budget has been spent. As a result of the challenges noted above, cash flows have been deferred to the middle of 2017. Cash flow funding included in the 2015-2024 Capital Budget and Plan has been updated to reflect the current cash flows expected for the remainder of the project, as outlined in the table below.

St. Lawrence Market North Redevelopment Project Budget & Plan (\$ millions)					
	Estimated Life to Date (As of Dec 31, 2014)	2015 Budget*	2016 Plan	2017 Plan	Total
SLMN Spending	5.073	17.439	46.831	22.115	91.458

*Includes a preliminary carry forward funding of \$10.171 from 2014.

Nathan Phillips Square Revitalization (NPSR) Project

Project Overview

The Nathan Phillips Square Revitalization project includes: a new rooftop garden on the City Hall podium roof; a new public skate pavilion and concession building; a larger and enhanced Peace Garden at a new location in the western landscaped area of the Square; children's playground equipment replacement; a seasonal disappearing water fountain featuring jets in the centre of NPS; a new permanent theatre stage structure with a roof canopy; a redesigned landscape around the edges of the Square and west side; a variety of sustainable design achievements linked to Toronto's Green Standard; and upgrading the existing concrete block building at the corner of Queen and Bay Streets.

Project Status

Phases 1 and 2 of the revitalization project are substantially complete with all major elements finished. Major items associated with the first two phases include the City Hall Podium Green Roof, new skate pavilion and concession building, new theatre stage, relocation of the Peace Garden, and new water fountain. The contract for the final two phases was awarded in August 2013 and includes: landscaping along Queen and Bay street and upgrades to the Rabbit stairs leading to the underground parking garage at Queen and Bay. Work associated with Phases 3 and 4 will be substantially completed by the end of 2014, with only minor planting/landscaping and interior work on the Rabbit stairs to be finished by the spring of 2015. Finally, staff reported to GMC in January 2015 (GM1.3) on the elements of the NPSR project that have been removed from scope, but were part of the original design, mainly due to funding challenges. The link to this report can be found here:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.GM1.3>

Project Challenges

The remaining work on the NPSR Project and related scheduling must be actively managed to minimize disruption and accommodate the various ongoing activities and events taking place at Nathan Phillips Square. The project has experienced a number of complications from unforeseen site conditions, such as having to replace and relocate an existing hydro chamber, structural/loading restrictions, site conditions related to soil depth, waterproofing, and unforeseen structural conditions related to the Sheraton Bridge. In addition, the General Contractor for phases 3 and 4 have presented claims to the City for additional costs and time extensions, which are being actively managed by the project team.

Financial Update

Total project cost of \$60.395 million remains unchanged from the latest approved budget. Funding sources are outlined in the table below.

Nathan Phillips Square Revitalization Funding Sources (\$ millions)	
Total Project Cost \$60.4 million	
Debt funding	16.000
Contribution from Transportation Services (Bike Station)	1.200
Contribution from Toronto Parking Authority	2.536
Pan Am Games Funding	4.146
Reserve Funds – LARF & Capital Financing Reserves	27.013
Reserve Funds – Public Realm	9.500
Total	60.395

As of the end of 2014, it is estimated that \$56.641 million, or 94%, of the project budget has been spent. The remaining approved budget of \$3.754 million will be carried forward from 2014 to complete the work by mid 2015. There is no 2015 budget or future year impact. Final elements of the remaining scope were deferred to 2015 as a most of this work cannot be completed in the winter months (planting, landscaping), but will be finished prior to the Pan Am Games.

Old City Hall HVAC Project*Project Overview*

The Old City Hall HVAC project will replace new ventilation and air conditioning system throughout the building including associated new head-end equipment, Enwave ‘Deep Lake’ cooling infrastructure, and new ductwork, piping and air conditioning units, electrical service, ceilings and shafts, lighting, power requirements, and plaster ceiling stabilization/consolidation.

Project Status

The implementation of the Old City Hall HVAC Project is being phased to accommodate the tenants and ensure no disruption of their operations. The project is scheduled to be completed by August 2015, within budget. To date, construction in the attic, basement, south west and northwest quadrant of the facility are complete. Remaining work in the north east and main lobby area will continue into 2015.

Project Challenges

The accommodation of existing uses and tenants within the facility required revisions to sequencing and scheduling over the life of the project. The City is in receipt of a claim from the Contractor due to sequence work and a request for time extension. The City is in the process of reviewing the claim and intends to manage and negotiate the claim within the current contract and overall budget.

Financial Update

The project will be completed within the approved budget of \$36.899 million, which is fully funded through City debt.

As at the end of 2014, life to date spending is estimated to be \$32.788 million. The remaining \$4.111 million to be spent in 2015 is comprised of \$2.964 million included in the 2015 budget and \$1.147 million in 2014 carry forward.

Issues Impacting the 10-Year Capital Plan

Accessibility for Ontarians with Disabilities Act (AODA) Compliance

At its meeting of August 9, 2009, City Council endorsed the commitments and supported the goals of the *Accessibility for Ontarians with Disabilities Act (AODA)* compliance, and will establish policies, practices and procedures which are consistent with the accessibility standards established under the AODA, including (1) Accessible Customer Service, (2) Information and Communication, (3) Employment, (4) Transportation and (5) the Built Environment which requires that all the City of Toronto properties become AODA compliant by 2025, regardless of whether the building is new or major renovation is planned.

The City of Toronto's Multi-Year Accessibility Plan covers the period from 2012-2016, and includes strategies for meeting accessibility requirements for the 4 Standards that were in place by 2011 plus a 5th Standard, the Built Environment, which has been implemented partially in 2 separate parts as noted below. The 5th Standard will have the greatest impact on Facilities Management given the City's commitment to AODA compliance by 2025 for all of its buildings and properties. The Standard consists of:

a. Design of Public Spaces

This Part came into force December 2012, and addresses accessibility within public areas generally outside the property line, including sidewalks, roads, and other public areas.

b. Building Code Accessibility Requirements

This Part is implemented partially in an amendment to the 2012 edition of the Ontario Building Code (OBC) that came into force on January 1, 2014. The amendment includes many (but not all) requirements of the AODA, Built Environment, Building Code Accessibility Requirements, and will come into force on January 1, 2015. The regulations apply to all new buildings and major renovations as defined in the OBC. Examples include renovations involving substantially removing or installing walls, floors, and roof assemblies, or major changes in use or occupancy load.

Facilities Management staff and all design consultants will be directed to prepare ALL future projects in accordance with the OBC and all amendments, including any additional requirements that may be contained in the AODA, Built Environment Standard, City of Toronto Accessibility Guidelines, and other regulations that may apply to the building type or occupancy.

The 2015 Capital Budget includes a barrier-free work plan of approximately \$1.0 million. This amount is used for the following:

- Accessibility Audits for FDC and client Divisions properties.
- Feasibility Studies to determine options for retrofit work and estimated costs at selected facilities.
- Design and implementation of retrofit accessibility upgrades to achieve compliance with accessibility requirements as noted above.

The work plan, as noted above, is generally not intended to include the cost of accessibility work of new buildings and major renovations where compliance with the above listed and other relevant documents would be required as part of an overall complete design.

Facilities Management staff are working on plans to fully implement the AODA Built Environment standard in accordance with City goals. This includes, amongst other things, the development of a 12 year plan inclusive of funding and resource requirements as well as prioritization of work across the portfolio of facilities that FM maintains. Facilities Management will continue to refine these plans and bring a proposal forward through the 2016 Budget Process that will allow for the implementation of these plans, which will include funding and resource requirements.

Issues Referring to the 2015 Capital Budget Process

Rehabilitation of Western Channel Dockwall

- City Council, at its meeting of May 6, 2014, requested the Government of Canada and the Province of Ontario contribute \$1.500 million each towards the project based on the assumption of the cost sharing agreement and directed Facilities Management to establish a capital project in the Program's Capital Plan for consideration as part of the 2015 Budget process.
- The total project cost is estimated to be \$6.5 million. Staff are proposing that the rehabilitation costs be funded between the Government of Canada, the Province of Ontario, the City of Toronto (Toronto Port Lands Company) and the Toronto Port Authority. Staff have confirmed that TPLC is able to fund the City's 3.0 million contribution towards the dockwall rehabilitation for their 2014 and 2015 budget years.
- Construction will only occur once all funds are received from the Federal Government, Province, and other partners. Should any funding become unavailable, the project scope and City's funding sources will be reassessed, and proposals which include other City-financed priorities and needs will be brought forward to Council in a future budget process.

Strategic Property Acquisitions

- City Council, at its meeting of August 25, 2014, authorized funding from the Land Acquisition Reserve Fund (LARF) in the amount of 15% of the uncommitted balance in the LARF as an approved budget for the acquisition of property that is determined to be strategically important to the City of Toronto.
- The 2015 Capital Budget for Real Estate includes a cash flow funding of \$10.000 million, funded by LARF, for this strategic initiative recently approved by Council to allow the City to take advantage of opportunities to acquire property and/or land that could benefit the City of Toronto when they become available on the market.

- City Council also directed the Chief Corporate Officer to report back to Committees and Council on all properties acquired pursuant to this strategic property acquisitions framework as part of the regular semi-annual reporting on real estate transactions.
- Funds available for acquisition for strategic properties will place the City of Toronto in a better position to achieve both long and short term objectives by:
 - Providing flexibility to purchase property that serves municipal priorities under circumstances which could not be foreseen at the time of annual budget process, without missing opportunities.
 - Reducing overall costs associated with real estate acquisitions.
 - Reducing the number of expropriations and related compensation costs.
 - Enabling the City to proactively pursue property that becomes available and respond to favourable opportunities in the marketplace, including foreclosures and powers of sale.



Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

In 2014, Facilities Management and Real Estate made significant progress on major capital projects, such as:

Union Station Revitalization Project

- ✓ Significant progress on the GO York Concourse with opening to the public expected in early 2015.
- ✓ Successfully switched over existing services to the new electrical system and decommissioned the old units.
- ✓ Reached substantial completion of phase 1 of the NW PATH connection.
- ✓ Moat stairs completed and to be opened to the public upon completion of the GO.

Nathan Phillips Square Revitalization Project

- ✓ Significant progress made on the landscaping along Queen St.
- ✓ The final phase of the project is nearing completion with only minor planting and close out of contracts outstanding by the end of the year.

St. Lawrence Market North Development

- ✓ Design of the permanent building has been finalized and initial submission for building permit has been made.
- ✓ Archeological assessment of the permanent building site location is underway.
- ✓ Construction of the interim market has begun.

Within its core state of good repair (SOGR) program, the Program was able to address critical SOGR, environmental and safety issues at various City facilities. Specific achievements include:

- ✓ Completion of 85 building condition assessments to determine the current condition of facilities, critical needs and core SOGR needs over the next 20 years.
- ✓ Implementation of BAS systems at NYCC and various floors at Metro Hall.
- ✓ Completion of fire alarm system replacement at 277 Victoria Street.
- ✓ Improvements to the AV systems in committee rooms and the Council Chambers.
- ✓ Enhancements to access control systems at various facilities across the City, improving the security of these locations.
- ✓ Critical work at EMS, Fire and Toronto Police locations ensuring the facilities remain operational.
- ✓ Annual environmental programs and inspections, as well as on-demand services at Civic Centres, Children Services, Public Health, Social Services, and other locations across the City.

2014 Financial Performance

Table 9
2014 Budget Variance Analysis (In \$000's)

2014 Approved	Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$ Unspent	% Unspent
291,185	144,727	49.7%	146,458	50.3%

2014 Experience

Facilities Management & Real Estate (FM&RE) incurred expenditures of \$144.727 million or 49.7% of its 2014 Approved Capital Budget of \$291.185 million for the period ended December 31, 2014. The unspent cash flow funding of \$148.0 million, including additional carry forward funding of \$9.818 million approved by City Council at its meeting on May 6, 2015, has been carried forward to 2015 to continue the delivery of the capital projects.

Core state of good repair (SOGR) capital projects of varying size incurred expenditures of \$24.659 million or 59.4% of the 2014 approved cash flow of \$41.484 million as of December 31, 2014. Overall, 59 SOGR projects were completed during 2014 to address numerous backlog issues across the portfolio of facilities. Total costs incurred for these completed SOGR projects were \$8.240 million or 89.2% of the total approved cash flow funding of \$9.238 million, representing total savings of \$0.998 million.

The under-spending across the entire capital works program was largely attributable to the following major capital projects:

- The *Union Station Revitalization (USR)* project's capital expenditures totaled \$93.935 million or 49.4% of the 2014 approved cash flow of \$190.016 million as of December 31, 2014. Phase 1 of the project experienced delays mainly due to found site conditions and the need for coordination of construction amongst stakeholders and other projects in the precinct. In addition, the focus on meeting the deliverable for the York Concourse has caused delays and re-sequencing of other deliverables on the project. These delays have impacted the timelines for Phases 2 and 3, which will not commence until 2015, with expected completion of the entire project in 2017. The unspent cash flow funding of \$96.082 million has been carried forward to 2015 to complete the remaining of Phase 1. Total project cost of \$796.4 million remains unchanged from the latest approved budget.
- The *St. Lawrence Market North (SLMN) Redevelopment* project's capital expenditures totaled \$2.622 million or 20.7% of the 2014 approved cash flow of \$12.671 million. Delays were due to design changes and issues with clients, stakeholders and increased project costs based on the latest estimates received from consultants that required additional time to resolve and contain costs. As a result, the interim market which was originally planned to be completed in 2014, has been revised to the spring of 2015 to begin construction. These delays have pushed out project timelines and associated spending, with the expected completion date revised to 2017 for the entire project. The unspent cash flow funding of \$10.048 million has been carried forward to 2015 to finalize documentation to prepare for the tender of the new market and initial costs related to the construction of the temporary market. Total project cost of \$91.458 million remains unchanged from the latest approved budget.

- The *Nathan Phillips Square Revitalization (NPSR)* project's capital expenditures totaled \$8.665 million of the 2014 approved cash flow of \$13.254 million. The NPSR project experienced delays due to a change in contractors for the remaining Phases 3 and 4 of the project, unforeseen site conditions, finalizing designs that are consistent with stakeholder requirements and budget and extreme weather conditions limited ability to proceed with construction in early 2014. The unspent cash flow funding of \$4.589 million has been carried forward to 2015 to continue the remaining capital work to be completed by Q2 2015. The total project cost of \$60.395 million remains unchanged from the latest approved budget.
- The *Westwood* project's capital expenditure totaled \$0.229 million representing 3.6% of the 2014 approved cash flow of \$6.436 million. Delays resulted mainly from a change in the Province's interest in the use of the Westwood property. The unspent cash flow funding of \$6.207 million has been carried forward to 2015 for the land redevelopment as staff are currently working with Transportation Services and Build Toronto to identify future plans for the site and how funding will be utilized to develop the site. Overall, the project remains within the Council approved project cost of \$6.800 million.
- The *Old City Hall HVAC and Electric Upgrades* project's capital expenditures totaled \$5.319 million representing 89.7% of the 2014 approved cash flow of \$5.932 million. Six of the eight project phases were completed by year-end, along with the infrastructure work in the attic and basement and HVAC (heating, ventilation and air-conditioning) upgrades in tenant areas. The project was delayed due to meeting tenants' changing needs and issues with the contractor over claims related to time delays which will be settled upon completion of the project in 2015. The unspent cash flow funding of \$0.613 million has been carried forward to 2015 for the Program to complete the remaining two phases of the project by Q3 2015. Overall, the project remains within the Council approved project cost of \$36.899 million.

Impact of the 2014 Capital Variance on the 2015 Budget

- As a result of the delays in the capital projects, as noted above, funding of \$138.182 million is being carried forward to the 2015 Capital Budget to continue the capital work.
- A detailed review of the 2015 – 2024 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as Union Station Revitalization and St. Lawrence Market North Redevelopment which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2015 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

Table 10
2015 Capital Budget; 2016 to 2024 Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
• Special Corporate Projects													
• CCOO Mgmt Reporting Initiative (BI)	1,545	940	905	210			2,055						2,055
• Project Tracking Portal Implementation	1,812	1,346	265				1,611						1,611
• Westwood	6,800	6,436					6,436						6,436
• Toronto Strong Neighbourhoods Strategy	12,000	380	3,000	3,000	5,620		12,000						12,000
• Others		1,985	160				2,145						2,145
• Environmental		1,566	1,465	1,797	1,533	1,573	7,934	1,479	1,518	1,908	4,060	4,060	20,959
• Barrier Free/Equity		987					987						987
• Re-roofing		2,000	671	1,326	505	1,190	5,692	905	1,754	3,723	5,534	3,803	21,411
• Structural/Building Envelope		13,724	18,942	16,597	16,143	16,641	82,047	15,993	14,315	10,383	15,713	17,474	155,925
• Mechanical and Electrical		27,484	15,777	17,003	17,436	15,917	93,617	11,068	10,991	15,591	15,536	14,365	161,168
• Sitework		1,604	347	569	738	4,018	7,276	5,070	6,195	1,849	2,690	4,464	27,544
• Renovations		7,251	6,061	2,241	5,183	1,974	22,710	5,991	5,604	5,043	4,612	4,207	48,167
• Emergency Capital Repairs		3,184	2,826	3,054	2,548	3,229	14,841	2,487	2,332	3,968	3,244	3,759	30,631
• Corporate Facilities Refurbishment Program		2,133	1,000	1,000	800		4,933						4,933
• Yards Consolidation Study		540				309	849	2,000	190				3,039
• Security		3,819	2,800	1,850	850	850	10,169	850	850	850	850	850	14,419
Major Capital Projects:													
• St. Lawrence Market North Redevelopment	91,458	17,438	46,831	22,115			86,384						86,384
• Old City Hall Revitalization	36,899	4,111					4,111						4,111
• Nathan Phillips Square Revitalization	60,395	3,754					3,754						3,754
• Union Station Revitalization	796,400	133,066	125,440	51,249			309,755						309,755
2015 New Projects:													
• Rehabilitation of Western Channel Dockwall	6,500	100	2,000	4,400			6,500						6,500
• Emergency Generators for Fire Halls	12,500	500	3,000	3,000	3,000	3,000	12,500						12,500
• City Hall Council Chamber HVAC	2,010	225	1,785				2,010						2,010
• City Hall Elevators 15, 16, & 17	2,259	374	1,885				2,259						2,259
• NYCC Window Glazing System & Roof Maintenance	11,659	450	3,737	3,736	3,736		11,659						11,659
• NYCC Replacing Building Drainage Piping	4,800	300	1,500	1,500	1,500		4,800						4,800
• 703 Don Mills Rd Communication Services Rooms Relocation	6,000	100	2,900	3,000			6,000						6,000
• 703 Don Mills Rd Resiliency	8,803	100	664	4,023	4,016		8,803						8,803
• Access Controls for Toronto Fire Services Facilities	200		200				200						200
• Address Critical SOGR Backlog for Fire Services	4,000	1,900	900	1,200			4,000						4,000
• Address SOGR Backlog	72,800	500	2,000	2,000	2,000	5,000	11,500	5,000	9,000	9,000	19,000	19,300	72,800
• Strategic Property Acquisitions	10,000	10,000					10,000						10,000
Total (including carry forward funding)		248,297	247,061	144,870	65,608	53,701	759,537	50,843	52,749	52,315	71,239	72,282	1,058,965

Appendix 3

2015 Capital Budget; 2016 to 2024 Capital Plan

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

Facilities Management and Real Estate

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													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
FAC906179 Special Corporate Projects																									
99	42	Facilities Preventive Maintenance System - Phase 2	CW	S2	04	570	0	0	0	0	570	0	570	0	0	0	0	0	0	0	0	570	0	570	
100	49	COO Business Intelligence Tool (MRI)	CW	S2	04	89	905	210	0	0	1,204	0	1,204	0	0	0	0	0	0	0	0	1,204	0	1,204	
101	51	PTP Implementation	CW	S2	04	740	265	0	0	0	1,005	0	1,005	0	0	0	0	0	0	0	0	1,005	0	1,005	
115	52	Request for Service Web System - Version 2	CW	S4	04	80	160	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	0	240	
114	53	Contractor Status Update Application - Phase II	CW	S4	04	170	0	0	0	0	170	0	170	0	0	0	0	0	0	0	0	170	0	170	
Sub-total						1,649	1,330	210	0	0	3,189	0	3,189	0	0	0	0	0	0	0	0	0	3,189	0	3,189
FAC906391 Environmental																									
500	30	Designated Substance&Environmental Work	CW	S6	02	0	0	1,095	0	0	1,095	0	1,095	0	0	0	0	0	0	0	0	1,095	0	1,095	
500	31	Designated Substance&Environmental Work	CW	S6	02	0	0	0	1,124	0	1,124	0	1,124	0	0	0	0	0	0	0	0	1,124	0	1,124	
500	32	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	1,154	1,154	0	1,154	0	0	0	0	0	0	0	0	1,154	0	1,154	
500	33	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	0	1,185	1,185	0	0	0	0	0	0	0	0	0	1,185	0	1,185	
500	36	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	0	1,216	1,216	0	0	0	0	0	0	0	0	0	1,216	0	1,216	
500	37	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	0	1,248	1,248	0	0	0	0	0	0	0	0	0	1,248	0	1,248	
49	38	Emergency Environmental Remediation	CW	S2	02	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150	
58	39	Emergency Environmental Remediation	CW	S4	02	257	0	0	0	0	257	0	257	0	0	0	0	0	0	0	0	257	0	257	
500	40	Emergency Environmental Remediation	CW	S6	02	0	264	0	0	0	264	0	264	0	0	0	0	0	0	0	0	264	0	264	
500	41	Emergency Environmental Remediation	CW	S6	02	0	0	271	0	0	271	0	271	0	0	0	0	0	0	0	0	271	0	271	
500	42	Emergency Environmental Remediation	CW	S6	02	0	0	0	279	0	279	0	279	0	0	0	0	0	0	0	0	279	0	279	
500	43	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	286	286	0	286	0	0	0	0	0	0	0	0	286	0	286	
500	44	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	0	294	294	0	0	0	0	0	0	0	0	0	294	0	294	
500	45	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	0	302	302	0	0	0	0	0	0	0	0	0	302	0	302	
500	46	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	0	310	310	0	0	0	0	0	0	0	0	0	310	0	310	
55	47	Designated Substance&Environmental Work	CW	S4	02	1,039	300	0	0	0	1,339	0	1,339	0	0	0	0	0	0	0	0	1,339	0	1,339	
500	48	Designated Substance&Environmental Work	CW	S6	02	0	778	304	0	0	1,082	0	1,082	0	0	0	0	0	0	0	0	1,082	0	1,082	

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

Facilities Management and Real Estate

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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FAC907227 Corporate Facilities Refurbishment Program</u>																									
500	11	CFRP Phase II - Project 11 - Various Client & Loc	CW	S6	04	0	0	0	800	0	800	0	800	0	0	0	0	0	0	0	0	800	0	800	
Sub-total						1,614	1,000	1,000	800	0	4,414	0	4,414	0	0	0	0	0	0	0	0	0	4,414	0	4,414
<u>FAC907228 Yards Consolidation Study</u>																									
500	6	Yards SOGR - Future Years	CW	S6	03	0	0	0	0	309	309	2,190	2,499	0	0	0	0	0	0	0	0	2,499	0	2,499	
Sub-total						0	0	0	0	309	309	2,190	2,499	0	0	0	0	0	0	0	0	0	2,499	0	2,499
<u>FAC907554 St. Lawrence Market North Property</u>																									
6	2	Redevelopment of St. Lawrence Market North	28	S2	04	7,267	46,831	21,715	0	0	75,813	0	75,813	0	0	0	3,125	0	0	30,935	0	10,400	31,353	75,813	
3	3	SLM North - Additional Funding for Moving Costs	28	S2	04	0	0	400	0	0	400	0	400	0	0	0	400	0	0	0	0	0	0	400	
Sub-total						7,267	46,831	22,115	0	0	76,213	0	76,213	0	0	0	3,525	0	0	30,935	0	10,400	31,353	76,213	
<u>FAC907576 Old City Hall Revitalization</u>																									
2	1	HVAC and Electrical Upgrades	27	S2	03	2,693	0	0	0	0	2,693	0	2,693	0	0	0	0	0	0	0	0	2,693	0	2,693	
Sub-total						2,693	0	0	0	0	2,693	0	2,693	0	0	0	0	0	0	0	0	0	2,693	0	2,693
<u>FAC907577 SOGR and Base Building Improvements</u>																									
0	2	Additional Funding to Address Backlog	CW	S6	03	0	2,000	2,000	2,000	5,000	11,000	61,300	72,300	0	0	0	0	0	0	0	0	72,300	0	72,300	
0	3	SOGR Funding - Design	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						500	2,000	2,000	2,000	5,000	11,500	61,300	72,800	0	0	0	0	0	0	0	0	0	72,800	0	72,800
<u>FAC907744 Security</u>																									
500	2	Physical Security Capital Plans - Future	CW	S6	03	0	750	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
96	6	CCTV Infrastructure Enhancement	CW	S2	04	1,251	1,000	1,000	0	0	3,251	0	3,251	0	0	0	0	0	0	0	0	3,251	0	3,251	
97	12	Var Locs - Global Corp Security Program	CW	S4	01	1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	0	0	0	1,150	0	1,150	
500	13	Var Locs - Global Corp Security Program	CW	S6	01	0	1,050	0	0	0	1,050	0	1,050	0	0	0	0	0	0	0	0	1,050	0	1,050	
500	14	Var Locs - Global Corp Security Program	CW	S6	01	0	0	850	0	0	850	0	850	0	0	0	0	0	0	0	0	850	0	850	
500	15	Var Locs - Global Corp Security Program	CW	S6	01	0	0	0	850	0	850	0	850	0	0	0	0	0	0	0	0	850	0	850	
500	16	Var Locs - Global Corp Security Program	CW	S6	01	0	0	0	0	850	850	0	850	0	0	0	0	0	0	0	0	850	0	850	
500	17	Var Locs - Global Corp Security Program	CW	S6	01	0	0	0	0	0	0	850	850	0	0	0	0	0	0	0	0	850	0	850	

Report Phase 2 - Program 08 Facilities Management and Real Estate Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

Facilities Management and Real Estate

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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Provincial Grants & Subsidies						6,859	44,609	22,197	535	502	74,701	2,142	76,843	76,843	0	0	0	0	0	0	0	76,843		
Federal Subsidy						4,731	30,374	2,065	0	0	37,170	0	37,170	0	37,170	0	0	0	0	0	0	37,170		
Reserves (Ind. "XQ" Ref.)						0	3,300	2,470	0	0	5,770	0	5,770	0	0	5,770	0	0	0	0	0	5,770		
Reserve Funds (Ind."XR" Ref.)						18,495	3,120	8,385	0	0	30,000	0	30,000	0	0	30,000	0	0	0	0	0	30,000		
Other1 (Internal)						1,935	19,000	10,000	0	0	30,935	0	30,935	0	0	0	30,935	0	0	0	0	30,935		
Other2 (External)						913	6,452	5,339	0	0	12,704	0	12,704	0	0	0	0	12,704	0	0	0	12,704		
Debt						57,925	85,885	80,218	65,073	53,200	342,300	297,286	639,586	0	0	0	0	0	0	639,586	0	639,586		
Debt - Recoverable						19,258	54,321	14,196	0	0	87,775	0	87,775	0	0	0	0	0	0	87,775	0	87,775		
Total Program Financing						110,115	247,061	144,870	65,608	53,701	621,355	299,428	920,783	76,843	37,170	0	5,770	30,000	0	30,935	12,704	639,586	87,775	920,783

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Cash Flow and Future Year Commitments

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

Facilities Management and Real Estate

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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FAC906397 Renovations</u>																									
37	113	3300 Bayview-Various Arch Element Rpl	24	S2	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	125	0	25	0	150	
13	136	55 John St-Metro Hall Upgrades	20	S2	03	1,099	0	0	0	0	1,099	0	1,099	0	0	0	0	0	0	0	0	1,099	0	1,099	
36	145	Various Facilities-Feasibility Study on Special Pr	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	0	0	60	0	0	0	60		
52	146	Feasibility Study on Special projects	CW	S2	03	94	0	0	0	0	94	0	94	0	0	0	0	0	94	0	0	0	94		
60	147	Feasibility Study on Special projects	CW	S4	03	499	0	0	0	0	499	0	499	0	0	0	0	0	0	0	499	0	499		
12	247	Var Locs - EMS - SOGR Work at Facilities	08	S2	03	216	0	0	0	0	216	0	216	101	0	0	0	0	0	0	0	116	0	216	
66	250	150 Borough Dr-Albert Campbell Square Park Rehabil	38	S2	03	1,441	0	0	0	0	1,441	0	1,441	0	0	0	280	0	1,161	0	0	0	1,441		
35	273	135 Davenport-Replace Existing Vinyl Flooring	27	S2	03	111	0	0	0	0	111	0	111	0	0	0	0	0	0	0	111	0	111		
34	282	3111 Lake Shore W-Renovations and Sitework	06	S2	03	994	0	0	0	0	994	0	994	0	0	0	0	0	0	0	994	0	994		
0	298	St. Lawrence Market-South Renovations	28	S2	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	0	150		
108	300	St. Lawrence Market-South Renovations	28	S5	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	400		
53	301	170 Jarvis-Renew Interior Finishes	27	S3	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150		
54	302	1300 Sheppard-Variou Arch Mech Elect SOGR project	08	S3	03	335	0	0	0	0	335	0	335	0	0	0	0	0	0	0	335	0	335		
71	303	126 Pape-Washrooms Kitchen Exterior	30	S4	03	45	396	0	0	0	441	0	441	220	0	0	0	0	0	0	221	0	441		
74	304	100 Turnberry-RenovateWashrrom FrontEntranceDoor	17	S4	03	5	45	0	0	0	50	0	50	24	0	0	0	0	0	0	26	0	50		
79	305	Var Locs-Signage for Various Corporate Facilitites	CW	S4	03	100	400	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500		
110	312	100 Queen St W- Elevators 15, 16, 17	27	S4	03	374	1,885	0	0	0	2,259	0	2,259	0	0	0	0	0	0	0	2,259	0	2,259		
Sub-total						7,523	2,726	0	0	0	10,249	0	10,249	468	0	0	0	280	0	1,631	0	7,321	550	10,249	
<u>FAC906398 Capital Construction</u>																									
62	12	160 Eglinton - Central Eglinton Community Centre	22	S2	03	83	0	0	0	0	83	0	83	0	0	0	0	0	83	0	0	0	83		
Sub-total						83	0	0	0	0	83	0	83	0	0	0	0	0	83	0	0	0	0	83	
<u>FAC906399 Emergency</u>																									
41	12	Various locations-Emergency Capital Repairs	CW	S2	01	90	0	0	0	0	90	0	90	0	0	0	0	0	90	0	0	0	90		
48	13	Various Locations - Emergency Capital Repairs	CW	S2	01	724	0	0	0	0	724	0	724	0	0	0	0	0	724	0	0	0	724		

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

Facilities Management and Real Estate

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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
UN907746 USR - Professional Services																								
0	14	Heritage Interpretation Plan - Additional Funding	28	S2	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200		
Sub-total						4,460	2,130	600	0	0	7,190	0	7,190	0	2,180	0	0	3,147	0	0	0	1,392	471	7,190
Total Program Expenditure						248,296	207,643	86,172	130	133	542,374	0	542,374	108,499	58,841	5,000	5,770	43,380	0	41,722	14,729	171,630	92,806	542,376

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

Facilities Management and Real Estate

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	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				42,163	44,576	21,760	0	0	108,499	0	108,499	108,499	0	0	0	0	0	0	0	0	0	108,499
		Federal Subsidy				26,402	30,374	2,065	0	0	58,841	0	58,841	0	58,841	0	0	0	0	0	0	0	0	58,841
		Development Charges				5,000	0	0	0	0	5,000	0	5,000	0	0	5,000	0	0	0	0	0	0	0	5,000
		Reserves (Ind. "XQ" Ref.)				0	3,300	2,470	0	0	5,770	0	5,770	0	0	0	5,770	0	0	0	0	0	0	5,770
		Reserve Funds (Ind."XR" Ref.)				31,875	3,120	8,385	0	0	43,380	0	43,380	0	0	0	43,380	0	0	0	0	0	0	43,380
		Other1 (Internal)				12,722	19,000	10,000	0	0	41,722	0	41,722	0	0	0	0	0	41,722	0	0	0	0	41,722
		Other2 (External)				2,938	6,452	5,339	0	0	14,729	0	14,729	0	0	0	0	0	0	14,729	0	0	0	14,729
		Debt				98,409	51,001	21,957	130	133	171,630	0	171,630	0	0	0	0	0	0	0	171,630	0	0	171,630
		Debt - Recoverable				28,789	49,821	14,196	0	0	92,806	0	92,806	0	0	0	0	0	0	0	0	92,806	0	92,806
Total Program Financing						248,297	207,644	86,172	130	133	542,376	0	542,376	108,499	58,841	5,000	5,770	43,380	0	41,722	14,729	171,630	92,806	542,376

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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

2015 Capital Budget with Financing Detail

(Phase 2) 08-Facilities Management and Real Estate

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

Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	FAC906393	Re-roofing													
77	130 97 Main-Repl of EPDM Roof Membrane of Upper roof	01/01/2015	12/31/2016	6	0	0	0	0	0	0	0	0	0	6	0
	Project Sub-total:			2,001	0	0	0	0	0	0	460	0	1,541	0	
0	FAC906394	Structural/Building Envelope													
15	281 100 QueenW-ConcreteSoffitSlatsGridHangersVerticalS	01/01/2014	12/31/2017	2,381	0	0	0	0	0	0	0	0	2,381	0	
16	348 674 Markham-Exterior Wall Rehab & Repair Exterior	01/01/2014	12/31/2015	205	103	0	0	0	0	0	0	0	102	0	
18	276 146 The East Mall - Various Structural Repairs	01/01/2013	12/31/2014	518	0	0	0	0	0	0	164	0	354	0	
18	316 55 John-RehabMetroSquareStage	01/01/2014	12/31/2015	220	0	0	0	0	0	0	0	0	220	0	
19	315 760 Dovercourt-Rpl WindowsDoors	01/01/2014	12/31/2015	118	59	0	0	0	0	0	0	0	59	0	
26	28 840 Gerrard E-Rpl Slab and Install CO/NOx	01/01/2013	12/31/2014	1,716	0	0	0	0	0	0	370	0	1,346	0	
28	313 12 Canterbury-Rpl OverheadDoor	01/01/2014	12/31/2015	66	0	0	0	0	0	0	0	0	66	0	
30	158 259 Horner Ave-Rpl Windows,Doors,RenoWashrooms	01/01/2014	12/31/2015	163	81	0	0	0	0	0	0	0	82	0	
33	223 462 Runnymede-Structural Rehabilitation,Waterproof	01/01/2013	12/31/2014	5	0	0	0	0	0	0	5	0	0	0	
33	346 2430 LawrenceE-Exterior Wall Rehabilitation	01/01/2014	12/31/2015	107	53	0	0	0	0	0	0	0	54	0	
39	277 16 Montgomery -Basement Walls - Washroom	01/01/2013	12/31/2014	28	0	0	0	0	0	0	28	0	0	0	
41	314 259 Queens Quay-PumpsStructuralElementsDeckCoatin	01/01/2014	12/31/2015	787	0	0	0	0	0	0	0	0	787	0	
45	349 703 Don Mills Road -Parking Garage Rehab	01/01/2014	12/31/2015	805	0	0	0	0	0	0	0	0	805	0	
47	26 5318 Lawrence Ave. E-Cladding Repairs	01/01/2014	12/31/2015	46	0	0	0	0	0	0	0	0	46	0	
52	347 265 Manitoba-Exterior wall rehabilitation	01/01/2014	12/31/2015	189	94	0	0	0	0	0	0	0	95	0	
56	33 Tech Audits & Capital Project Validations	01/01/2015	12/31/2015	1,837	0	0	0	0	0	0	0	0	1,837	0	
62	163 55 John St-Parking Garage Rehab	01/01/2015	12/31/2016	200	0	0	0	0	0	0	0	0	200	0	
64	354 843 Eastern-Slab Reconstruction	01/01/2015	12/31/2016	1,520	0	0	0	0	0	0	0	0	1,520	0	
67	323 255 Dundas W-Rahab Facade Remove Sunscreen Fins	01/01/2015	12/31/2016	29	0	0	0	0	0	0	0	0	29	0	
68	355 140 Bond-Foundation Wall,Roof Joists,Power Distrib	01/01/2015	12/31/2016	26	0	0	0	0	0	0	0	0	26	0	
69	356 1026 Finch-Rpl Garage Windows,Power Distribution E	01/01/2015	12/31/2016	27	0	0	0	0	0	0	0	0	27	0	
70	357 2 DYAS-Rpl Concrete Slab,Dom. HWT,Alarm check valv	01/01/2015	12/31/2016	43	0	0	0	0	0	0	0	0	43	0	
84	358 135 Davenport-Exterior Wall Rehabilitation	01/01/2015	12/31/2016	6	3	0	0	0	0	0	0	0	3	0	
86	353 55 John-RepairParkingGarageFloor	01/01/2014	12/31/2014	261	0	0	0	0	0	0	261	0	0	0	
87	359 1631 QueenE-Var.Structural,Site,Interior,Mech.SOGR	01/01/2015	12/31/2016	60	0	0	0	0	0	0	0	0	60	0	
88	360 1109 Leslie-De-Comm Non-Functional Solar panels	01/01/2015	12/31/2016	4	0	0	0	0	0	0	0	0	4	0	
90	361 160 Borough-Rpl Podium Deck Waterproofing	01/01/2015	12/31/2016	26	0	0	0	0	0	0	0	0	26	0	
92	363 100 Queen W-Replace Windows/Doors at the Base	01/01/2015	12/31/2017	45	0	0	0	0	0	0	0	0	45	0	
95	368 5 Eirrean Quay-Rehabil. of Western Channel Dockwal	01/01/2015	12/31/2017	100	0	0	0	0	0	0	0	100	0	0	
97	192 SOGR @ Leased Facilities/Properties	01/01/2014	12/31/2014	650	0	0	0	0	0	0	650	0	0	0	
104	180 Var Locs-Struc Repairs @ City Facilities	01/01/2015	12/31/2015	600	0	0	0	0	0	0	0	0	600	0	



CITY OF TORONTO

Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing	Priority	Project	Project Name	Start Date	Completion Date	2015	Financing											
						Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
0		FAC906394	Structural/Building Envelope															
	104	350 3111	Lake Shore W-Building Envelope Restoration	01/01/2014	12/31/2014	36	0	0	0	0	0	0	36	0	0	0	0	0
	107	193 SOGR @	Leased Facilities/Properties	01/01/2015	12/31/2015	1,000	0	0	0	0	0	0	0	0	1,000	0	0	0
	113	362 5100	Yonge-Rpl Window Glazing System, Roof Membrane	01/01/2015	12/31/2018	450	0	0	0	0	0	0	0	0	450	0	0	0
			Project Sub-total:			14,274	393	0	0	0	0	0	1,514	100	12,267	0	0	0
0		FAC906395	Mechanical and Electrical															
	0	633 703	Don Mills-Relocate Comm. Services Room	01/01/2013	12/31/2013	326	0	0	0	0	0	0	280	0	46	0	0	0
	1	599 60	Queen St W-Air Conditioning System and Electric	01/01/2008	12/31/2014	271	0	0	0	0	0	0	0	0	271	0	0	0
	4	415	Various Locations_Installation of New Backflow Pre	01/01/2013	12/31/2016	1,483	0	0	0	0	0	0	0	0	1,483	0	0	0
	7	257 111	Wellesley St. E -Various Projects	01/01/2013	12/31/2015	732	0	0	0	0	0	0	77	0	655	0	0	0
	8	142	Var Locs - CO/NOx Monitoring Systems in Apparatus	01/01/2013	12/31/2014	44	0	0	0	0	0	0	44	0	0	0	0	0
	9	18 703	Don Mills-Chiller Replacement	01/01/2013	12/31/2016	2,178	0	0	0	0	0	0	0	0	2,178	0	0	0
	9	239	Var Fire Halls-CO/NOx Monitoring, Unit Heaters	01/01/2013	12/31/2014	29	0	0	0	0	0	0	3	0	26	0	0	0
	10	417 1300	Sheppard W-Fire Alarm, HVAC, Building Envelope	01/01/2013	12/31/2014	380	0	0	0	0	0	0	0	0	380	0	0	0
	12	520 91	Front E-Supply and Installation of Switchgear	01/01/2013	12/31/2013	31	0	0	0	0	0	0	31	0	0	0	0	0
	12	589	Various locations Site-Elevator Machine Rm work	01/01/2013	12/14/2014	800	0	0	0	0	0	0	210	0	590	0	0	0
	14	855 5700	Bathurst-Elevator Modernization	01/01/2014	12/31/2015	134	0	0	0	0	0	0	0	0	134	0	0	0
	17	850 157	King E-RehabCopulaStructuralElementsTempAC	01/01/2014	12/31/2015	1,425	0	0	0	0	0	0	0	0	1,425	0	0	0
	20	853 4330	Dufferin-Suppy Fan S-8 for North Wing	01/01/2014	12/31/2015	393	0	0	0	0	0	0	0	0	393	0	0	0
	21	848 100	Queen W-Grid HangersPhaseRefrigerationPlantRef	01/01/2014	12/31/2015	4,490	0	0	0	0	0	0	0	0	4,490	0	0	0
	23	232 277	Victoria St-Rpl Main Switchboard	01/01/2014	12/31/2015	684	0	0	0	0	0	0	0	0	684	0	0	0
	25	847	VarLoc - Repl Diesel with NG Generators	01/01/2014	12/31/2016	2,277	0	0	0	0	0	0	0	0	2,277	0	0	0
	26	851 242	Milner-Humidifier Air Handling Units	01/01/2014	12/31/2015	400	0	0	0	0	0	0	0	0	400	0	0	0
	27	852 40	College-Rpl Fire Pump	01/01/2014	12/31/2015	51	0	0	0	0	0	0	0	0	51	0	0	0
	28	640 146	The East Mall-New Cremation Room	01/01/2013	12/31/2014	213	0	0	0	0	0	0	48	0	165	0	0	0
	29	612 40	College-Fire Alarm and Fish Pond	01/01/2013	12/31/2015	1,656	0	0	0	0	0	0	905	0	751	0	0	0
	29	915 146	The East Mall-HVAC System for Dog Kennel Area	01/01/2014	12/31/2015	157	0	0	0	0	0	0	0	0	157	0	0	0
	31	854 5100	Yonge-RooftopUnits, AHU F-2, Drainage Piping	01/01/2014	12/31/2015	1,264	0	0	0	0	0	0	0	0	1,264	0	0	0
	37	634 40	College - Rpl Hot water Recirculation Lines	01/01/2013	12/31/2013	110	0	0	0	0	0	0	0	0	110	0	0	0
	37	849 101	Coxwell-Rpl Electric Heaters Electric Heaters	01/01/2014	12/31/2015	281	0	0	0	0	0	0	0	0	281	0	0	0
	38	921 703	Don Mills Road-Relocate Communicatin Room	01/01/2014	12/31/2016	500	0	0	0	0	0	0	0	0	500	0	0	0
	40	719 91	Front Street E-Provide 5000A Main breaker	01/01/2011	12/31/2012	42	0	0	0	0	0	0	42	0	0	0	0	0
	43	934 703	Don Mills-Rpl Emerg Gen Stacks	01/01/2015	12/31/2015	650	0	0	0	0	0	0	0	0	650	0	0	0
	55	725 40	College Street-Major control modernization	01/01/2011	12/31/2012	350	0	0	0	0	0	0	0	0	350	0	0	0
	64	823 170	Jarvis Street-Various SOGR	01/02/2012	12/30/2012	322	0	0	0	0	0	0	322	0	0	0	0	0



CITY OF TORONTO

Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	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>FAC906396</u>																	
	<u>Sitework</u>																	
78	145 1549 Albion-Asphalt Pavement Replacement	01/01/2015	12/31/2016	15	0	0	0	0	0	0	0	0	0	0	15	0		
117	147 140 Landsdowne-Sitework Roofing & Windows (FH426)	01/01/2015	12/31/2016	650	0	0	0	0	0	0	0	0	0	0	650	0		
118	148 33 Claremont-Sitework Roofing & Mech (FireHall 33)	01/01/2015	12/31/2016	625	0	0	0	0	0	0	0	0	0	0	625	0		
119	149 1549 Albion-Sitework Doors & Mech (Fire Hall 413)	01/01/2015	12/31/2015	615	0	0	0	0	0	0	0	0	0	0	615	0		
119	150 260 Adelaide W-H&S pavement repair Fire Hall 312	01/01/2015	12/31/2016	10	0	0	0	0	0	0	0	0	0	0	10	0		
	Project Sub-total:			3,300	81	0	0	0	0	0	0	1	0	3,218	0			
0	<u>FAC906397</u>																	
	<u>Renovations</u>																	
0	298 St. Lawrence Market-South Renovations	01/01/2014	12/31/2016	150	0	0	0	0	0	0	0	0	0	0	0	150		
8	16 1300 Sheppard Ave-Interior Repainting & Various Ar	01/01/2013	12/31/2014	366	0	0	0	0	0	0	0	191	0	0	175	0		
12	247 Var Locs - EMS - SOGR Work at Facilities	01/01/2013	12/31/2015	216	101	0	0	0	0	0	0	0	0	0	116	0		
13	136 55 John St-Metro Hall Upgrades	01/01/2013	12/31/2015	1,099	0	0	0	0	0	0	0	0	0	0	1,099	0		
24	14 100 Turnberry-Rpl Paving,Floor,Painting,CeilingTil	01/01/2014	12/31/2015	247	123	0	0	0	0	0	0	0	0	0	124	0		
34	282 3111 Lake Shore W-Renovations and Sitework	01/01/2014	12/31/2015	994	0	0	0	0	0	0	0	0	0	0	994	0		
35	273 135 Davenport-Replace Existing Vinyl Flooring	01/01/2014	12/31/2015	111	0	0	0	0	0	0	0	0	0	0	111	0		
36	145 Various Facilities-Feasibility Study on Special Pr	01/01/2013	12/31/2013	60	0	0	0	0	0	0	0	60	0	0	0	0		
37	113 3300 Bayview-Various Arch Element Rpl	01/01/2013	12/31/2014	150	0	0	0	0	0	0	0	125	0	0	25	0		
51	110 170 Jarvis-Rehab Front Elevation & Int. Fin	01/01/2014	12/31/2015	587	0	0	0	0	0	0	0	0	0	0	587	0		
52	146 Feasibility Study on Special projects	01/01/2014	01/01/2015	94	0	0	0	0	0	0	0	94	0	0	0	0		
53	301 170 Jarvis-Renew Interior Finishes	01/01/2015	12/31/2015	150	0	0	0	0	0	0	0	0	0	0	150	0		
54	302 1300 Sheppard-Various Arch Mech Elect SOGR project	01/01/2015	12/31/2015	335	0	0	0	0	0	0	0	0	0	0	335	0		
57	54 Mgmt&Audits of Movable Assets@ Corp Fac	01/01/2015	12/31/2015	100	0	0	0	0	0	0	0	0	0	0	100	0		
60	147 Feasibility Study on Special projects	01/01/2015	12/31/2015	499	0	0	0	0	0	0	0	0	0	0	499	0		
66	250 150 Borough Dr-Albert Campbell Square Park Rehabil	04/28/2011	04/28/2011	1,441	0	0	0	0	280	0	1,161	0	0	0	0	0		
71	303 126 Pape-Washrooms Kitchen Exterior	01/01/2015	12/31/2016	45	22	0	0	0	0	0	0	0	0	0	23	0		
74	304 100 Turnberry-Renovate Washrrom Front Entrance Door	01/01/2015	12/31/2016	5	2	0	0	0	0	0	0	0	0	0	3	0		
79	305 Var Locs-Signage for Various Corporate Facilitites	01/01/2015	12/31/2016	100	0	0	0	0	0	0	0	0	0	0	100	0		
108	300 St. Lawrence Market-South Renovations	01/01/2015	12/31/2016	400	0	0	0	0	0	0	0	0	0	0	0	400		
110	312 100 Queen St W- Elevators 15, 16, 17	01/01/2015	12/31/2016	374	0	0	0	0	0	0	0	0	0	0	374	0		
	Project Sub-total:			7,523	248	0	0	0	280	0	1,631	0	0	4,815	550			
0	<u>FAC906398</u>																	
	<u>Capital Construction</u>																	
62	12 160 Eglinton - Central Eglinton Community Centre	01/02/2012	12/28/2012	83	0	0	0	0	0	0	83	0	0	0	0	0		
	Project Sub-total:			83	0	0	0	0	0	0	83	0	0	0	0	0		



CITY OF TORONTO

Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	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>FAC906399</u>	<u>Emergency</u>													
0	28 Var Loc - Emergency Capital Repairs	01/01/2011	12/31/2011	3	0	0	0	0	0	0	3	0	0	0	0
41	12 Various locations-Emergency Capital Repairs	01/01/2013	12/14/2013	90	0	0	0	0	0	0	90	0	0	0	0
48	13 Various Locations - Emergency Capital Repairs	01/01/2014	12/31/2014	724	0	0	0	0	0	0	724	0	0	0	0
61	14 Emergency Capital Repairs	01/01/2015	12/31/2015	2,367	0	0	0	0	0	0	0	0	2,367	0	0
	Project Sub-total:			3,184	0	0	0	0	0	0	817	0	2,367	0	0
0	<u>FAC907227</u>	<u>Corporate Facilities Refurbishment Program</u>													
79	6 CFRP Phase II - Project 6 - Various Clients & Loc.	01/01/2013	12/31/2013	433	0	0	0	0	0	0	183	0	250	0	0
93	8 CFRP Phase II - Project 8 - Various Clients & Loc	01/01/2015	12/31/2015	1,000	0	0	0	0	0	0	0	0	1,000	0	0
103	7 CFRP Phase II - Project 7 - Various Clients & Loc.	01/01/2014	12/31/2014	700	0	0	0	0	0	0	336	0	364	0	0
	Project Sub-total:			2,133	0	0	0	0	0	0	519	0	1,614	0	0
0	<u>FAC907228</u>	<u>Yards Consolidation Study</u>													
89	4 Yards Studies	01/01/2011	12/31/2014	200	0	0	0	0	0	0	200	0	0	0	0
102	3 Yards & City Wide Property Audit	01/01/2014	12/31/2014	340	0	0	0	0	0	0	340	0	0	0	0
	Project Sub-total:			540	0	0	0	0	0	0	540	0	0	0	0
0	<u>FAC907388</u>	<u>Bathrust Street Silos</u>													
0	1 Silo Stabilization	01/01/2009	12/31/2014	203	0	0	0	0	203	0	0	0	0	0	0
	Project Sub-total:			203	0	0	0	0	203	0	0	0	0	0	0
0	<u>FAC907554</u>	<u>St. Lawrence Market North Property</u>													
6	2 Redevelopment of St. Lawrence Market North	01/01/2010	12/31/2017	17,438	0	0	5,000	0	0	0	3,000	0	0	9,438	0
	Project Sub-total:			17,438	0	0	5,000	0	0	0	3,000	0	0	9,438	0
0	<u>FAC907576</u>	<u>Old City Hall Revitalization</u>													
2	1 HVAC and Electrical Upgrades	01/01/2010	12/31/2014	4,111	0	0	0	0	0	0	203	0	3,908	0	0
	Project Sub-total:			4,111	0	0	0	0	0	0	203	0	3,908	0	0
0	<u>FAC907577</u>	<u>SOGR and Base Building Improvements</u>													
0	3 SOGR Funding - Design	01/01/2015	12/31/2015	500	0	0	0	0	0	0	0	0	500	0	0
	Project Sub-total:			500	0	0	0	0	0	0	0	0	500	0	0
0	<u>FAC907744</u>	<u>Security</u>													
88	5 Re-Design Security Control Centre	01/01/2011	12/31/2014	200	0	0	0	0	0	0	200	0	0	0	0
95	11 Var Locs - Global Corp Security Program	01/01/2014	12/31/2014	225	0	0	0	0	0	0	225	0	0	0	0
96	6 CCTV Infrastructure Enhancement	01/01/2011	12/31/2016	1,544	0	0	0	0	0	0	0	0	1,544	0	0
97	12 Var Locs - Global Corp Security Program	01/01/2015	12/31/2015	1,150	0	0	0	0	0	0	0	0	1,150	0	0



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Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	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>														
98	21 Physical Security Capital Plans - 2015	01/01/2015	12/31/2015	700	0	0	0	0	0	0	0	0	0	0	700	0
	Project Sub-total:			3,819	0	0	0	0	0	0	0	425	0	3,394	0	
0	<u>FAC907810</u>	<u>Repair to Western Gap Breakwall</u>														
0	1 Repair to Western Gap Breakwall	01/01/2012	12/31/2012	19	0	0	0	0	19	0	0	0	0	0	0	0
	Project Sub-total:			19	0	0	0	0	19	0	0	0	0	0	0	0
0	<u>FAC908014</u>	<u>Toronto Strong Neighbourhoods Strategy</u>														
0	2 TSNS - Mornelle Court Hub (POL2)	01/01/2015	06/30/2016	380	0	0	0	0	0	0	0	0	0	380	0	
	Project Sub-total:			380	0	0	0	0	0	0	0	0	0	380	0	
0	<u>FAC908129</u>	<u>Property Acquisitions</u>														
94	1 Strategic Property Acquisitions	01/01/2015	12/31/2015	10,000	0	0	0	0	10,000	0	0	0	0	0	0	0
	Project Sub-total:			10,000	0	0	0	0	10,000	0	0	0	0	0	0	0
0	<u>UNS907229</u>	<u>Union Station Revitalization</u>														
0	18 North West PATH	10/10/2010	12/31/2017	10,866	10,866	0	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:			10,866	10,866	0	0	0	0	0	0	0	0	0	0	0
0	<u>UNS907600</u>	<u>Union Station Redevelopment and Revitalization</u>														
0	4 Internal (City) Charges	06/01/2009	12/31/2015	500	0	0	0	0	0	0	0	0	0	500	0	
0	12 Fees and Permits - Additional Funding	01/01/2013	12/31/2016	97	0	0	0	0	0	0	0	0	0	97	0	
0	14 Internal City Charges - Additional 2014	01/01/2014	12/31/2016	200	0	0	0	0	200	0	0	0	0	0	0	
	Project Sub-total:			797	0	0	0	0	200	0	0	0	0	597	0	
0	<u>UNS907745</u>	<u>USR - Construction Contracts</u>														
0	1 Phase 1 - Construction	01/01/2010	12/31/2014	34,160	0	11,330	0	0	0	0	0	0	0	22,830	0	
0	2 Phase 2 - Construction	01/01/2013	12/31/2017	30,766	12,251	8,025	0	0	0	0	0	2,025	6,855	1,610		
0	3 Phase 3 - Construction	01/01/2014	12/31/2017	9,235	2,638	2,835	0	0	0	0	0	813	449	2,500		
0	6 Other Construction	01/01/2011	12/31/2016	1,695	853	0	0	0	0	0	0	0	500	342		
0	12 Third Party Construction	01/01/2012	09/30/2017	14,328	14,328	0	0	0	0	0	0	0	0	0		
0	14 Adjustments - Construction Contracts 2013	01/01/2013	12/31/2013	3,869	252	2,533	0	0	0	0	0	0	261	823		
0	15 Heritage Lighting	01/01/2012	12/31/2014	1,300	0	0	0	0	1,300	0	0	0	0	0	0	
0	16 Construction Cost Adjustments - 2014	01/01/2014	12/31/2017	20,840	0	0	0	0	7,685	0	0	0	0	13,155		
0	17 Heritage Lighting - Additional for Great Hall	01/13/2014	12/31/2014	750	0	0	0	0	750	0	0	0	0	0	0	
	Project Sub-total:			116,943	30,322	24,723	0	0	9,735	0	0	2,838	30,895	18,430		
0	<u>UNS907746</u>	<u>USR - Professional Services</u>														
0	2 Phase 2 - Professional Services	01/01/2011	03/31/2015	1,734	0	1,201	0	0	0	0	0	0	0	533	0	

(Phase 2) 08-Facilities Management and Real Estate

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

Appendix 5

Facilities Management and Real Estate

Sub-Project Summary

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2015	Financing												
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable			
0	UNS907746	USR - Professional Services																
0		3 Phase 3 - Professional Services	01/01/2015	12/31/2016	240	0	133	0	0	0	0	0	0	0	0	107	0	
0		6 Other Professional Services	01/01/2011	12/31/2017	752	0	0	0	0	0	0	0	0	0	0	752	0	
0		11 Adjustments - Professional Services 2013	01/01/2013	12/31/2017	260	0	260	0	0	0	0	0	0	0	0	0	0	
0		12 UNS - Walks and Garden Trust Commemoration	10/23/2013	10/23/2015	208	0	0	0	0	208	0	0	0	0	0	0	0	
0		13 Professional Fees Adjustments - 2014	01/01/2014	12/31/2017	1,066	0	85	0	0	610	0	0	0	0	0	0	371	
0		14 Heritage Interpretation Plan - Additional Funding	01/13/2014	12/31/2014	200	0	0	0	0	200	0	0	0	0	0	0	0	
Project Sub-total:					4,460	0	1,679	0	0	1,018	0	0	0	0	0	1,392	371	
1	TRP907009	Nathan Phillips Square																
0		6 100 QueenSt -Nathan Phillips Square Revitalization	01/01/2009	12/31/2013	3,754	0	0	0	0	3,754	0	0	0	0	0	0	0	
Project Sub-total:					3,754	0	0	0	0	3,754	0	0	0	0	0	0	0	
Program Total:					248,297	42,163	26,402	5,000	0	31,875	0	12,722	2,938	98,409	28,789			

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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

Table 11: Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Union Station Reserve Fund XR2501	Beginning Balance	13,390	13,390	1,787	(1,188)	1,282	2,482	3,682	4,882	6,082	8,082	10,082	
	(Withdrawals)												
	Union Station Revitalization Project - Capital		(8,495)	(4,175)	(7,330)								(20,000)
	Total Withdrawals		(8,495)	(4,175)	(7,330)								(20,000)
	Contributions												
	Net Leasing Revenues		(3,108)	1,200	9,800	1,200	1,200	1,200	1,200	2,000	2,000	2,000	18,692
	Total Contributions		(3,108)	1,200	9,800	1,200	1,200	1,200	1,200	2,000	2,000	2,000	18,692
Total Reserve Fund Balance at Year-End		13,390	1,787	(1,188)	1,282	2,482	3,682	4,882	6,082	8,082	10,082	12,082	(1,308)

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Provincial Offenses Courts Stabilization Reserve XQ0704	Beginning Balance	5,057	5,057	5,057	5,057	1,532	1,532	1,532	1,532	1,532	1,532	1,532	
	(Withdrawals)												
	St. Lawrence Market North Redevelopment				(3,525)								
	Total Withdrawals				(3,525)								(3,525)
Total Reserve Fund Balance at Year-End		5,057	5,057	5,057	1,532	1,532	1,532	1,532	1,532	1,532	1,532	1,532	(3,525)

* Based on the 9 Month Variance Report

Table 12: Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Land Acquisition Reserve Fund XR1012	Beginning Balance	113,015	113,015	98,015	90,089	90,089	86,789	86,789	86,789	86,789	86,789	86,789	
	(Withdrawals)												
	Strategic Property Acquisitions		(10,000)										(10,000)
	Total Withdrawals		(10,000)										(10,000)
Other Program / Agency Net (Withdrawals) and Contributions			(5,000)	(7,926)		(3,300)							(16,226)
Total Reserve Fund Balance at Year-End		113,015	98,015	90,089	90,089	86,789	86,789	86,789	86,789	86,789	86,789	86,789	(26,226)

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Capital Financing Reserve XQ0011	Beginning Balance	355,683	355,683	160,073	38,171	(138,738)	(181,615)	(191,171)	(153,464)	(56,291)	39,457	75,604	
	(Withdrawals)												
	St. Lawrence Market North Redevelopment Project			(15,000)									(15,000)
	Union Station Revitalization Project			(2,245)									(2,245)
	Total Withdrawals			(17,245)									(17,245)
Other Program / Agency Net (Withdrawals) and Contributions			(195,610)	(121,902)	(176,909)	(42,877)	(9,556)	37,707	97,173	95,748	36,147	39,049	(241,030)
Total Reserve Fund Balance at Year-End		355,683	160,073	38,171	(138,738)	(181,615)	(191,171)	(153,464)	(56,291)	39,457	75,604	114,653	(258,275)

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Section 37 Reserve Fund XR3026	Beginning Balance	1,535	1,535	650	650	650	650	650	650	650	650	650	650	
	(Withdrawals)													
	St. Lawrence Market North Development		(885)											(885)
	Total Withdrawals		(885)											(1,535)
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End		1,535	650	650	650	650	650	650	650	650	650	650	650	(1,535)

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Section 45 Reserve Fund XR3028 - 4500131 (\$400K) XR3028 - 4500157 (\$500K) XR3028 - A0189/14TEY (\$100K) XR3028 - A0454/13TEY (\$50K)	Beginning Balance	1,050	1,050											
	(Withdrawals)													
	St. Lawrence Market North Development		(1,050)											(1,050)
	Total Withdrawals		(1,050)											(400)
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End		1,050												(400)

* Based on the 9 Month Variance Report