



## Facilities Management and Real Estate

### 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

#### 2014 – 2023 Capital Budget and Plan Highlights

Facilities Management and Real Estate (FM&RE) is responsible for capital improvements and repairs for 277 City-owned facilities (including all Civic Centres) with an approximate replacement value of \$4.2 billion including Union Station. This covers more than 9.6 million square feet under FM&RE management.

The 2014 Capital Budget and 2015-2023 Capital Plan focuses on addressing Facilities Management and Real Estate's core portfolio of state of good repair and essential life cycle replacement projects so that all users of City facilities can enjoy safe and functional environments.

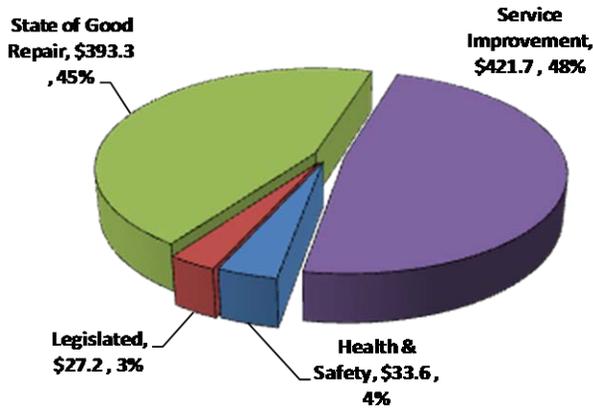
The 10-Year Capital Plan also provides funding for the implementation of large scale and multi-year major capital projects including the Union Station Revitalization, St. Lawrence Market Redevelopment, Nathan Phillips Square Revitalization, and Old City Hall HVAC and Electrical Upgrades.

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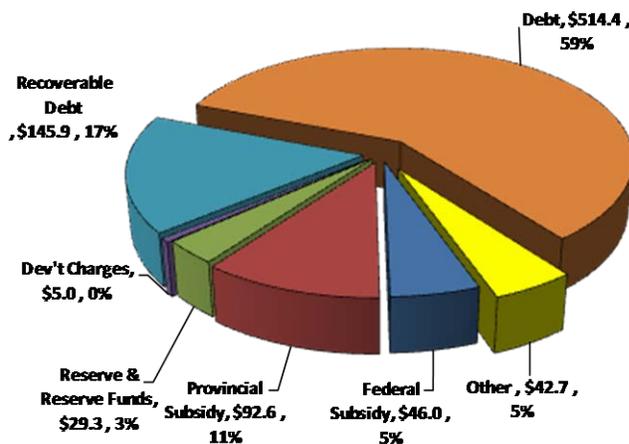
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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures  
\$875.895 Million



2014-2023 Capital Budget and Plan by Funding Source  
\$875.895 Million



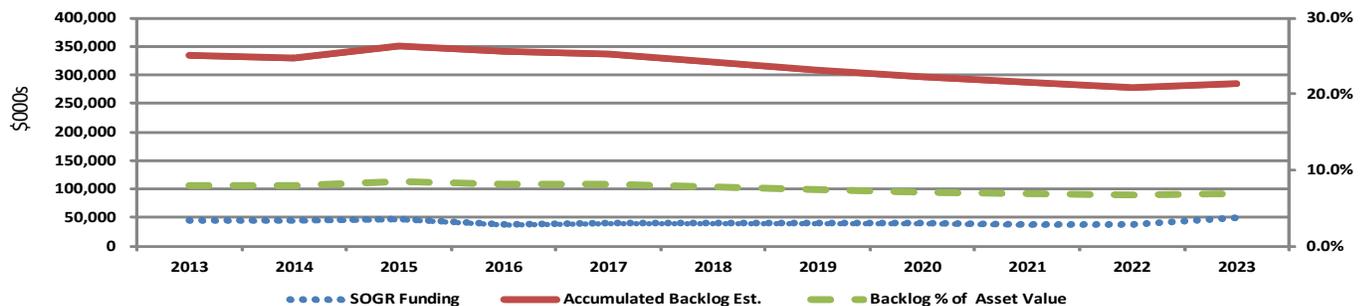
Where does the money go?

The 2014 – 2023 Capital Budget and Plan for Facilities Management and Real Estate totals \$875.895 million (excluding carry forward funding). Service improvement projects represent the largest portion of funding at \$421.749 million or 48.1%, and include large scale and multi-year projects. Funding of \$393.336 million or 45.0% is allocated to maintain assets in a state of good repair (structural maintenance, re-roofing, site work, etc.). Health and Safety projects for emergency repairs and security total \$33.633 million or 3.8%, and Legislated projects (e.g. environment, accessibility) account for \$27.179 million or 3.1% of total funding.

Where does the money come from?

The 2014 - 2023 Capital Budget and Plan requires new debt funding of \$514.403 million or 58.8%, which exceeds FMRE's debt affordability limit of \$482.581 million by \$31.822 million or 6.6% over the 10-year planning period. Other sources of funding include: Recoverable Debt - \$145.868 million or 16.7%; Federal / Provincial Grants - \$138.651 million or 16.0%; Reserve Funds - \$29.270 million or 3.3%; Development Charges - \$5.000 million or 0.6%; and Other Sources - \$42.704 million or 4.9% (includes Toronto Parking Authority - \$29.000 million, VIA Rail - \$9.704 million, Section 37 / 45 - \$3.000 million and other Stakeholders - \$1.000 million).

State of Good Repair Backlog



The 10-Year Capital Plan spending on State of Good Repair is \$393.335 million which will reduce the backlog from 8.0% as a percentage of asset value in 2013 to 6.9% by 2023.

**Key Challenges and Priority Actions**

**State of Good Repair (SOGR) Backlog** - Maintaining aging infrastructure continues to be a significant challenge. Because funding is insufficient to address SOGR backlog needs, FM&RE continues to invest in facilities at a rate below the minimum industry standard of 2%.

- As part of the Facilities Transformation Project, a standard, streamlined process for building condition assessments and determining SOGR backlog will be implemented to improve asset life cycle.

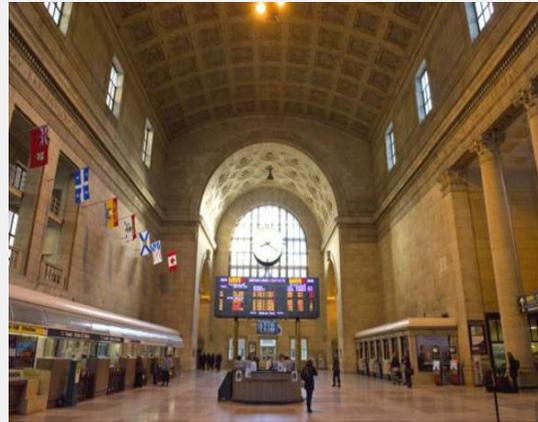
**Major Capital Project Delivery** – Improved coordination with key stakeholders on major capital projects such as Union Station, Nathan Phillips Square, and St. Lawrence Market North ensures public disruption, construction delays and scheduling conflicts are minimized while facilities remain active and open to public. Public safety and security remain priority during all phases of construction.

**Project Management and Reporting Tools** – Develop and implement effective project management tools such as Project Tracking Portal and CCOO Management Reporting to improve time and milestone monitoring for capital projects and performance measures.

**2014 Capital Budget Highlights**

The 2014 Capital Budget of \$260.361 million funding will:

- Address Health & Safety and Legislated capital repairs such as barrier free access, environmental remediation, global security program and emergency issues (\$10.142 million).
- Implement State of Good Repair maintenance and rehabilitation projects to reduce outstanding backlog (\$41.164 million)
- Continue Service Improvement projects, including delivery of major capital projects (\$209.055 million).



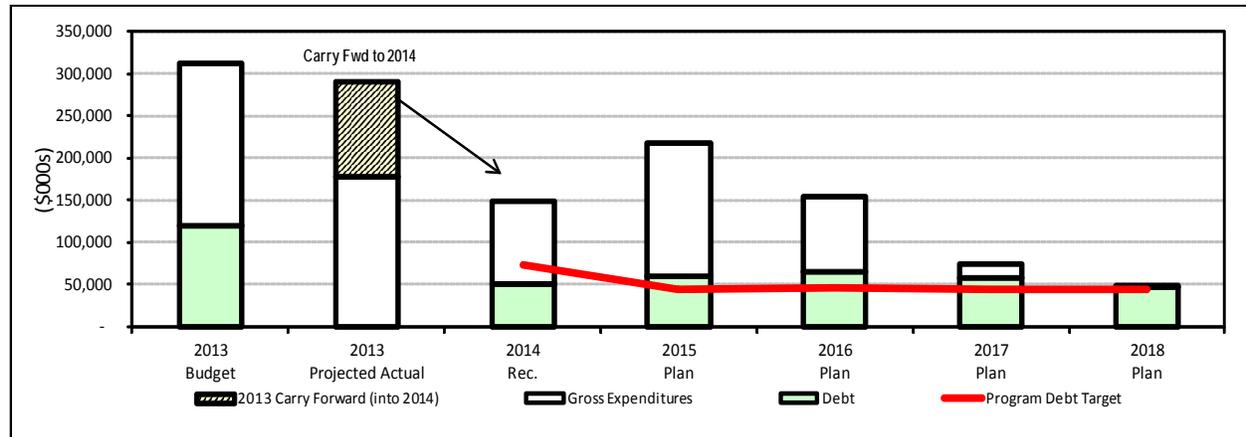
## II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2014 Capital Budget for Facilities Management and Real Estate with a total project cost of \$135.366 million, and 2014 cash flow of \$260.361 million and future year commitments of \$336.078 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 70 new / change in scope sub-projects with a 2014 total project cost of \$135.366 million that requires cash flow of \$71.010 million in 2014 and a future year cash flow commitment of \$66.610 million in 2015; (\$6.073) million in 2016; and \$3.819 million in 2017;
    - ii) 64 previously approved sub-projects with a 2014 cash flow of \$78.045 million; and a future year cash flow commitment of \$130.889 million in 2015; \$115.459 million in 2016; and \$25.374 million in 2017; and
  - b) 2013 approved cash flow for 56 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$111.306 million.
2. City Council approve new debt service costs of \$0.909 million in 2014 and incremental debt costs of \$6.388 million in 2015 and \$7.322 million in 2016 resulting from the approval of the 2014 Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Capital Plan for Facilities Management and Real Estate totaling \$385.864 million in project estimates, comprised of \$20.445 million in 2015; \$40.439 million in 2016; \$45.092 million in 2017; \$48.794 million in 2018; \$45.778 million in 2019; \$45.462 million in 2020; \$43.743 million in 2021; \$43.549 million in 2022; and \$52.562 million in 2023.
4. City Council consider operating costs of \$0.120 million net in 2014, \$0.230 million net in 2015, \$0.150 million net in 2016, and \$0.065 million net in 2017, emanating from the approval of the 2014 Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council approve 7.0 temporary capital positions for the delivery of new 2014 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

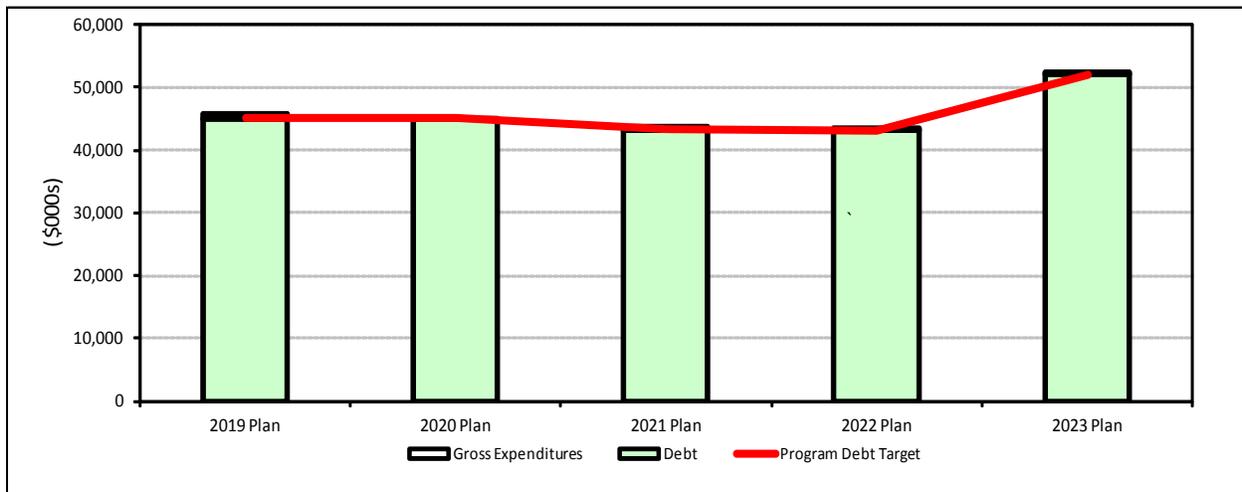
### III: 10-YEAR CAPITAL PLAN

#### 10 - Year Capital Plan 2014 Budget, 2015 – 2018 Plan (In \$000s)



			2014 Budget and 2015 - 2018 Plan							5-Year Total Percent	
			2014	2015	2016	2017	2018	2014 - 2018			
		2013									
		Budget	Projected Actual								
<b>Gross Expenditures:</b>											
2013 Capital Budget & Approved FY Commitment	312,357	178,970	215,004	81,815	33,601	-	-	330,420	51.2%		
Changes to Approved FY Commitments			(136,960)	49,074	81,858	25,374	-	19,346	3.0%		
2014 New/Change in Scope and Future Year Commitments			71,010	67,009	(1,573)	3,819	-	140,265	21.8%		
2015- 2018 Capital Plan Estimates				20,445	40,439	45,092	48,794	154,770	24.0%		
2-Year Carry Forward for Reapproval											
1-Year Carry Forward to 2014		111,306									
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>312,357</b>	<b>178,970</b>	<b>149,055</b>	<b>218,343</b>	<b>154,325</b>	<b>74,285</b>	<b>48,794</b>	<b>644,801</b>	<b>100.0%</b>		
<b>Program Debt Target</b>			<b>73,114</b>	<b>43,961</b>	<b>46,017</b>	<b>45,200</b>	<b>45,200</b>	<b>253,492</b>			
<b>Financing:</b>											
<b>Debt</b>	<b>120,223</b>		<b>51,949</b>	<b>60,053</b>	<b>65,863</b>	<b>59,248</b>	<b>48,201</b>	<b>285,314</b>	<b>44.2%</b>		
Reserves/Reserve Funds	29,811		3,500	12,245	10,000	3,525	-	29,270	4.5%		
Development Charges	340		5,000	-	-	-	-	5,000	0.8%		
Provincial/Federal	125,189		27,949	56,968	46,424	4,712	594	136,646	21.2%		
Debt Recoverable	29,275		58,092	66,138	14,838	6,800	-	145,868	22.6%		
Other Revenue	7,520		2,565	22,939	17,200	-	-	42,704	6.6%		
<b>Total Financing</b>	<b>312,357</b>		<b>149,055</b>	<b>218,343</b>	<b>154,325</b>	<b>74,285</b>	<b>48,794</b>	<b>644,801</b>	<b>100.0%</b>		
<b>By Project Category:</b>											
Health & Safety	6,156		4,137	3,615	7,260	2,964	1,988	19,964	3.1%		
Legislated	1,279		4,795	3,279	3,341	2,366	2,403	16,184	2.5%		
SOGR	45,094		28,290	40,290	38,141	39,581	40,603	186,905	29.0%		
Service Improvement	251,795		111,833	171,159	105,583	29,374	3,800	421,748	65.4%		
Growth Related	8,034							-			
<b>Total by Project Category</b>	<b>312,357</b>		<b>149,055</b>	<b>218,343</b>	<b>154,325</b>	<b>74,285</b>	<b>48,794</b>	<b>644,801</b>	<b>100.0%</b>		
<b>Asset Value (\$) at year-end</b>	<b>4,158,949</b>		<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>				
Yearly SOGR Backlog Estimate (not addressed by current plan)			(4,903)	22,214	(10,628)	(3,407)	(13,737)				
Accumulated Backlog Estimate (end of year)		334,133	329,230	351,444	340,816	337,409	323,672				
<b>Backlog: Percentage of Asset Value (%)</b>		<b>8.0%</b>	<b>7.9%</b>	<b>8.5%</b>	<b>8.2%</b>	<b>8.1%</b>	<b>7.8%</b>				
Debt Service Costs			909	6,388	7,322	7,804	6,931	29,354			
Operating Impact on Program Costs			120	230	150	65		565			
New Positions				1				1			

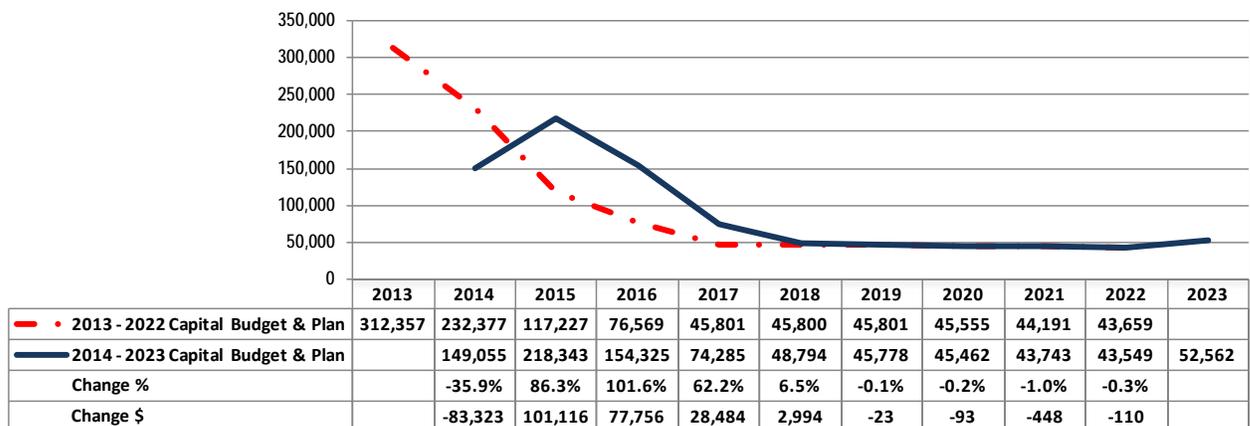
**10 - Year Capital Plan  
2019 - 2023 Plan  
(In \$000s)**



	2019 - 2023 Capital Plan							10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023		
<b>Gross Expenditures:</b>								
2013 Capital Budget & Approved FY Commitments						330,420		37.7%
Recommended Changes to Approved FY Commitments						19,346		2.2%
2014 New/Change in Scope and Future Year Commitments						140,265		16.0%
2019 - 2023 Capital Plan Estimates	45,778	45,462	43,743	43,549	52,562	385,864		44.1%
2-Year Carry Forward for Reapproval						-		
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>45,778</b>	<b>45,462</b>	<b>43,743</b>	<b>43,549</b>	<b>52,562</b>	<b>875,895</b>		<b>100.0%</b>
<b>Program Debt Target</b>	<b>45,200</b>	<b>45,199</b>	<b>43,390</b>	<b>43,200</b>	<b>52,100</b>	<b>482,581</b>		
<b>Financing:</b>								
<b>Debt</b>	45,200	45,199	43,390	43,200	52,100	514,403		58.7%
Reserves/Reserve Funds	-	-	-	-	-	29,270		3.3%
Development Charges	-	-	-	-	-	5,000		0.6%
Provincial/Federal	579	263	354	348	463	138,651		15.8%
Debt Recoverable	-	-	-	-	-	145,868		16.7%
Other Revenue	-	-	-	-	-	42,704		4.9%
<b>Total Financing</b>	<b>45,778</b>	<b>45,462</b>	<b>43,743</b>	<b>43,549</b>	<b>52,562</b>	<b>875,895</b>		<b>100.0%</b>
<b>By Project Category:</b>								
Health & Safety	2,177	2,421	3,217	3,609	2,245	33,633		3.8%
Legislated	2,440	2,479	2,518	2,558	1,000	27,179		3.1%
SOGR	41,161	40,562	38,008	37,382	49,317	393,335		44.9%
Service Improvement	-	-	-	-	-	421,748		48.2%
Growth Related	-	-	-	-	-	-		
<b>Total by Project Category</b>	<b>45,778</b>	<b>45,462</b>	<b>43,743</b>	<b>43,549</b>	<b>52,562</b>	<b>875,895</b>		<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>	<b>4,158,949</b>			
Yearly SOGR Backlog Estimate (not addressed by current plan)	(15,304)	(12,364)	(7,914)	(9,495)	6,594			
Accumulated Backlog Estimate (end of year)	308,368	296,004	288,090	278,595	285,189			
<b>Backlog: Percentage of Asset Value (%)</b>	<b>7.4%</b>	<b>7.1%</b>	<b>6.9%</b>	<b>6.7%</b>	<b>6.9%</b>			
Debt Service Costs	5,743	5,435	5,403	5,214	5,350	56,499		
Operating Impact on Program Costs						565		
New Positions						1		

## Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Capital Budget and the 2015 - 2023 Capital Plan reflects an increase of \$126.353 million from the 2013 - 2022 Approved Capital Plan.

The changes to the 2013 - 2022 Approved Capital Plan arise from the reprioritization of Facilities Management and Real Estate (FM&RE) capital projects, are outlined as follows:

- An adjustment has been made to defer the cash flow of \$7.0 million from 2014 to 2015 for the Old City Hall HVAC and Electrical Upgrades project due to contractual disputes with the general contractor. Staff are working with Legal Services to address these contract issues and settle the disputes within budgeted costs. As a result, the project will be extended into 2015.
- Phase 1 of the Union Station Revitalization Project (USRP) experienced delays mainly due to found site conditions. Work plans have been revised to address these issues, with Phase 1 of the project now expected to be complete in 2014. These delays have impacted the timelines for work to begin on Phases 2 and 3, and the cash flows have been adjusted accordingly. Additionally, forecasted costs to complete the USRP have increased the 10-Year Capital Plan by \$81.0 million gross (\$60.0 million recoverable debt through future revenues and \$21.0 million from Union Station Reserve Fund), thus bringing the total project cost from \$715.4 million to \$796.4 million.
- Construction timelines have been revised for the St. Lawrence Market North (SLMN) Redevelopment project. The project was on hold during the first half of 2013 as staff spent a significant amount of time aligning the design with the original approved project budget of \$76.165 million. At its July 16 - 19, 2013 meeting, Council adopted a revised financing plan to address the requirement for the additional funding of \$15.293 million, thus bringing the project costs from \$76.165 million to \$91.458 million. Cash flow funding has been adjusted accordingly to reflect the revised timelines for completion of the project, now expected for 2017.

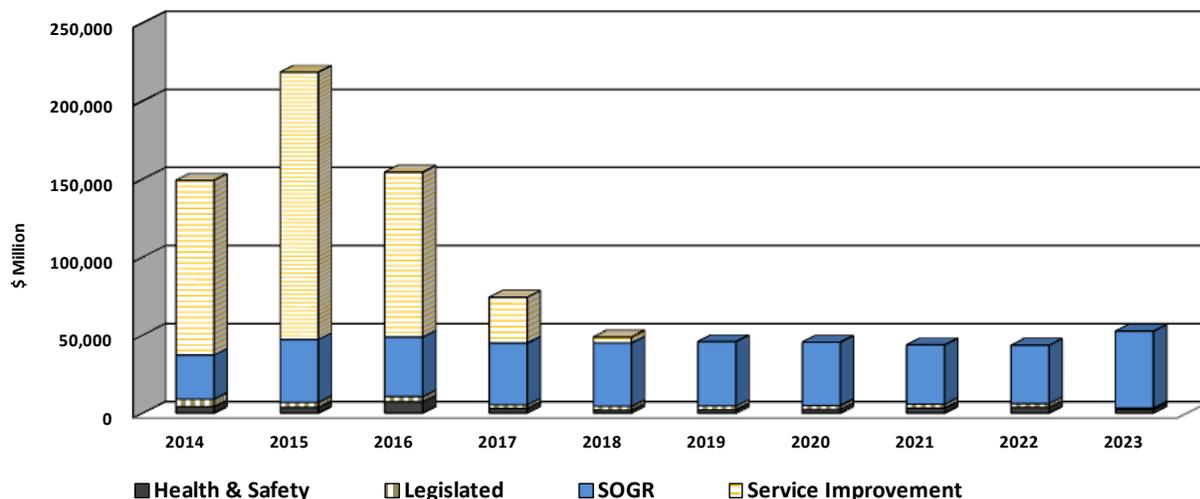
- New funding of \$26.570 million included in the 10-Year Capital Plan is for the delivery of new capital projects to address critical Health and Safety, State of Good Repair (SOGR), and operational needs.
  - As the City of Toronto collects Development Charges from new construction to pay for a portion of municipal growth-related capital projects, they are allocated to fund other growth-related transit capital projects. These new debt funding requirements will be addressed through the reallocation of debt that has become available as a result of the utilization of new Development Charge (DC) funding for eligible development-related capital projects based on the recently adopted 2013 DC Background Study that was funded by debt.
- The following table summarizes the key project cash flow changes from the 2013-2022 Approved Capital Plan.

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

	Total Project Cost	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total Project Cost
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	
<b>Previously Approved</b>																
1. Old City Hall Deferral	36,889	(7,000)	(7,000)	7,000	7,000											36,889
2. Union Station Revitalization	715,400	(65,120)	(19,535)	89,173	2,250	48,947	13,285	8,000	4,000			81,000	-			796,400
3. St. Lawrence Market North Development	76,165	(16,777)	-	(2,399)	-	21,147	3,351	17,374	7,049			15,292	10,400			91,457
<b>Total Previously Approved</b>	<b>828,454</b>	<b>(88,942)</b>	<b>(26,535)</b>	<b>93,875</b>	<b>9,250</b>	<b>70,046</b>	<b>16,636</b>	<b>25,484</b>	<b>11,049</b>	<b>-</b>	<b>-</b>	<b>96,410</b>	<b>10,400</b>	<b>-</b>	<b>-</b>	<b>924,746</b>
<b>New</b>																
1. 3111 Lakeshore - Jean Tweed Centre - SOGR		1,529	1,529	954	954							2,483	2,483			2,483
2. 170 Jarvis - SOGR		30	30	587	587							617	617			617
3. 703 Don Mills - Parking Garage Rehab		500	500	500	500							1,000	1,000			1,000
4. 799 Islington - Consolidation of PMMD Stores		1,464	1,464									1,464	1,464			1,464
5. City Hall HVAC and Elevators - Feasibility Study		500	500									500	500			500
6. CCOO Management Reporting Initiative		541	541	794	794	210	210					1,545	1,545			1,545
7. PTP Implementation		806	806	1,006	1,006							1,811	1,811			1,811
8. St Lawrence Market - South (Study and Plan)		250		400		4,500						5,150	-			5,150
9. Toronto Strong Neighbourhoods Strategy				3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	12,000	12,000			12,000
<b>Total New</b>	<b>-</b>	<b>5,620</b>	<b>5,370</b>	<b>7,241</b>	<b>6,841</b>	<b>7,710</b>	<b>3,210</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>26,570</b>	<b>21,420</b>	<b>-</b>	<b>-</b>	<b>26,570</b>
<b>Total Changes</b>	<b>828,454</b>	<b>(83,322)</b>	<b>(21,165)</b>	<b>101,116</b>	<b>16,091</b>	<b>77,756</b>	<b>19,846</b>	<b>28,484</b>	<b>14,049</b>	<b>3,000</b>	<b>3,000</b>	<b>122,980</b>	<b>31,820</b>	<b>-</b>	<b>-</b>	<b>951,316</b>

**2014 – 2023 Capital Plan**

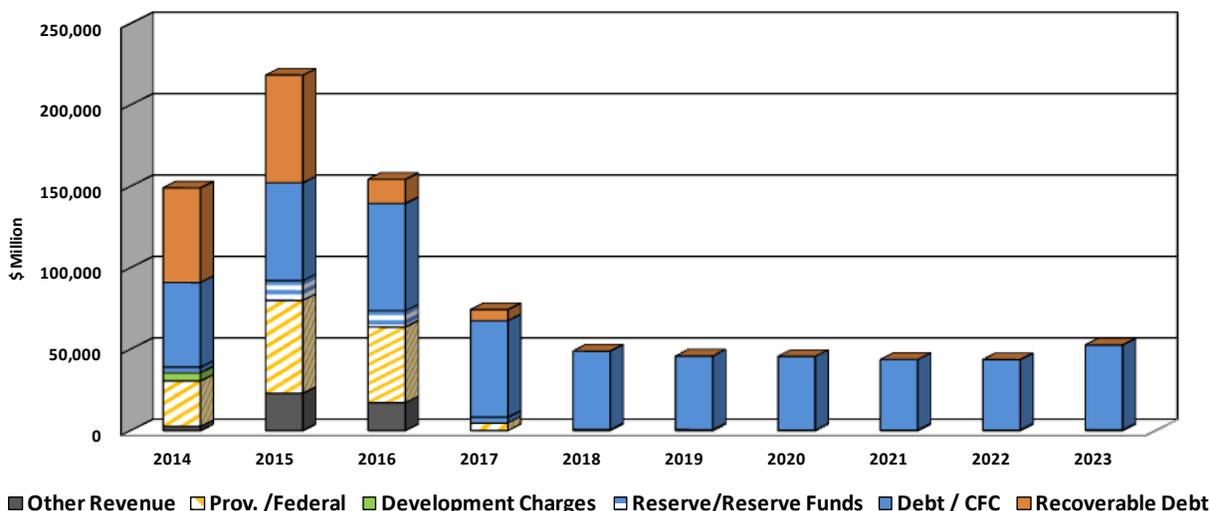
**2014 – 2023 Capital Plan by Project Category  
(In \$000s)**



The 10-Year Capital Plan for Facilities Management and Real Estate of \$875.895 million provides funding for Health and Safety projects of \$33.633 million; Legislated projects of \$27.179 million; State of Good Repair (SOGR) projects of \$393.335 million; and Service Improvement projects of \$421.748 million.

- Legislated projects account for \$27.179 million or 3.1% of the total 10-Year Capital Plan.
  - Funding for Legislated projects address provincially and federally legislated capital repairs such as barrier free access, designated substances and environmental remediation.
- Health and Safety projects represent approximately \$33.633 million or 3.9% of the total 10-Year Capital Plan.
  - A large portion of Health and Safety projects is allocated to Emergency Repairs (\$19.514 million) and the Global Corporate Security Program (\$9.350 million).
- State of Good Repair (SOGR) projects account for \$393.335 million or 45.4% of the total planned cash flow of \$874.895 million.
  - SOGR projects include hundreds of projects in various groupings that focus on the type of capital maintenance required (structural maintenance, re-roofing, site-work, renovations, etc).
  - Approximately \$186.905 or 47.5% of the total planned cash flow for SOGR projects will be spent during the first 5 years and another \$206.430 million or 52.5% is dedicated to SOGR projects during the second 5 years. Part of the funding will be allocated towards new SOGR projects such as the Jean Tweed Cumberland House at 3111 Lakeshore Blvd West, Good Neighbours' Club at 170 Jarvis Street, parking facility at 703 Don Mills Road, and feasibility studies for City Hall HVAC and Elevators and renovations to St. Lawrence Market South to meet SOGR and strategic needs for a total of \$9.750 million.
- Service Improvement projects account for \$421.748 million or 48.1% of funding included in the 10-Year Capital Plan. Most of this funding is allocated to major capital projects including the revitalization of Union Station (\$302.458 million) based on the revised total project cost of \$796.4 million, the redevelopment of St. Lawrence Market North (\$87.136 million) based on the revised total project cost of \$91.457 million, and the Phase IV Bay Street Landscaping as part of the revitalization of Nathan Phillips Square (\$2.0 million). In addition, new capital funds of \$16.821 million have been added to the 10-Year Capital Plan including \$12.0 million dedicated to the Toronto Strong Neighbourhoods Strategy Implementation commencing in 2015 over 4 years, \$3.357 million for two technology projects (Project Tracking Portal Implementation and CCOO Management Reporting Initiative), \$1.464 million for the consolidation of three Purchasing Materials and Management Division (PMMD) Stores at 799 Islington Avenue.

2014–2023 Capital Plan by Funding Source  
(In \$000s)



- The 10-Year Capital Plan of \$875.895 million will be financed by \$514.403 million of debt, \$29.270 from Reserve / Reserve funds, \$5.0 million from Development Charges, \$138.651 million from Federal /Provincial grants, \$145.868 million Recoverable Debt, and Other Revenue comprised of \$42.704 million.
- Debt accounts for \$285.314 million or 44.3% of the financing for the 2014 Budget and 2015 – 2018 Capital Plan and amounts to \$514.403 million or 58.8% of the 10-Year Capital Plan's funding sources.
- The debt funding is above the 10-year debt affordability guidelines of \$482.581 million allocated to this Program by \$31.822 million. Part of the increase (\$10.400 million) is attributed to the St. Lawrence Market North Redevelopment approved by Council in July 16-19, 2013 meeting. The remaining debt target increases of \$21.422 million are due to a number of new capital projects to address critical Health and Safety, State of Good Repair (SOGR) and strategic and operational needs.
- Reserve and Reserve Funds constitute \$29.270 million or 3.3% of required funding over 10 years for major projects such as Union Station Revitalization from the Union Station Reserve Fund (\$23.745 million), St. Lawrence Market North Redevelopment from the Provincial Offenses Courts Stabilization Reserve (\$3.525 million), and Nathan Phillips Square Revitalization from the Public Realm Reserve Fund (\$2.0 million).
- Development Charges, which represent 0.6% or \$5.0 million of the 10-Year Capital Budget and Plan's funding sources, provide funding for the St. Lawrence Market North Redevelopment.
- Federal/Provincial Grants are used to fund \$138.650 or 16.0% of the 10-Year Capital Plan's project expenditures. The majority of the funding is designated to the Union Station Revitalization and Northwest Path capital projects (\$133.576 million).

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- Recoverable Debt, which provides 16.7% or \$145.868 million of the 10-Year Capital Budget and Plan's funding, is dedicated primarily to the Union Station Revitalization project (\$104.508 million), the St. Lawrence Market North Redevelopment (\$36.211 million) and St. Lawrence Market South Study and Plan (\$5.150 million). This debt will be repaid through respective future revenue streams.
    - At its October 15, 2013 meeting, the Government Management Committee requested the Deputy City Manager and Chief Financial Officer and the Chief Corporate Officer to approach Metrolinx and Transport Canada regarding providing additional funding for the incremental costs of the Union Station Revitalization Project. Should any funding become available from Metrolinx and/or Transport Canada, the project funding sources will be adjusted accordingly.
  - Other sources of funding, which account for 4.9% or \$42.704 million will be utilized for the following redevelopment/revitalization projects:
    - St. Lawrence Market North Redevelopment will receive a total of \$29.0 million from Toronto Parking Authority as a contribution towards the construction of three levels of parking below grade, as well as \$3.0 million from Section 37 and 45 agreements.
    - The Union Station Revitalization project will receive a contribution of \$10.704 million from VIA Rail and other stakeholders.

## Capital Initiatives by Category

Summary of Capital Initiatives by Category  
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>Total Expenditures by Category</b>											
<b>Health &amp; Safety</b>											
Emergency Repairs	2,574	2,075	2,194	2,114	1,138	1,327	1,571	2,367	2,759	1,395	19,514
Global Corp Security Projects	1,200	1,150	1,050	850	850	850	850	850	850	850	9,350
Others	363	390	4,016								4,769
<b>Sub-Total</b>	<b>4,137</b>	<b>3,615</b>	<b>7,260</b>	<b>2,964</b>	<b>1,988</b>	<b>2,177</b>	<b>2,421</b>	<b>3,217</b>	<b>3,609</b>	<b>2,245</b>	<b>33,633</b>
<b>Legislated</b>											
Environmental	1,301	1,296	1,331	1,366	1,403	1,440	1,479	1,518	1,558		12,692
Barrier Free / Equity	900	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,900
Others	2,594	983	1,010								4,587
<b>Sub-Total</b>	<b>4,795</b>	<b>3,279</b>	<b>3,341</b>	<b>2,366</b>	<b>2,403</b>	<b>2,440</b>	<b>2,479</b>	<b>2,518</b>	<b>2,558</b>	<b>1,000</b>	<b>27,179</b>
<b>State of Good Repair</b>											
Re-Roofing	2,679	1,494	645	1,186	108	1,471	2,120	5,845	1,110	4,039	20,697
Structural / Building Envelope	7,506	10,115	12,919	18,784	13,778	18,005	12,552	12,151	9,787	20,340	135,937
Mechanical and Electrical	12,489	16,107	15,397	15,741	18,537	12,221	10,837	11,584	15,208	15,892	144,013
Sitework	469	1,733	665	714	3,808	4,671	8,170	3,089	4,951	2,623	30,893
Renovations	3,933	3,996	6,742	3,126	2,731	4,484	4,883	5,149	6,326	6,423	47,793
Others	1,214	6,846	1,773	30	1,641	309	2,000	190			14,003
<b>Sub-Total</b>	<b>28,290</b>	<b>40,291</b>	<b>38,141</b>	<b>39,581</b>	<b>40,603</b>	<b>41,161</b>	<b>40,562</b>	<b>38,008</b>	<b>37,382</b>	<b>49,317</b>	<b>393,336</b>
<b>Service Improvements</b>											
Union Station Revitalization Project	90,675	131,941	71,842	8,000							302,458
St. Lawrence Market North Redevelopment	10,923	30,632	28,207	17,374							87,136
Nathan Phillips Square Revitalization	2,000										2,000
799 Islington Consolidation of 3 PMMD Stores	1,464										1,464
Toronto Strong Neighbourhoods Strategy		3,000	3,000	3,000	3,000						12,000
CCTV Infrastructure Enhancement	2,049	1,927	1,324								5,300
Project Tracking Portal Implementation	806	1,006									1,812
CCOO Management Reporting Initiative	541	794	210								1,545
Facilities Preventive Maintenance System Phase 2	848	570									1,418
Capital Asset Data Integration	500										500
Corporate Facilities Refurbishment Program	1,000	1,000	1,000	1,000	800						4,800
Yards Consolidation Study	919										919
Others	108	289									397
<b>Sub-Total</b>	<b>111,833</b>	<b>171,159</b>	<b>105,583</b>	<b>29,374</b>	<b>3,800</b>	-	-	-	-	-	<b>421,749</b>
<b>Total Expenditures by Category</b>	<b>149,055</b>	<b>218,344</b>	<b>154,325</b>	<b>74,285</b>	<b>48,794</b>	<b>45,778</b>	<b>45,462</b>	<b>43,743</b>	<b>43,549</b>	<b>52,562</b>	<b>875,895</b>

## Major Capital Initiatives

The 10-Year Capital Plan supports Facilities Management and Real Estate's objectives of timely project delivery, focusing on state of good repair for existing facilities to meet renewal needs for the City's aging infrastructure.

*Health and Safety*

- Major Health and Safety projects include Emergency Repairs (\$19.514 million), an annual program with funding for emergency and other unexpected facility repairs, and Security (\$9.350 million) to ensure that facilities meet set security standards.

*Legislated*

- Major Legislated projects include environmental and barrier free access work of various sites for \$27.179 million.

*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 all users can enjoy safe and functional environments. The majority of funding is allocated to various projects that focus on the following types of capital maintenance: re-roofing, structural/building envelope, mechanical and electrical upgrades, site-work and renovations. These SOGR projects ensure that approximately 277 buildings and approximately 9.6 million sq feet of space are maintained in a state of good repair.
- Embedded within the 10-Year Capital Plan are capital funds of \$9.750 million dedicated for the following 5 new SOGR capital projects:
  - St. Lawrence Market South Renovations – The total project cost is estimated at \$5.150 million, including cash flow of \$0.250 million in 2014 to complete the study for St. Lawrence Market South complex improvements. Upon completion of the project, the additional space combined with reconfiguration of existing space is expected to increase future revenues to the Market.
  - 3111 Lakeshore Blvd West – The Jean Tweed Cumberland House is a community-based organization that provides programs and services to vulnerable women. The condition of this facility has deteriorated to the point where there are health and safety risks. In order to mitigate these risks, significant rehabilitation and renovations to its interior and exterior components are required. Total costs are estimated at \$2.483 million.
  - 703 Don Mills Road – The structure of the garage is currently exhibiting widespread deterioration. As co-owner of the facility with the Condominium Corporation, the City has an obligation according to the reciprocal cost sharing agreement and is committed to ensuring the facility is maintained and meets health and safety requirements. Total costs are estimated at \$1.000 million.
  - 170 Jarvis Street – The Good Neighbours' Club which provides programs and services to male adults has been neglected over time due to insufficient Club funding. The City is responsible for the capital maintenance of the facility and requires \$0.617 million for rehabilitation of the exterior front elevation and renewal of the interior in order to ensure the facility is brought to a state of good repair.
  - City Hall HVAC and Elevators - Feasibility Study (\$0.500 million) – An assessment and feasibility study of the HVAC systems at City Hall will be conducted to determine options on improving performance. In addition, performance issues with the elevators providing accessing providing access to the Council Chambers, including accessibility access, have resulted in a need to complete an assessment of these elevators and to determine feasibility of solutions to improve performance and reliability.
- Other SOGR projects include upgrades to the HVAC systems at Old City Hall (\$8.483 million).

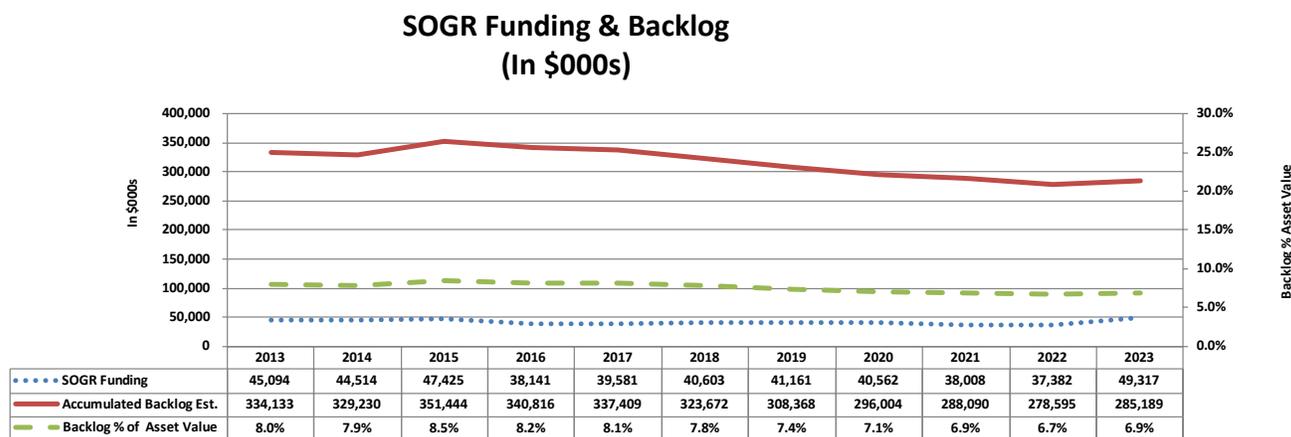
*Service Improvement Projects*

- Union Station Revitalization Project (\$302.458 million) – 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 2016, with the Northwest Path tunnel planned to be completed by 2017.
- St. Lawrence Market North Redevelopment (\$87.136 million) – 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 Offenses Act traffic courts for Court Services, and three levels of public parking below grade for the Toronto Parking Authority.
- Toronto Strong Neighbourhoods Strategy (\$12.0 million) – In support of healthy communities across Toronto, the Strategy involves partnering with residents, businesses, and agencies to invest in people, programs, and facilities in twelve designated Neighbourhood Improvement Areas (NIAs) commencing in 2015.
  - A more detailed analysis of the Strategy's resourcing requirements is now underway and the Executive Director, Social Development, Finance and Administration will report to the Community Development and Recreation Committee at year-end in 2013 on options and priorities for ensuring the Strategy's broader implementation.
- Nathan Phillips Square Revitalization (\$2.0 million) – Funded from the Public Realm Reserve, the remaining components of the project including landscaping along Bay and Queen Streets and upgrades to the rabbit stairs leading to the underground parking garage.
- Consolidation of Purchasing and Material Management Division (PMMD) Stores at 799 Islington (\$1.464 million) – Three PMMD stores currently located at 160 Rivalda, 3 Dohme and 60 Brant Street have been transferred to Build Toronto for future development during 2014. The former Police Property and Evidence Management Unit located at 799 Islington has been selected as an acceptable permanent facility for the centralized PMMD store. The building requires mechanical and electrical work in order to meet the operational needs of the PMMD.
- CCTV Infrastructure Enhancement (\$5.3 million) – This project will replace the City's CCTV infrastructure, including equipment, monitors and network requirements for video transmission at the end of its lifecycle.
- The Project Tracking Portal (PTP) (\$1.812 million) – This project provides an effective management tool allowing for dashboard views of portfolio of capital projects, timeline,

and milestones tracking. The tool also provides a standard approach to project tracking and financial reporting for Facilities Management. Implementation of PTP leverages existing infrastructure as it is being used extensively by other City Divisions including Toronto Water, Transportation Services, and Engineering and Construction Services.

- The Chief Corporate Officer's Office (CCOO) Management Reporting Initiative (\$1.545 million) will enhance business performance metrics reporting and improve analytical capabilities by leveraging existing SAP Business Intelligence (BI) and Business Warehouse (BW) technology. The use of the SAP BI tool will integrate and consolidate data from difference sources, facilitate analysis and create multi-dimension reports. This project will leverage the functionality implemented by the FPARS project.

### State of Good Repair (SOGR) Backlog



The 10-Year Capital Plan dedicates \$186.905 million to SOGR spending in the first five years of the Capital Plan period and \$206.430 million over the last five years which, on average, is \$39.333 million annually.

- FM&RE is responsible for the capital improvement and repairs for 277 facilities with an approximate replacement value of \$4.159 billion, covering 9.6 million sq feet of space.
- By the end of 2013, the SOGR backlog is estimated to be \$334.133 million reflecting 8.0% of the total asset replacement value of \$4.159 billion including Union Station.
- Due to limited resources, the 2014 Capital Budget and 2015-2023 Capital Plan provides funding to reduce the SOGR backlog by 13.4% over 10 years to a balance of \$285.189 million in 2023, representing 6.9% of total asset value.
- The 10-Year Capital Plan includes scheduled life cycle replacements of major components that are at the end of their service life.
- As new divisional facility SOGR portfolios are transferred to the Facilities Management and Real Estate Capital Budget, through the Facilities Transformation Project, the composition of the backlog will change.

- The SOGR backlog for Facilities Management and Real Estate can be separated into major repair categories such as mechanical and electrical, renovations, re-roofing, site-work, and structural/building envelope. However, asset values are not tracked by components of the facilities within the portfolio, therefore asset values by major category are not available.
- It is expected that the cumulative SOGR will be addressed upon completion of the Union Station Revitalization project, and therefore this is tracked separately as its own individual asset.
- The following table provides a breakdown of the SOGR categories:

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

Total	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
State of Good Repair Funding	44,514	47,425	38,141	39,581	40,603	41,161	40,562	38,008	37,382	49,317
Accumulated Backlog Est. (yr end)	329,230	351,444	340,816	337,409	323,672	308,368	296,004	288,090	278,595	285,189
Backlog %Asset Value	7.9%	8.5%	8.2%	8.1%	7.8%	7.4%	7.1%	6.9%	6.7%	6.9%
Asset Value	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949	4,158,949

**Mechanical and Electrical**

State of Good Repair Funding	12,489	16,107	15,397	15,741	18,537	12,221	10,837	11,584	15,208	15,892
Accumulated Backlog Est. (yr end)	118,905	122,495	115,520	107,463	92,137	84,463	79,060	76,241	69,956	73,485
Backlog %Asset Value										
Asset Value										

**Renovations**

State of Good Repair Funding	3,933	3,996	6,742	3,126	2,731	4,484	4,883	5,149	6,326	6,423
Accumulated Backlog Est. (yr end)	46,320	50,848	57,977	65,967	70,632	71,090	74,650	74,668	76,579	83,019
Backlog %Asset Value										
Asset Value										

**Re-Roofing**

State of Good Repair Funding	2,679	1,494	645	1,186	108	1,471	2,120	5,845	1,110	4,039
Accumulated Backlog Est. (yr end)	17,917	19,319	19,188	18,224	18,297	17,809	16,436	14,626	14,419	10,486
Backlog %Asset Value										
Asset Value										

**Sitework**

State of Good Repair Funding	469	1,733	665	714	3,808	4,671	8,170	3,089	4,951	2,623
Accumulated Backlog Est. (yr end)	68,822	69,000	70,817	72,367	70,569	67,526	60,321	59,147	54,381	54,773
Backlog %Asset Value										
Asset Value										

**Structural/Building Envelope**

State of Good Repair Funding	7,506	10,115	7,919	13,784	8,778	13,005	7,552	7,151	4,787	15,340
Accumulated Backlog Est. (yr end)	65,132	79,782	77,314	73,388	72,037	67,480	65,537	63,408	63,260	63,426
Backlog %Asset Value										
Asset Value										

**Other**

State of Good Repair Funding	1,214	6,846	1,773	30	1,641	309	2,000	190	-	-
Accumulated Backlog Est. (yr end)										
Backlog %Asset Value										
Asset Value										

**Union Station**

State of Good Repair Funding	16,224	7,134	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Accumulated Backlog Est. (yr end)	12,134	10,000	-	-	-	-	-	-	-	-
Backlog %Asset Value	1.5%	1.2%								
Asset Value	830,000	830,000	830,000	830,000	830,000	830,000	830,000	830,000	830,000	830,000

In total, the SOGR backlog as a percentage of asset value will decrease from 7.9% to 6.9% by the end of the 10-year period.

- Accumulated backlog estimates are decreasing for all categories over the 10-year horizon, except for Renovations due to funding limitations. Re-roofing backlog will decrease from \$17.917 million to \$10.486 million, or more than 41%. The Mechanical and Electrical backlog of projects will decrease from \$118.905 million to \$73.485 million, or more than 38%. The Site-work backlog of projects will decrease from \$68.822 million to \$54.773 million, or more than 20%.

### 10-Year Capital Plan: Impact on the Operating Budget

#### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Capital Budget</b>											
Program Gross Expenditure	120.0	230.0	150.0	65.0							565.0
Program Revenue											-
Program Costs (Net)	120.0	230.0	150.0	65.0	-	-	-	-	-	-	565.0
Approved Positions		1.0									1.0
<b>2015 - 2023 Capital Plan</b>											
Program Gross Expenditure											-
Program Revenue											-
Program Costs (Net)	-	-	-	-	-	-	-	-	-	-	-
Approved Positions											-
<b>Total</b>											
Program Gross Expenditure	120.0	230.0	150.0	65.0	-	-	-	-	-	-	565.0
Program Revenue	-	-	-	-	-	-	-	-	-	-	-
Program Costs (Net)	120.0	230.0	150.0	65.0	-	-	-	-	-	-	565.0
Approved Positions	-	1.0	-	-	-	-	-	-	-	-	1.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.565 million net over the 2014 – 2023 period. Approved positions will increase by 1.0 over the 10-year time frame.

This is comprised of funding to sustain the following:

- Facilities Preventive Maintenance System – A Senior Business and Systems Analyst position was added in 2013 in the Business Systems and Reporting team upon the completion of rolling out a new mobile solution to approximately 240 users across all Facilities Districts to support front-line application support and sustainment actions for the new mobile solution. Duties also include device management, application support and technical support of the hardware and solution. The funding is required for the annualized cost of the new position added in 2013 after the project went live (\$0.085 million net).
- CCTV Infrastructure Enhancement – Funding is required for sustainment of systems related to new security enhancement implemented to bring security conditions in line with current and anticipated requirements and standards (\$0.290 million net).
- Re-Design Security Control Centre – Funding is required for sustainment of new systems required to ensure burglar and fire monitoring systems comply with regulatory standard (\$0.010 million net).

- Global Corporation Security at Various Locations – Funding is required for sustainment of enhancements of security and safety systems implemented through this program (\$0.060 million net).
- CCOO Management Reporting Initiative – A Systems Integrator I position will be required, once the project is complete to support the new reporting environment. The position will assume the responsibility of ongoing report creation, including gather requirements for new reports, testing and deployment, and support and enhance the reports that have been rolled out (\$0.120 million net).

**Net Operating Impact by Project  
(In \$000s)**

Projects	2014 Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved projects</b>														
Facilities Preventive Maintenance System	85.0										85.0	-		
CCTV Infrastructure Enhancement	25.0		100.0		100.0		65.0				290.0	-		
Re-Design Security Control Centre	10.0										10.0	-		
Global Corporate Security Program			60.0								60.0	-		
<b>New Projects -2014</b>														
CCOO Mgmt Reporting Initiative (BI)			70.0	1.0	50.0						120.0	1.0		
											-	-		
<b>New Projects - Future Year</b>														
Nil											-	-		
											-	-		
<b>Total Recommended (Net)</b>	<b>120.0</b>	<b>-</b>	<b>230.0</b>	<b>1.0</b>	<b>150.0</b>	<b>-</b>	<b>65.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>565.0</b>	<b>1.0</b>	<b>-</b>	<b>-</b>

**Capital Project Delivery: Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)									
			Start Date	End Date (m/d/yr)	2014	2015	2016	2017	2018	2019 - 2023				
CCOO Mgmt Reporting Initiative (BI)														
Systems Integrator 1	FAC906179-49	1.0	4/1/2014	3/30/2016	70.0	120.0	30.0							
Senior Business and Systems Analyst	FAC906179-49	1.0	4/1/2014	3/30/2016	70.0	120.0	30.0							
System Development Specialist (IT)	FAC906179-49	1.0	6/1/2014	6/30/2016	70.0	120.0	30.0							
Senior Systems Integrator (IT)	FAC906179-49	2.0	6/1/2014	6/30/2016	140.0	240.0	60.0							
Senior Technical Support Specialist (IT)	FAC906179-49	1.0	6/1/2014	6/30/2015	70.0	60.0								
Senior Financial Applications Systems Analyst (Accounting)	FAC906179-49	1.0	6/1/2014	6/30/2016	90.0	120.0	30.0							
<b>Total</b>		<b>7.0</b>			<b>510.0</b>	<b>780.0</b>	<b>180.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

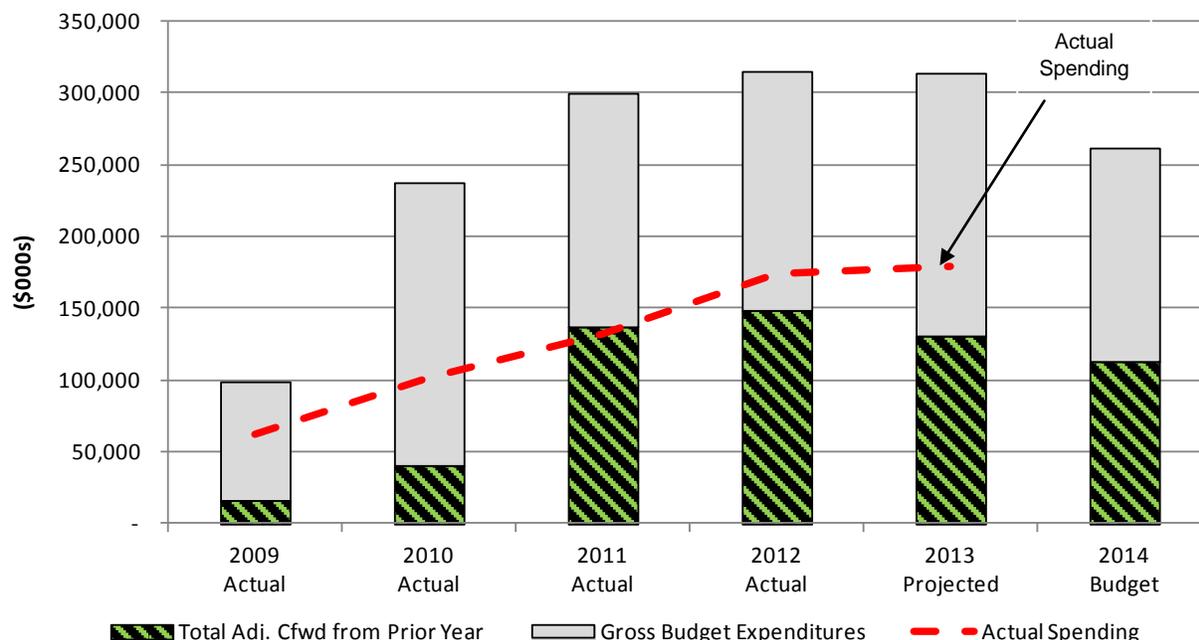
Approval of the 2014 – 2023 Capital Budget and Plan will require 7.0 new temporary capital positions to deliver the following capital project:

- CCOO Management Reporting Initiative – 7 dedicated staff are required to support the project by ensuring the solution leverages the City’s existing IT infrastructure, gathering requirements from stakeholders, and developing a tool that is congruent with the City’s IT requirements and meets business reporting needs. Of the 7 temporary capital positions, 2 IT positions will be budgeted within Facilities Management and Real Estate, 4 IT positions will be reflected in the Information & Technology’s Operating Budget and 1 Senior Financial Application System Analyst will reside in the Office of the Treasurer’s Operating Budget until the end of 2015.

- Council approve these 7.0 temporary capital positions to deliver new 2014 – 2023 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub-projects.

**Capacity to Spend**

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

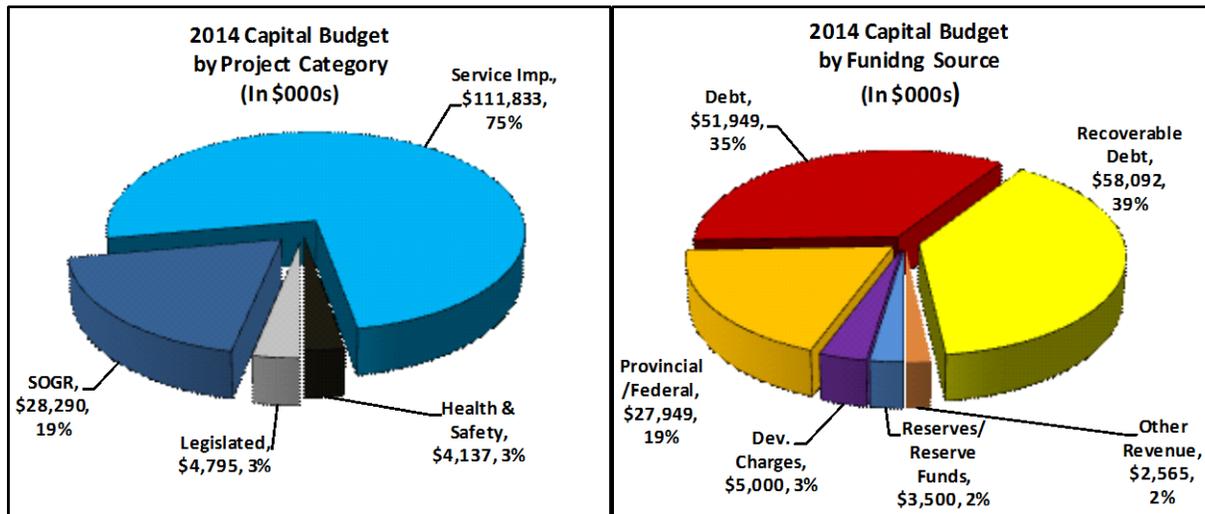


- Historical data suggests that Facilities Management and Real Estate (FM&RE) has been experiencing low readiness and/or capacity to spend in delivery of capital projects as planned. In the last four years, the Program has significantly under-spent its Approved Capital Budget with an average annual spending rate of 52% (FM&RE and Union Station capital programs).
- Issues experienced while implementing unique and major capital projects such as Union Station Revitalization, St. Lawrence Market North Development, Nathan Phillips Square Revitalization, Westwood Theatre Land Development and Old City Hall HVAC Upgrade are the major contributors to annual under expenditures.
- A detailed review of the 2014 – 2023 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for SOGR and major projects by deferring cash flow funding to future years so that the 2014 Capital Budget reflects readiness to proceed and will lead to higher capacity of spending.
- Included in the 10-Year Capital Budget and Plan are two new capital projects, the CCOO Management Reporting Initiative and Project Tracking Portal. These tools will provide

FM&RE with the ability to better track progress and identify and address potential issues in a timelier manner with the aim of improving project delivery and to more effectively utilize approved funding on an annual basis.

## IV: 2014 CAPITAL BUDGET

### 2014 Capital Budget by Project Category and Funding Source



The 2014 Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$148.055 million.

- Health and Safety projects represent \$4.137 million or 2.8% of the 2014 Capital Budget's project expenditures and provide funding primarily for emergency repairs (\$2.574 million) and global security projects (\$1.200 million).
- Legislated projects total \$4.795 million or 3.2% of the 2014 Capital Budget. These funds will be used to make structural and building repairs required to meet legislated standards (\$1.301 million) and achieve barrier free initiatives (\$0.900 million).
- State of Good Repair projects total \$28.290 million and account for 19.1% of the 2014 Capital Budget's projects. Ongoing structural and mechanical/electrical repairs require \$19.995 million in funding and five new SOGR capital projects (listed below) requires \$2.809 million in 2014.
  - The Jean Tweed Cumberland House at 3111 Lakeshore Boulevard West - \$1.529 million
  - City Hall HVAC and Elevators Study - \$0.500 million
  - 703 Don Mills Road - \$0.500 million
  - St. Lawrence Market South Renovations Study - \$0.250 million
  - The Good Neighbours' Club at 170 Jarvis Street - \$0.030 million
- Service Improvement projects amount to \$111.833 million and represent 74.9% of the 2014 Capital Budget's expenditures and are primarily for the Union Station Revitalization Project (\$90.675 million). Funding is also included for the redevelopment of St. Lawrence Market North (\$10.923 million), the revitalization of Nathan Phillips Square (\$2.0 million), the

consolidation of PMMD Stores at 799 Islington Avenue (\$1.464 million) and five IT-related capital projects (\$4.744 million) as follows:

- CCTV Infrastructure Enhancement - \$2.049 million
- Facilities Preventive Maintenance System Phase 2 - \$0.848 million
- Project Tracking Portal Implementation - \$0.806 million
- CCOO Management Reporting Initiative - \$0.541 million
- Capital Asset Data Integration - \$0.500 million

The 2014 Capital Budget for Facilities Management and Real Estate is funded primarily from debt, which accounts for 34.9% or \$51.949 million financing. This is \$21.165 million below the debt affordability guideline of \$73.114 million set for this Program in 2014.

- Federal/Provincial Grants are used to fund \$27.949 million or 18.8% of the 2014 Capital Budget's expenditures, primarily for the Union Station Revitalization and Northwest Path capital projects.
- Development Charges fund \$5.0 million or 3.4% of the 2014 Capital Budget expenditures, entirely used to provide a portion of the funding required for the St. Lawrence Market North Redevelopment.
- Reserve and Reserve Funds constitute \$3.500 million or 2.3% of the 2014 Capital Budget's funding sources and provide funding for major projects such as Nathan Phillips Square Revitalization (\$2.000 million from the Public Realm Reserve Fund) and Union Station Revitalization – Heritage Lighting (\$1.500 million from Section 16 Funds).
- Recoverable Debt, which represents \$58.092 million or 39.0% provides funding primarily for Union Station Revitalization (\$52.985 million), St. Lawrence Market North Redevelopment (\$4.858 million) and St. Lawrence Market South Study and Plan (\$0.250 million). This debt will be repaid through future revenue streams.
- Other funding sources include \$1.065 million from Section 37 and 45 for St. Lawrence Market North Redevelopment and \$1.500 million from VIA Rail and other stakeholders for a total of \$2.565 million for Union Station Revitalization.

**2014 Cash Flow & Future Year Commitments  
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow	2014 Total Cash Flow	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
<b>Expenditures</b>																
Previously Approved		78,045		78,045	111,306	189,351	130,889	115,459	25,374							461,073
Change in Scope			48,032	48,032		48,032	46,911	(10,013)								84,930
New			22,728	22,728		22,728	19,699	3,940	3,819							50,186
New w/Future Year			250	250		250										250
<b>Total Expenditure</b>	-	78,045	71,010	149,055	111,306	260,361	197,499	109,386	29,193	-	-	-	-	-	-	596,439
<b>Financing</b>																
Debt/CFC		28,831	23,118	51,949	54,878	106,827	39,614	25,973	14,868							187,282
Other		2,565		2,565	2,673	5,238	22,939	17,200								45,377
Reserves/Res Funds		2,500	1,000	3,500	3,756	7,256	12,245	10,000	3,525							33,026
Recoverable Debt		11,241	46,851	58,092	2,240	60,332	65,738	10,338	6,800							143,208
Development Charges		5,000		5,000		5,000										5,000
Provincial/Federal		27,908	41	27,949	47,759	75,708	56,963	45,875	4,000							182,546
<b>Total Financing (including carry forward funding)</b>	-	78,045	71,010	149,055	111,306	260,361	197,499	109,386	29,193	-	-	-	-	-	-	596,439

Facilities Management and Real Estate's 2014 Capital Budget is \$259.361 million including preliminary estimates of carry forward funding of \$111.306 million, and provides \$78.045 million for previously approved projects already underway and \$71.010 million for new/change in scope projects.

- The change in scope project funding increase of \$84.930 million is mainly due to an increase of \$81.000 million in project cost estimates for the Union Station Revitalization Project. This has resulted from a revised forecasted cost to complete on the project and is mainly due to found site conditions related to heritage, retail and other elements within the Station.
- New projects total \$50.436 million planned for 2014 – 2017, of which \$40.265 million is for various structural, mechanical and electrical repair projects and the remaining \$10.171 million are dedicated to the following:
  - Jean Tweed Centre at 3111 Lakeshore Boulevard West for \$2.483 million;
  - Project Tracking Portal Implementation for \$1.812 million;
  - CCOO Management Reporting Initiative for \$1.545 million;
  - Consolidation of PMMD Stores at 799 Islington Avenue for \$1.464 million;
  - Rehabilitation of the Parking Garage at 703 Don Mills Road for \$1.000 million;
  - Corporate Refurbishment Program for \$1.000 million;
  - The Good Neighbour's Club at 170 Jarvis Street for \$0.617 million; and
  - St. Lawrence Market South Renovations Study for \$0.250 million
- Debt of \$106.827 million will fund 41.0% of the 2014 capital projects and Provincial/Federal funding will provide \$75.708 million or 29.1%. Other Revenues of \$5.238 million will fund 2.0% of project expenditures while Development Charges will provide \$5.000 million or 1.9%. Recoverable Debt will fund \$60.332 million or 23.3% and Reserves will fund \$7.256 million or 2.8% of the 2014 Capital Budget's cash flow requirements.

- Approval of the 2014 Capital Budget will result in future year commitments of \$197.889 million in 2015, \$113.886 million in 2016, and \$29.193 million in 2017.

## 2014 Capital Project Highlights

### 2014 Capital Project Highlights (In \$000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
• Special Corporate Projects	3,171	2,600	570				3,171						3,171
• Environmental	1,301	1,301					1,301						1,301
• Barrier Free/Equity	900	900					900						900
• Re-roofing	4,900	3,436	1,464				4,900						4,900
• Structural/Building Envelope	15,585	7,187	4,391	188	3,819		15,585						15,585
• Mechanical and Electrical	38,739	17,455	13,669	7,615			38,739						38,739
• Sitework	2,188	514	1,674				2,188						2,188
• Renovations	7,851	6,607	1,244				7,851						7,851
• Emergency	3,144	3,144					3,144						3,144
• Corporate Facilities Refurbishment Program	2,609	2,609					2,609						2,609
• Yards Consolidation Study	1,283	1,283					1,283						1,283
• Security	8,025	4,774	1,927	1,324			8,025						8,025
• St. Lawrence Market North Property	91,457	12,423	30,632	28,207	17,374		88,636						88,636
• Nathan Phillips Square	48,537	7,436					7,436						7,436
• Old City Hall Revitalization	36,899	2,201	6,146				8,347						8,347
• Union Station Revitalization	796,400	180,871	131,941	71,842	8,000		392,654						392,654
• 3111 Lake Shore Blvd W - Jean Tweed Ctr	2,483	1,529	954				2,483						2,483
• 170 Jarvis St - Critical SOGR	617	30	587				617						617
• 703 Don Mills Rd - Parking Garage Rehab	1,000	500	500				1,000						1,000
• 799 Islington Ave - Consolidation of PMMD Stores	1,464	1,464					1,464						1,464
• City Hall Elevator and HVAC Feasibility	500	500					500						500
• CCOO Mgmt Reporting Initiative (BI)	1,545	541	794	210			1,545						1,545
• Project Tracking Portal Implementation	1,811	806	1,006				1,811						1,811
• St. Lawrence Market-South Renovations	250	250					250						250
<b>Total (including carry forward funding)</b>	<b>1,072,659</b>	<b>260,361</b>	<b>197,499</b>	<b>109,386</b>	<b>29,193</b>	<b>-</b>	<b>596,439</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>596,439</b>

The 2014 Capital Budget provides funding of \$260.361 million to:

- Address Health and Safety and Legislated capital repairs such as barrier free access, environmental remediation, global security program and emergency issues.
- Implement State of Good Repair (SOGR) maintenance and rehabilitation projects at various City-owned facilities to reduce the outstanding backlog. Part of the funding is set aside for new SOGR projects such as the Jean Tweed Cumberland House at 3111 Lakeshore Boulevard West, Good Neighbours' Club at 170 Jarvis Street, garage rehabilitation at 703 Don Mills Road, and feasibility studies for both City Hall HVAC and Elevators and St. Lawrence Market South Renovations.
- Continue Service Improvement projects, including finalizing the design and a construction contract for the St. Lawrence Market North Redevelopment, Union Station Revitalization, and the completion of the final phases of the Nathan Phillips Square Revitalization project. In addition, new capital funds which have been earmarked for the Toronto Strong Neighbourhoods Strategy Implementation commencing in 2015 and two technology projects (Project Tracking Portal Implementation and CCOO Management Reporting Initiative), as well as centralizing three PMMD Stores at 799 Islington Avenue are all included in the 10-Year Capital Plan.

## V: ISSUES FOR DISCUSSION

### Key Program Issues

#### *Debt Target*

- The 2014 Capital Budget and 2015 – 2023 Capital Plan exceeds the limit of the debt affordability target of \$482.581 million assigned to Facilities Management and Real Estate by \$31.822 million. A portion of the debt target pressures is attributed to revised cost estimates for St. Lawrence Market North Redevelopment escalating from \$71.165 million to \$91.457 million, thus increasing debt requirements by \$10.400 million.
- In addition, the 10-Year Capital Plan takes into account of the following capital projects with a total new debt funding of \$21.420 million to address health and safety, critical SOGR, and operational needs:

#### Mechanical and Electrical:

- 799 Islington Avenue (\$1.464 million) – Consolidation of Purchasing Materials and Management Division (PMMD) stores.
- City Hall (\$0.500 million) – HVAC and elevator feasibility study.

#### Structural / Building Envelope and Renovations:

- 703 Don Mills Road (\$1.000 million) – Parking garage rehabilitation.
- 3111 Lakeshore Boulevard West (\$2.483 million) – The Jean Tweed Treatment Centre structural issues.
- 170 Jarvis Street (\$0.617 million) – The Good Neighbours' Club rehabilitation of front elevation and interior finishes.

#### Service Efficiency:

- CCOO Management Reporting Initiative (\$1.545 million) – Business intelligence tool allowing for performance metrics reporting and analytical capabilities.
- Project Tracking Portal Implementation (\$1.811 million) – Capital project management tool providing dashboard views of capital portfolio, timeline, and milestones tracking.

#### Other Initiative

- Toronto Strong Neighbourhoods Strategy Implementation (\$12.000 million) – In support of healthy communities across Toronto by partnering with residents, businesses, and agencies to invest in people, services, programs and facilities in twelve designated Neighbourhood Improvement Areas.
- As the City of Toronto collects Development Charges from new construction to pay for a portion of municipal growth-related capital projects, they are allocated to fund other growth-related transit capital projects. The new funding requirements of \$31.822 million included in the 10-Year Capital Plan are addressed through the reallocation of debt that has become available as a result of the utilization of new Development Charge (DC) funding for

eligible development-related capital projects based on the recently adopted 2013 DC Background Study that was funded by debt.

#### *State of Good Repair (SOGR) Backlog*

- Current funding is not sufficient to significantly reduce the SOGR backlog over the 10 year Capital Plan period. As Program portfolios are transferred to Facilities Management and Real Estate (FM&RE) through the Facilities Transformation Project, the FM&RE's State of Good Repair backlog could increase due to the state of facilities within these Program portfolios.
  - Facilities Management and Real Estate has placed a greater emphasis on completing building condition assessments through staff and contracted services as part of its effort to improve asset life cycle management and to better represent and identify critical SOGR needs in its portfolio.
  - As part of the Facilities Transformation Project (FTP), FM&RE will play a corporate stewardship role, responsible for setting standards and ensure all City-owned facilities are operated and maintained in a manner that meet operating needs and improve asset management.

#### *Reporting on the Status 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) Beginning in 2014, the quarterly capital variance will include 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; and
  - 2) Beginning in 2013, detailed information will be provided in the Analyst Briefing Notes specifically on Union Station, to be submitted to Budget Committee. The following information is being presented on the Union Station Revitalization Project in accordance with that directive:
- Union Station Revitalization Project – Status Update

#### **Project Description:**

The Union Station Revitalization Project will bring the Station to a state of good repair, restore the historical elements, and redevelop the station in order to accommodate increasing commuter volumes and turn the facility into a multimodal transportation hub. 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. Completion of the project is planned for 2016, with the Northwest Path tunnel to be completed in 2017.

#### Approved Budget/Adjustments:

In August 2009, Council approved initial funding of \$640.200 million for the Union Station Revitalization Project. Subsequently, \$75.200 million in changes have been approved by Council, including an increase to the NW PATH project (\$40.000 million), additional third party funded work (\$33.200 million), and additional heritage items (\$2.000 million) for a total of \$715.400 million.

#### Milestones to Date:

Stage 1 is progressing with expected completion by the end of 2014. The Panorama Lounge and West Wing have been turned over to VIA Rail and Metrolinx respectively, VIA Baggage Handling System is complete and significant progress has been made on mechanical and electrical systems. The structural column replacements are 82% complete and significant portions of suspended slab poured for York West Concourse. Stage 2 will be completed by 2015 and the Station will be totally revitalized by the end of 2016 as planned.

#### Challenges:

The challenges for this project is that Union Station continues to be open daily for retail and commuter use forcing construction activities to work around ongoing operations of the Station as a major transit terminal. FMRE continues to coordinate construction efforts with the Toronto Transit Commission and Metrolinx to ensure scheduling and construction interface conflicts are minimized as separate projects rollout concurrently.

- The most recent forecasts indicate that an additional \$81.000 million is required to complete the project, thus bringing the total project cost from \$715.400 million to \$796.400 million. The additional retail and heritage elements together with unforeseen existing site conditions have resulted in cost escalation to the project. Staff have provided detailed analysis and developed a business case based on the current knowledge to address the funding issues.
- Under the proposed financial plan, the Union Station Reserve will provide \$20.000 million, Section 16 funds secured under a development agreement for 15 York Street will provide \$1.0 million for the lighting in the Great Hall and the implementation of the Heritage Interpretation Plan, and \$60.000 million will be funded by recoverable debt through projected future revenue streams, as additional revenues have developed since project inception in 2009. The additional \$81.000 million for the Union Station Revitalization Project has been included in the 2014 – 2023 Capital Budget and Plan.

(\$000s)	Original Approval	Revised During 2012 Capital Budget Process	Revised During 2013 Capital Budget Process	Total Budget	Request During 2014 Capital Budget Process	Revised Project Cost	Life To Date Spending as at Dec 2012
Revitalization	577,200	25,000	8,200	610,400	81,000	691,400	265,104
Northwest Path	65,000		40,000	105,000		105,000	7,381
Total	642,200	25,000	48,200	715,400	81,000	796,400	272,485

- At its meeting on October 15, 2013, the Government Management Committee deferred consideration of the revised financial plan for the Union Station Revitalization Project to the next meeting on November 18, 2013 and requested the following:
  - The Deputy City Manager and Chief Financial Officer and the Chief Corporate Officer approach Metrolinx and Transport Canada to provide additional funding for the increased costs for the project.
  - The Chief Corporate Officer report to the GMC on ways to provide complete cost estimates on major capital projects within her jurisdiction prior to them being considered by City Council.
  - The Mayor write a letter to the Federation of Canadian Municipalities asking for a letter in support of the City's request to Metrolinx and Transport Canada for the additional funding required for the Union Station Revitalization Project.
- In addition, FM&RE has provided status updates on the following major capital projects to the Government Management Committee:
  - Nathan Phillips Square Revitalization - <http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-56842.pdf>
  - St. Lawrence Market North Redevelopment - <http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-59156.pdf>
  - Union Station Revitalization - <http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-63324.pdf>
  - Old City Hall HVAC Project - <http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-63524.pdf>

#### *Toronto Strong Neighbourhoods Strategy*

- In support of healthy communities across Toronto, the Strategy involves partnering with residents, businesses, and agencies to invest in people, programs, and facilities in twelve designated Neighbourhood Improvement Areas (NIAs) commencing in 2015.
- A more detailed analysis of the Strategy's resourcing requirements is now underway and the Executive Director, Social Development, Finance and Administration will report to the Community Development and Recreation Committee at year-end in 2013 on options and priorities for ensuring the Strategy's broader implementation. Therefore, a detailed scope has not yet been defined and Facilities Management must be consulted on any go forward plans to ensure feasibility of project delivery.

**Issues Referred to the 2014 Capital Budget Process***Union Station Revitalization Project*

- A report from the Chief Corporate Officer entitled “Union Station Revitalization Project – Status Update” has been considered by Government Management Committee. This report recommends that City Council refer consideration of a proposed plan to incorporate \$60.000 million increase to recoverable debt and \$20.000 million from the Union Station Reserve Fund (XR2501), to the Budget Committee as part of the 2014 Capital Budget process.
- The additional \$80.000 million for the Union Station Revitalization Project has been included in the 2014 – 2023 Capital Budget and Plan. The Union Station Reserve will provide \$20.000 million and \$60.000 million will be funded by recoverable debt through projected future revenue streams. Should any funding become available from Metrolinx and/or Transport Canada, the project funding sources will be adjusted accordingly.
- During the 2014 Capital Budget process, City Council approve an increase of \$1.0 million to the 2014 – 2023 Capital Budget and Plan for Facilities Management and Real Estate reflecting additional cash flows for the Union Station Revitalization Project for the lighting in the Great Hall (\$0.750 million) and the implementation of the Heritage Interpretation Plan (\$0.250 million) in 2014, with Section 16 funds secured under a development agreement for 15 York Street (account XR3031).

## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, Facilities Management and Real Estate accomplished the following:

##### Union Station Revitalization Project

- ✓ Completed major components including West Wing handover to Metrolinx, VIA Baggage Handling System, 4<sup>th</sup> Floor Via Offices, VIA Panorama Lounge, West Wing exterior restoration and all column replacements in the York Concourse.
- ✓ Made significant progress on new mechanical and electrical installations, additional exterior restoration and repairs.
- ✓ Commenced the pouring of new floor slabs in the new York Concourse, as well as fit-up work in preparation for handover to Metrolinx in 2014.

##### Nathan Phillips Square Revitalization Project

- ✓ Completed Phase 1 and 2 work has been completed, and issued the contract for the final phase with mobilization and work to commence in 2013.

##### St. Lawrence Market North Development

- ✓ Began procurement process for the interim Market and design development of the new facilities is underway.

##### State of Good Repair Projects at City Facilities

- ✓ Completed various projects addressing critical SOGR issues at City facilities including 2700 Eglinton, St. Lawrence Market, City Hall, North York Civic Centre and various Fire and EMS locations.

#### 2013 Capital Variance Review

##### 2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
312,357	100,550	32.2%	178,970	57.3%	133,387	42.7%

Capital expenditures for the 9 months ending September 30, 2013 totaled \$100.550 million or 32.2% of the 2013 Approved Capital Budget of \$312.357 million; and spending is projected to be \$178.970 million or 57.3% by year-end with preliminary estimates of carry forward funding of \$111.306 million into 2014.

The projected year-end under-spending is largely attributable to the following key projects:

- *The Union Station Revitalization (USR)* project's capital expenditures totaled \$82.687 million or 37.3% of the 2013 approved cash flow of \$221.457 million as of September 30, 2013. Phase 1 of the project experienced delays mainly due to found site conditions such as heritage and environmental elements including designated substances. Work plans have been revised to address these issues, with Phase 1 of the project now expected to be complete in 2014.
  - These delays have impacted the timelines for Phase 2, which is now planned to commence in 2014. Also, found conditions at the NW PATH project, specifically utilities, have delayed progress on Phase 1 of this project. This is now expected to be completed in 2014. As a result, spending for the USR project is forecasted to be \$129.621 million or 58.5% of the 2013 approved cash flow by year-end.
- *The Nathan Phillips Square Revitalization (NPSR)* project's capital expenditures totaled \$3.525 million representing 18.1% of the 2013 approved cash flow of \$19.513 million. The NPSR project experienced delays due to the decision to close out the contract for Phase 1 and 2 and re-tendering the scope of work for Phase 3 under a revised contract structure. The contract for the Phase 3 of the project including the relocation of the Peace Garden, landscaping work along Queen and Bay Streets and other work on the Square has been finalized, with mobilization and work commencing in 2013. As a result, it is estimated that \$7.5 million or 38.4% of the 2013 approved cash flow will be spent by year-end.
- *The St. Lawrence Market North (SLMN) Redevelopment* project's capital expenditures totaled \$0.335 million or 13.4% of the 2013 approved cash flow of \$2.500 million. During the first half of the year, the project was on hold as staff attempted to align the design with the original approved project budget of \$76.165 million. In July 2013, Council adopted a revised financing plan to address the requirement for the additional funding of \$15.293 million, thus bringing the project costs from the initial \$76.165 million to \$91.458 million. Staff are currently working with the consultant on the re-design based on the Council approved changes. As a result, it is estimated that approximately \$1.0 million or 40.0% of the 2013 approved cash flow will be spent by year-end.
- *The Westwood* project has not incurred any capital expenditures against the 2013 approved cash flow of \$6.8 million. It is estimated that approximately \$0.700 million or 10.3% of the 2013 approved cash flow will be spent by year-end as Build Toronto will demolish the theatre building and complete front-end geotechnical work, environmental testing and other property-related work for the Westwood Theatre Lands.
- *The Old City Hall HVAC and Electric Upgrades* project's capital expenditures totaled \$1.226 million representing 34.6% of the 2013 approved cash flow of \$6.112 million. Contractual disputes with the general contractor has delayed progress and extended the end date of the project into 2015. As a result, it is estimated that only \$2.112 million or 34.6% of the 2013 approved cash flow will be spent by year-end.

## Appendix 2

### 10-Year Capital Plan Project Summary (In \$000s)

Project	2014 Budget	Plan										2014 - 2023	
		2015	2016	2017	2018	2019	2020	2021	2022	2023			
• Special Corporate Projects	2,600	570											3,170
• Environmental	1,301	1,296	1,331	1,366	1,403	1,440	1,479	1,518	1,558				12,692
• Barrier Free/Equity	900	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,900
• Re-roofing	3,436	1,494	645	1,186	108	1,471	2,120	5,845	1,110	4,039			21,454
• Structural/Building Envelope	7,187	9,804	13,393	18,784	13,778	18,005	12,552	12,151	9,787	20,340			135,781
• Mechanical and Electrical	16,953	17,580	19,950	15,741	18,537	12,221	10,837	11,584	15,208	15,892			154,502
• Sitework	514	1,733	665	714	3,808	4,671	8,170	3,089	4,951	2,623			30,938
• Renovations	7,108	2,055	2,242	3,126	2,731	4,484	4,883	5,149	6,326	6,423			44,526
• Emergency	3,145	2,077	2,194	2,114	1,140	1,327	1,570	2,367	2,758	1,395			20,086
• Corporate Facilities Refurbishment Program	2,609	1,000	1,000	1,000	800								6,409
• Yards Consolidation Study	1,283		1,023	30	1,641	309	2,000	190					6,476
• St. Lawrence Market North Property	12,423	30,632	28,207	17,374									88,636
• Security	4,774	3,777	3,124	850	850	850	850	850	850	850			17,625
• Nathan Phillips Square	7,436												7,436
• Old City Hall Revitalization	2,201	6,146											8,347
• Union Station Revitalization	179,871	132,939	71,842	8,000									392,652
• 3111 Lake Shore Blvd W - Jean Tweed Ctr	1,529	954											2,483
• 170 Jarvis St - Critical SOGR	30	587											617
• 703 Don Mills Rd -Parking Garage Rehab	500	500											1,000
• 799 Islington Ave - Consolidation of PMMD Stores	1,464												1,464
• City Hall Elevator and HVAC Feasibility	500												500
• CCOO Mgmt Reporting Initiative (BI)	541	794	210										1,545
• Project Tracking Portal Implementation	806	1,006											1,812
• St. Lawrence Market-South Renovations	250	400	4,500										5,150
• Toronto Strong Neighbourhoods Strategy		3,000	3,000	3,000	3,000								12,000
<b>Total (Including carry forward funding)</b>	<b>259,361</b>	<b>219,344</b>	<b>154,326</b>	<b>74,284</b>	<b>48,796</b>	<b>45,777</b>	<b>45,461</b>	<b>43,743</b>	<b>43,548</b>	<b>52,562</b>			<b>987,201</b>

## **Appendix 3**

**2014 Capital Budget;  
2015 to 2023 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													
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>FAC906179 Special Corporate Projects</b>																									
20	33	Facilities Preventive Maintenance System	CW	S2	04	680	0	0	0	0	680	0	680	0	0	0	0	0	0	680	0	0	0	680	
93	42	Facilities Preventive Maintenance System - Phase 2	CW	S2	04	1,240	570	0	0	0	1,810	0	1,810	0	0	0	0	0	392	0	1,418	0	0	1,810	
81	43	Request for Service Web System	CW	S2	04	80	0	0	0	0	80	0	80	0	0	0	0	0	80	0	0	0	0	80	
94	45	Capital Asset Data Integration	CW	S2	04	600	0	0	0	0	600	0	600	0	0	0	0	0	100	0	500	0	0	600	
111	49	CCOO Mgmt Reporting Initiative (BI)	CW	S4	04	541	794	210	0	0	1,545	0	1,545	0	0	0	0	0	0	0	1,545	0	0	1,545	
112	51	PTP Implementation	CW	S4	04	806	1,006	0	0	0	1,812	0	1,812	0	0	0	0	0	0	0	1,812	0	0	1,812	
Sub-total						3,947	2,370	210	0	0	6,527	0	6,527	0	0	0	0	0	0	1,252	0	5,275	0	6,527	
<b>FAC906391 Environmental</b>																									
500	30	Designated Substance&Environmental Work	CW	S6	02	0	0	0	1,095	0	1,095	0	1,095	0	0	0	0	0	0	0	1,095	0	0	1,095	
500	31	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	1,124	1,124	0	1,124	0	0	0	0	0	0	0	1,124	0	0	1,124	
500	32	Designated Substance&Environmental Work	CW	S6	02	0	0	0	0	0	1,154	1,154	0	0	0	0	0	0	0	0	1,154	0	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	1,185	0	0	1,185	
45	35	Designated Substance&Environmental Work	CW	S4	02	988	0	0	0	0	988	0	988	0	0	0	0	988	0	0	0	0	0	988	
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	1,216	0	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	1,248	0	0	1,248	
49	38	Emergency Environmental Remediation	CW	S4	02	313	0	0	0	0	313	0	313	0	0	0	0	313	0	0	0	0	0	313	
500	39	Emergency Environmental Remediation	CW	S6	02	0	257	0	0	0	257	0	257	0	0	0	0	0	0	0	257	0	0	257	
500	40	Emergency Environmental Remediation	CW	S6	02	0	0	264	0	0	264	0	264	0	0	0	0	0	0	0	264	0	0	264	
500	41	Emergency Environmental Remediation	CW	S6	02	0	0	0	271	0	271	0	271	0	0	0	0	0	0	0	271	0	0	271	
500	42	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	279	279	0	279	0	0	0	0	0	0	0	279	0	0	279	
500	43	Emergency Environmental Remediation	CW	S6	02	0	0	0	0	0	286	286	0	0	0	0	0	0	0	0	286	0	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	294	0	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	302	0	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	310	0	0	310	



















































**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													
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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	0	800	800	0	800	0	0	0	0	0	0	0	800	0	800		
Sub-total						2,609	1,000	1,000	1,000	800	6,409	0	6,409	0	0	0	0	0	1,000	1,609	0	3,800	0	6,409	
<u>FAC907228 Yards Consolidation Study</u>																									
91	2	Yards Consolidation Study	CW	S2	04	169	0	0	0	0	169	0	169	0	0	0	0	0	169	0	0	0	0	169	
102	3	Yards & City Wide Property Audit	CW	S4	04	750	0	0	0	0	750	0	750	0	0	0	0	0	750	0	0	0	0	750	
89	4	Yards Studies	CW	S2	03	364	0	0	0	0	364	0	364	0	0	0	0	0	364	0	0	0	0	364	
500	6	Yards SOGR - Future Years	CW	S6	03	0	0	1,023	30	1,641	2,694	2,499	5,193	0	0	0	0	0	0	0	0	5,193	0	5,193	
Sub-total						1,283	0	1,023	30	1,641	3,977	2,499	6,476	0	0	0	0	0	1,283	0	0	5,193	0	6,476	
<u>FAC907554 St. Lawrence Market North Property</u>																									
5	2	Redevelopment of St. Lawrence Market North	28	S2	04	12,423	30,632	28,207	16,974	0	88,236	0	88,236	0	0	5,000	3,125	0	0	32,000	0	10,400	37,711	88,236	
4	3	SLM North - Additional Funding for Moving Costs	28	S2	04	0	0	0	400	0	400	0	400	0	0	0	400	0	0	0	0	0	0	400	
Sub-total						12,423	30,632	28,207	17,374	0	88,636	0	88,636	0	0	5,000	3,525	0	0	32,000	0	10,400	37,711	88,636	
<u>FAC907576 Old City Hall Revitalization</u>																									
3	1	HVAC and Electrical Upgrades	27	S2	03	2,201	6,146	0	0	0	8,347	0	8,347	0	0	0	0	0	0	2,201	0	6,146	0	8,347	
Sub-total						2,201	6,146	0	0	0	8,347	0	8,347	0	0	0	0	0	0	2,201	0	6,146	0	8,347	
<u>FAC907744 Security</u>																									
500	2	Physical Security Capital Plans - Future	CW	S6	03	0	700	750	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450	
88	5	Re-Design Security Control Centre	26	S2	03	400	0	0	0	0	400	0	400	0	0	0	0	200	200	0	0	0	0	400	
90	6	CCTV Infrastructure Enhancement	CW	S2	04	2,294	1,927	1,324	0	0	5,545	0	5,545	0	0	0	0	0	245	0	5,300	0	0	5,545	
60	10	Global Corporate Security Program - 2013	CW	S2	01	230	0	0	0	0	230	0	230	0	0	0	0	0	230	0	0	0	0	230	
95	11	Var Locs - Global Corp Security Program	CW	S4	01	1,200	0	0	0	0	1,200	0	1,200	0	0	0	0	1,200	0	0	0	0	0	1,200	
500	12	Var Locs - Global Corp Security Program	CW	S6	01	0	1,150	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	0	1,050	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	0	850	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	0	850	850	0	850	0	0	0	0	0	0	0	0	850	0	850	





**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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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	S3	04	250	0	0	0	0	250	0	250	0	0	0	0	250	0	0	0	0	0	250
Sub-total						6,151	3,673	1,210	0	0	11,033	0	11,033	300	3,766	0	0	3,169	0	0	0	2,516	1,282	11,033
<b>Total Program Expenditure</b>						260,360	218,344	154,325	74,285	48,794	756,108	231,094	987,202	125,543	60,867	5,000	5,770	27,256	27,526	48,293	13,334	525,505	148,108	987,201

**CITY OF TORONTO**

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

**Appendix 3**

**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												
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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				50,511	35,862	31,860	4,712	594	123,538	2,005	125,543	125,543	0	0	0	0	0	0	0	0	0	125,543
	Federal Subsidy				25,197	21,106	14,564	0	0	60,867	0	60,867	0	60,867	0	0	0	0	0	0	0	0	60,867
	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	2,245	0	3,525	0	5,770	0	5,770	0	0	0	5,770	0	0	0	0	0	0	5,770
	Reserve Funds (Ind."XR" Ref.)				7,256	10,000	10,000	0	0	27,256	0	27,256	0	0	0	0	27,256	0	0	0	0	0	27,256
	Capital from Current				27,526	0	0	0	0	27,526	0	27,526	0	0	0	0	0	27,526	0	0	0	0	27,526
	Other1 (Internal)				17,358	15,935	15,000	0	0	48,293	0	48,293	0	0	0	0	0	0	48,293	0	0	0	48,293
	Other2 (External)				4,130	7,004	2,200	0	0	13,334	0	13,334	0	0	0	0	0	0	0	13,334	0	0	13,334
	Debt				63,051	60,053	65,863	59,248	48,201	296,416	229,089	525,505	0	0	0	0	0	0	0	0	0	525,505	525,505
	Debt - Recoverable				60,332	66,138	14,838	6,800	0	148,108	0	148,108	0	0	0	0	0	0	0	0	0	148,108	148,108
<b>Total Program Financing</b>					260,361	218,343	154,325	74,285	48,794	756,107	231,094	987,201	125,543	60,867	5,000	5,770	27,256	27,526	48,293	13,334	525,505	148,108	987,201

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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 2015 & Beyond)

<b>Category Code</b>	<b>Description</b>
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**  
**2014 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											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>FAC906179 Special Corporate Projects</b>																								
20	33	Facilities Preventive Maintenance System	CW	S2	04	680	0	0	0	0	680	0	680	0	0	0	0	0	0	680	0	0	0	680
93	42	Facilities Preventive Maintenance System - Phase 2	CW	S2	04	1,240	570	0	0	0	1,810	0	1,810	0	0	0	0	0	392	0	1,418	0	1,810	
81	43	Request for Service Web System	CW	S2	04	80	0	0	0	0	80	0	80	0	0	0	0	0	80	0	0	0	80	
94	45	Capital Asset Data Integration	CW	S2	04	600	0	0	0	0	600	0	600	0	0	0	0	0	100	0	500	0	600	
111	49	CCOO Mgmt Reporting Initiative (BI)	CW	S4	04	541	794	210	0	0	1,545	0	1,545	0	0	0	0	0	0	1,545	0	0	1,545	
112	51	PTP Implementation	CW	S4	04	806	1,006	0	0	0	1,812	0	1,812	0	0	0	0	0	0	1,812	0	0	1,812	
Sub-total						3,947	2,370	210	0	0	6,527	0	6,527	0	0	0	0	0	0	1,252	0	5,275	0	6,527
<b>FAC906391 Environmental</b>																								
45	35	Designated Substance&Environmental Work	CW	S4	02	988	0	0	0	0	988	0	988	0	0	0	0	988	0	0	0	0	988	
49	38	Emergency Environmental Remediation	CW	S4	02	313	0	0	0	0	313	0	313	0	0	0	0	313	0	0	0	0	313	
Sub-total						1,301	0	0	0	0	1,301	0	1,301	0	0	0	0	1,301	0	0	0	0	0	1,301
<b>FAC906392 Barrier Free/Equity</b>																								
50	18	Barrier Free Essential Audits & Retrofits	CW	S4	02	900	0	0	0	0	900	0	900	0	0	0	0	900	0	0	0	0	900	
Sub-total						900	0	0	0	0	900	0	900	0	0	0	0	900	0	0	0	0	0	900
<b>FAC906393 Re-roofing</b>																								
60	3	20 Beffort-Replace Roofing Systems	09	S4	03	6	152	0	0	0	158	0	158	0	0	0	0	0	0	0	158	0	158	
35	16	89 Northline-Rpl Roof Section	31	S2	03	565	221	0	0	0	786	0	786	0	0	0	0	0	0	0	786	0	786	
23	21	Various Locations -Police Tower Sites-Replacement	CW	S2	03	274	0	0	0	0	274	0	274	0	0	0	0	261	0	0	13	0	274	
34	42	947 Martin Grove-Rpl Training Centre Roofing	02	S2	03	88	0	0	0	0	88	0	88	0	0	0	0	88	0	0	0	0	88	
69	43	475 Dundas St. E-Repl of Flat Roof	28	S4	03	11	221	0	0	0	232	0	232	0	0	0	0	0	0	0	232	0	232	
65	59	37 Lapsley-Replace roofing systems	42	S4	03	11	210	0	0	0	221	0	221	0	0	0	0	0	0	0	221	0	221	
67	66	40 Coronation-Roofing Systems	43	S4	03	10	215	0	0	0	225	0	225	0	0	0	0	0	0	0	225	0	225	
31	68	799 Islington Ave - Roofing Membrane	06	S2	03	739	0	0	0	0	739	0	739	0	0	0	0	739	0	0	0	0	739	
74	69	740 Markham-Re-roofing	38	S4	03	4	181	0	0	0	185	0	185	0	0	0	0	0	0	0	185	0	185	
15	71	18 Dyas-Replacement of Warehouse Roof and Parking	34	S2	03	514	100	0	0	0	614	0	614	0	0	0	0	0	303	0	311	0	614	

**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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>FAC906393 Re-roofing</b>																									
27	93	150 Disco - Roof Membrane Replacement	02	S2	03	1,060	0	0	0	0	1,060	0	1,060	0	0	0	0	0	619	441	0	0	0	1,060	
59	101	20 Balmoral-Re-roofing	22	S4	03	154	164	0	0	0	318	0	318	0	0	0	0	0	0	0	0	318	0	318	
Sub-total						3,436	1,464	0	0	0	4,900	0	4,900	0	0	0	0	0	1,707	744	0	2,449	0	4,900	
<b>FAC906394 Structural/Building Envelope</b>																									
71	26	5318 Lawrence Ave. E-Cladding Repairs	44	S4	03	6	46	0	0	0	52	0	52	0	0	0	0	0	0	0	0	52	0	52	
26	28	840 Gerrard E-Rpl Slab and Install CO/NOx	30	S2	03	766	0	0	0	0	766	0	766	0	0	0	0	0	716	50	0	0	0	766	
47	32	Tech Audits & Capital Project Validations	CW	S4	03	1,628	0	0	0	0	1,628	0	1,628	0	0	0	0	0	1,628	0	0	0	0	1,628	
62	158	259 Horner Ave-Rpl Windows, Doors, Reno Washrooms	06	S4	03	6	163	0	0	0	169	0	169	84	0	0	0	0	0	0	0	84	0	168	
98	179	Var Locs-Struc Repairs @ City Facilities	CW	S4	03	600	0	0	0	0	600	0	600	0	0	0	0	0	600	0	0	0	0	600	
80	191	SOGR @ Leased Facilities/Properties	CW	S2	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	0	0	500	
97	192	SOGR @ Leased Facilities/Properties	CW	S4	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	1,000	0	0	0	0	1,000	
38	218	150 Borough Dr-Renew Waterproof, Parking	38	S2	03	459	0	0	0	0	459	0	459	0	0	0	0	0	0	0	0	459	0	459	
33	223	462 Runnymede-Structural Rehabilitation, Waterproof	13	S2	03	11	0	0	0	0	11	0	11	0	0	0	0	0	11	0	0	0	0	11	
18	276	146 The East Mall - Various Structural Repairs	05	S2	03	640	0	0	0	0	640	0	640	0	0	0	0	0	640	0	0	0	0	640	
39	277	16 Montgomery -Basement Walls - Washroom	16	S2	03	248	0	0	0	0	248	0	248	0	0	0	0	0	248	0	0	0	0	248	
68	279	3 Lunness Road-Exterior Wall Rehabilitation	06	S2	03	48	0	0	0	0	48	0	48	0	0	0	0	0	0	48	0	0	0	48	
53	281	100 QueenW-ConcreteSoffitSlatsGridHangersVer	27	S4	03	108	2,308	188	3,819	0	6,423	0	6,423	0	0	0	0	0	0	0	0	6,423	0	6,423	
42	283	55 John - Upgrade Window Washing Monorail System	20	S2	03	116	0	0	0	0	116	0	116	0	0	0	0	0	0	116	0	0	0	116	
27	284	539 Queens Quay - Waterproofing and Electrical	20	S2	03	900	0	0	0	0	900	0	900	0	0	0	0	0	0	900	0	0	0	900	
17	304	5100 Yonge-Compl of Re-waterproofing Foundation	23	S2	03	664	0	0	0	0	664	0	664	0	0	0	0	0	0	0	0	664	0	664	
56	313	12 Canterbury-Rpl OverheadDoor	23	S4	03	3	66	0	0	0	69	0	69	0	0	0	0	0	0	0	0	69	0	69	
63	314	259 Queens Quay-PumpsStructuralElementsDeckCoatin	20	S4	03	51	736	0	0	0	787	0	787	0	0	0	0	0	0	0	0	787	0	787	
75	315	760 Dovercourt-Rpl WindowsDoors	18	S4	03	8	118	0	0	0	126	0	126	63	0	0	0	0	0	0	0	63	0	126	
80	316	55 John-RehabMetroSquareStage	20	S4	03	38	453	0	0	0	491	0	491	0	0	0	0	0	0	0	0	491	0	491	













## 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											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
UNS907746 USR - Professional Services																								
0	13	Professional Fees Adjustments - 2014	28	S3	04	811	2,000	927	0	0	3,738	0	3,738	0	0	0	0	2,739	0	0	0	0	999	3,738
0	14	Heritage Interpretation Plan - Additional Funding	28	S3	04	250	0	0	0	0	250	0	250	0	0	0	0	250	0	0	0	0	0	250
Sub-total						6,151	3,673	1,210	0	0	11,033	0	11,033	300	3,766	0	0	3,169	0	0	0	2,516	1,282	11,033
<b>Total Program Expenditure</b>						260,360	197,499	109,386	29,193	0	596,438	0	596,438	121,679	60,867	5,000	5,770	27,256	27,526	48,293	13,334	143,505	143,208	596,437

**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																	
		2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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				50,511	35,857	31,311	4,000	0	121,679	0	121,679	121,679	0	0	0	0	0	0	0	0	0	0	0	121,679		
		Federal Subsidy				25,197	21,106	14,564	0	0	60,867	0	60,867	0	60,867	0	0	0	0	0	0	0	0	0	0	0	60,867	
		Development Charges				5,000	0	0	0	0	5,000	0	5,000	0	0	5,000	0	0	0	0	0	0	0	0	0	0	5,000	
		Reserves (Ind. "XQ" Ref.)				0	2,245	0	3,525	0	5,770	0	5,770	0	0	0	5,770	0	0	0	0	0	0	0	0	0	5,770	
		Reserve Funds (Ind."XR" Ref.)				7,256	10,000	10,000	0	0	27,256	0	27,256	0	0	0	27,256	0	0	0	0	0	0	0	0	0	0	27,256
		Capital from Current				27,526	0	0	0	0	27,526	0	27,526	0	0	0	27,526	0	0	0	0	0	0	0	0	0	0	27,526
		Other1 (Internal)				17,358	15,935	15,000	0	0	48,293	0	48,293	0	0	0	0	0	48,293	0	0	0	0	0	0	0	48,293	
		Other2 (External)				4,130	7,004	2,200	0	0	13,334	0	13,334	0	0	0	0	0	0	13,334	0	0	0	0	0	0	13,334	
		Debt				63,051	39,613	25,973	14,868	0	143,505	0	143,505	0	0	0	0	0	0	0	143,505	0	0	0	0	0	143,505	
		Debt - Recoverable				60,332	65,738	10,338	6,800	0	143,208	0	143,208	0	0	0	0	0	0	0	0	143,208	0	0	0	0	143,208	
		<b>Total Program Financing</b>				260,361	197,498	109,386	29,193	0	596,437	0	596,437	121,679	60,867	5,000	5,770	27,256	27,526	48,293	13,334	143,505	143,208	0	0	596,437		

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

<b>Category Code</b>	<b>Description</b>
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**

### **2014 Capital Project with Financing Details**

(Phase 5) 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	2014	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0 FAC906179 Special Corporate Projects</b>														
20	33 Facilities Preventive Maintenance System	01/01/2010	12/31/2013	680	0	0	0	0	0	0	680	0	0	0
81	43 Request for Service Web System	01/01/2013	12/31/2013	80	0	0	0	0	0	0	80	0	0	0
93	42 Facilities Preventive Maintenance System - Phase 2	01/01/2013	12/31/2015	1,240	0	0	0	0	0	0	392	0	848	0
94	45 Capital Asset Data Integration	01/01/2013	12/31/2014	600	0	0	0	0	0	0	100	0	500	0
111	49 CCOO Mgmt Reporting Initiative (BI)	01/01/2014	12/31/2016	541	0	0	0	0	0	0	0	0	541	0
112	51 PTP Implementation	01/01/2014	12/31/2015	806	0	0	0	0	0	0	0	0	806	0
<b>Project Sub-total:</b>				<b>3,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,252</b>	<b>0</b>	<b>2,695</b>	<b>0</b>
<b>0 FAC906391 Environmental</b>														
45	35 Designated Substance&Environmental Work	01/01/2014	01/01/2014	988	0	0	0	0	0	988	0	0	0	0
49	38 Emergency Environmental Remediation	01/01/2014	01/01/2015	313	0	0	0	0	0	313	0	0	0	0
<b>Project Sub-total:</b>				<b>1,301</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,301</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 FAC906392 Barrier Free/Equity</b>														
50	18 Barrier Free Essential Audits & Retrofits	01/01/2014	01/01/2015	900	0	0	0	0	0	900	0	0	0	0
<b>Project Sub-total:</b>				<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 FAC906393 Re-roofing</b>														
15	71 18 Dyas-Replacement of Warehouse Roof and Parking	01/01/2013	12/31/2014	514	0	0	0	0	0	0	303	0	211	0
23	21 Various Locations -Police Tower Sites-Replacement	01/01/2013	12/31/2014	274	0	0	0	0	0	261	0	0	13	0
27	93 150 Disco - Roof Membrane Replacement	01/01/2013	12/31/2014	1,060	0	0	0	0	0	619	441	0	0	0
31	68 799 Islington Ave - Roofing Membrane	01/01/2013	12/31/2014	739	0	0	0	0	0	739	0	0	0	0
34	42 947 Martin Grove-Rpl Training Centre Roofing	01/01/2013	12/31/2014	88	0	0	0	0	0	88	0	0	0	0
35	16 89 Northline-Rpl Roof Section	01/01/2013	12/31/2014	565	0	0	0	0	0	0	0	0	565	0
59	101 20 Balmoral-Re-roofing	01/01/2014	01/01/2015	154	0	0	0	0	0	0	0	0	154	0
60	3 20 Beffort-Replace Roofing Systems	01/01/2014	12/31/2015	6	0	0	0	0	0	0	0	0	6	0
65	59 37 Lapsley-Replace roofing systems	01/01/2014	12/31/2015	11	0	0	0	0	0	0	0	0	11	0
67	66 40 Coronation-Roofing Systems	01/01/2014	12/31/2015	10	0	0	0	0	0	0	0	0	10	0
69	43 475 Dundas St. E-Repl of Flat Roof	01/01/2014	12/31/2015	11	0	0	0	0	0	0	0	0	11	0
74	69 740 Markham-Re-roofing	01/01/2014	12/31/2015	4	0	0	0	0	0	0	0	0	4	0
<b>Project Sub-total:</b>				<b>3,436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,707</b>	<b>744</b>	<b>0</b>	<b>985</b>	<b>0</b>
<b>0 FAC906394 Structural/Building Envelope</b>														
17	304 5100 Yonge-Compl of Re-waterproofing Foundation	01/02/2013	12/28/2014	664	0	0	0	0	0	0	0	0	664	0
18	276 146 The East Mall - Various Structural Repairs	01/01/2013	12/31/2014	640	0	0	0	0	0	640	0	0	0	0
26	28 840 Gerrard E-Rpl Slab and Install CO/NOx	01/01/2013	12/31/2014	766	0	0	0	0	0	716	50	0	0	0
27	284 539 Queens Quay - Waterproofing and Electrical	01/01/2013	12/31/2013	900	0	0	0	0	0	0	900	0	0	0

(Phase 5) 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	2014	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>0</b>	<b><u>FAC906394</u></b>	<b><u>Structural/Building Envelope</u></b>														
33	223 462 Runnymede-Structural Rehabilitation,Waterproof	01/01/2013	12/31/2014	11	0	0	0	0	0	11	0	0	0	0	0	0
38	218 150 Borough Dr-Renew Waterproof, Parking	01/01/2013	12/31/2014	459	0	0	0	0	0	0	0	0	459	0	0	0
39	277 16 Montgomery -Basement Walls - Washroom	01/01/2013	12/31/2014	248	0	0	0	0	0	248	0	0	0	0	0	0
41	345 150 Borough-RenewWaterproofTrafficTopping	01/01/2014	12/31/2014	-459	0	0	0	0	0	0	0	0	-459	0	0	0
42	283 55 John - Upgrade Window Washing Monorail System	01/01/2013	12/31/2013	116	0	0	0	0	0	0	116	0	0	0	0	0
44	352 5100 Yonge-Completion of Re-waterproofing Foundati	09/11/2013	09/11/2013	-540	0	0	0	0	0	0	0	0	-540	0	0	0
47	32 Tech Audits & Capital Project Validations	01/01/2014	12/31/2014	1,628	0	0	0	0	0	1,628	0	0	0	0	0	0
53	281 100 QueenW-ConcreteSoffitSlatsGridHangersVerticalS	01/01/2014	12/31/2017	108	0	0	0	0	0	0	0	0	108	0	0	0
56	313 12 Canterbury-Rpl OverheadDoor	01/01/2014	12/31/2015	3	0	0	0	0	0	0	0	0	3	0	0	0
62	158 259 Horner Ave-Rpl Windows,Doors,RenoWashrooms	01/01/2014	12/31/2015	6	3	0	0	0	0	0	0	0	3	0	0	0
63	314 259 Queens Quay-PumpsStructuralElementsDeckCoatin	01/01/2014	12/31/2015	51	0	0	0	0	0	0	0	0	51	0	0	0
68	279 3 Lunness Road-Exterior Wall Rehabilitation	01/01/2013	12/31/2013	48	0	0	0	0	0	0	48	0	0	0	0	0
71	26 5318 Lawrence Ave. E-Cladding Repairs	01/01/2014	12/31/2015	6	0	0	0	0	0	0	0	0	6	0	0	0
75	315 760 Dovercourt-Rpl WindowsDoors	01/01/2014	12/31/2015	8	4	0	0	0	0	0	0	0	4	0	0	0
80	191 SOGR @ Leased Facilities/Properties	01/01/2013	12/31/2013	500	0	0	0	0	0	0	500	0	0	0	0	0
80	316 55 John-RehabMetroSquareStage	01/01/2014	12/31/2015	38	0	0	0	0	0	0	0	0	38	0	0	0
81	346 2430 LawrenceE-Exterior Wall Rehabilitation	01/01/2014	12/31/2015	10	5	0	0	0	0	0	0	0	5	0	0	0
82	347 265 Manitoba-Exterior wall rehabilitation	01/01/2014	12/31/2015	8	4	0	0	0	0	0	0	0	4	0	0	0
83	348 674 Markham-Exterior Wall Rehab & Repair Exterior	01/01/2014	12/31/2015	18	9	0	0	0	0	0	0	0	9	0	0	0
86	353 55 John-RepairParkingGarageFloor	01/01/2014	12/31/2014	350	0	0	0	0	0	350	0	0	0	0	0	0
97	192 SOGR @ Leased Facilities/Properties	01/01/2014	12/31/2014	1,000	0	0	0	0	0	1,000	0	0	0	0	0	0
98	179 Var Locs-Struc Repairs @ City Facilities	01/01/2014	12/04/2014	600	0	0	0	0	0	600	0	0	0	0	0	0
104	350 3111 Lake Shore W-Building Envelope Restoration	01/01/2014	12/31/2014	1,441	0	0	0	0	0	1,441	0	0	0	0	0	0
107	349 703 Don Mills Road -Parking Garage Rehab	01/01/2014	12/31/2015	500	0	0	0	0	0	0	0	0	500	0	0	0
	<b>Project Sub-total:</b>			9,128	25	0	0	0	0	6,634	1,614	0	855	0	0	0
<b>0</b>	<b><u>FAC906395</u></b>	<b><u>Mechanical and Electrical</u></b>														
1	217 60 Queen W-A/C System&Electrical	01/01/2006	12/31/2014	500	0	0	0	0	0	500	0	0	0	0	0	0
2	599 60 Queen St W-Air Conditioning System and Electric	01/01/2008	12/31/2014	983	0	0	0	0	0	0	0	0	983	0	0	0
8	142 Var Locs - CO/NOx Monitoring Systems in Apparatus	01/01/2013	12/31/2014	325	0	0	0	0	0	325	0	0	0	0	0	0
9	239 Var Fire Halls-CO/NOx Monitoring,Unit Heaters	01/01/2013	12/31/2014	317	0	0	0	0	0	291	0	0	26	0	0	0
12	589 Various locations Site-Elevator Machine Rm work	01/01/2013	12/14/2014	1,847	0	0	0	0	0	0	210	0	1,637	0	0	0
13	415 Various Locations_Installation of New Backflow Pre	01/01/2013	12/31/2016	1,157	0	0	0	0	0	0	200	0	957	0	0	0
14	416 65 Navy Wharf-Replace Fuel Tank and Generator	01/01/2013	12/31/2014	312	0	0	0	0	0	312	0	0	0	0	0	0
19	257 111 Wellesley St. E -Various Projects	01/01/2013	12/31/2015	373	0	0	0	0	0	0	50	0	323	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	2014	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>0</b>	<b>FAC906395</b>	<b>Mechanical and Electrical</b>														
20	162 255 Spadina Rd- Repl of Fire Alarm, Boilers	01/01/2013	12/31/2015	347	0	0	0	0	0	347	0	0	0	0	0	0
21	417 1300 Sheppard W-Fire Alarm,HVAC,Building Envelope	01/01/2013	12/31/2014	347	0	0	0	0	0	0	0	0	347	0	0	0
24	18 703 Don Mills-Chiller Replacement	01/01/2013	12/31/2016	1,544	0	0	0	0	0	0	300	0	1,244	0	0	0
25	126 91 Front St E- RPL Switchboards and Htg Pumps	01/01/2013	12/31/2014	288	0	0	0	0	0	288	0	0	0	0	0	0
25	659 Var Locs - BAS & Component Renewals	01/01/2013	12/31/2013	300	0	0	0	0	0	0	300	0	0	0	0	0
28	640 146 The East Mall-New Cremation Room	01/01/2013	12/31/2014	259	0	0	0	0	0	259	0	0	0	0	0	0
29	612 40 College-Fire Alarm and Fish Pond	01/01/2013	12/31/2014	1,252	0	0	0	0	0	1,252	0	0	0	0	0	0
30	641 1300 Sheppard W- Investigation of HVAC	01/01/2013	12/31/2013	236	0	0	0	0	0	0	236	0	0	0	0	0
32	55 259 Queens Quay W-Rpl AHU	01/01/2013	12/31/2014	285	0	0	0	0	0	269	0	0	16	0	0	0
36	255 1435 Eglinton W-Rpl HVAC and Exhaust Fans	01/01/2013	12/31/2014	138	0	0	0	0	0	132	0	0	6	0	0	0
37	634 40 College - Rpl Hot water Recirculation Lines	01/01/2013	12/31/2013	200	0	0	0	0	0	0	200	0	0	0	0	0
40	846 255 Spadina-ScopeChange-FireAlarm	01/01/2014	12/31/2014	210	0	0	0	0	0	0	0	0	210	0	0	0
42	918 40 College St-Hot water Recirculation Lines and Va	09/11/2013	09/11/2013	207	0	0	0	0	0	0	0	0	207	0	0	0
43	633 703 Don Mills-Relocate Comm. Services Room	01/01/2013	12/31/2013	240	0	0	0	0	0	0	240	0	0	0	0	0
43	920 40 College-Rpl Fuel Sys	09/12/2013	09/12/2013	913	0	0	0	0	0	0	0	0	913	0	0	0
46	847 VarLoc - Repl Diesel with NG Generators	01/01/2014	12/31/2016	363	0	0	0	0	0	0	0	0	363	0	0	0
54	848 100 Queen W-Grid HangersPhaseRefrigerationPlantRef	01/01/2014	12/31/2015	238	0	0	0	0	0	0	0	0	238	0	0	0
55	849 101 Coxwell-Rpl Electric Heaters Electric Heaters	01/01/2014	12/31/2015	26	0	0	0	0	0	0	0	0	26	0	0	0
58	850 157 King E-RehabCopulaStructuralElementsTempAC	01/01/2014	12/31/2015	440	0	0	0	0	0	0	0	0	440	0	0	0
61	851 242 Milner-Humidifier Air Handling Units	01/01/2014	12/31/2015	36	0	0	0	0	0	0	0	0	36	0	0	0
66	852 40 College-Rpl Fire Pump	01/01/2014	12/31/2015	5	0	0	0	0	0	0	0	0	5	0	0	0
68	853 4330 Dufferin-Suppy Fan S-8 for North Wing	01/01/2014	12/31/2015	36	0	0	0	0	0	0	0	0	36	0	0	0
70	854 5100 Yonge-RooftopUnits,AHU F-2,DrainagePiping	01/01/2014	12/31/2015	815	0	0	0	0	0	0	0	0	815	0	0	0
72	855 5700 Bathurst-Elevator Modernization	01/01/2014	12/31/2015	8	0	0	0	0	0	0	0	0	8	0	0	0
84	915 146 The East Mall-HVAC System for Dog Kennel Area	01/01/2014	12/31/2015	19	0	0	0	0	0	0	0	0	19	0	0	0
85	232 277 Victoria St-Rpl Main Switchboard	01/01/2014	12/31/2015	39	0	0	0	0	0	0	0	0	39	0	0	0
87	921 703 Don Mills Road-RelocateCommunicatinRoom	01/01/2014	12/31/2016	100	0	0	0	0	0	0	0	0	100	0	0	0
92	845 Energy Audits & Monitoring Systems	01/01/2013	12/31/2015	200	0	0	0	0	0	0	100	0	100	0	0	0
99	556 Var Locs-Mech Repairs @ City Facilities	01/01/2014	12/31/2014	900	0	0	0	0	0	900	0	0	0	0	0	0
100	660 Var Locs - BAS & Component Renewals	01/01/2014	12/31/2014	1,000	0	0	0	0	0	1,000	0	0	0	0	0	0
101	596 Var Locs - Customer Support - SOGR	01/01/2014	12/31/2014	150	0	0	0	0	0	150	0	0	0	0	0	0
108	856 799 ISLINGTON-ForConsolidationofPMMDStores	01/01/2014	12/31/2014	1,464	0	0	0	0	0	1,464	0	0	0	0	0	0
109	917 100 Queen St W - City Hall HVAC & Elevators Study	01/01/2014	12/31/2014	500	0	0	0	0	0	500	0	0	0	0	0	0
<b>Project Sub-total:</b>				<b>18,919</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,989</b>	<b>1,836</b>	<b>0</b>	<b>9,094</b>	<b>0</b>	<b>0</b>	<b>0</b>



## CITY OF TORONTO

## Appendix 5

## Facilities Management and Real Estate

## Sub-Project Summary

Project/Financing				2014	Financing											
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<b>0</b>	<b>FAC906396</b>	<b>Sitework</b>														
11	72 308	Prince Edward-Crawlspace Ventilation,Drain and	01/01/2013	12/31/2014	123	0	0	0	0	0	113	0	0	10	0	
30	8 12	Canterbury Place-Ashpalt, Painting, Ext Wall, R	01/01/2013	12/31/2014	252	0	0	0	0	0	252	0	0	0	0	
49	65 18	Cranfield Road-Repl Asphalt Pavement & Distribu	01/01/2013	12/31/2013	35	0	0	0	0	0	0	35	0	0	0	
64	99 3061	Birchmount Rd-Asphalt Pavement,Curbs	01/01/2014	12/31/2015	16	8	0	0	0	0	0	0	0	8	0	
73	58 666	Renforth Dr-Asphalt Pavement Replace	01/01/2014	12/31/2015	5	0	0	0	0	0	0	0	0	5	0	
76	69 840	Gerrard St-Masonry repairs & waterproofing	01/01/2014	12/31/2015	7	0	0	0	0	0	0	0	0	7	0	
77	133 850	Coxwell-exterior pavers, curbs and finishes	01/01/2014	12/31/2015	52	0	0	0	0	0	0	0	0	52	0	
78	43 87	Main St-Asphalt Pavement,ext/int repainting	01/01/2014	12/31/2015	24	0	0	0	0	0	0	0	0	24	0	
		<b>Project Sub-total:</b>			514	8	0	0	0	0	365	35	0	106	0	
<b>0</b>	<b>FAC906397</b>	<b>Renovations</b>														
0	299 150	Borough Dr - Bird Friendly Retrofit	01/01/2013	10/23/2014	140	0	0	0	0	140	0	0	0	0	0	
6	159	Various Loc - Grouped SOGR to Var Yard&Market Fac	01/01/2010	12/31/2014	1,361	0	0	0	0	0	689	672	0	0	0	
6	240 18	Dyas-Facilities Management Field Offices / Nort	01/01/2012	12/31/2013	1,540	0	0	0	0	0	0	1,540	0	0	0	
10	136 55	John St-Metro Hall Upgrades	01/01/2013	12/31/2015	625	0	0	0	0	0	0	0	0	625	0	
16	247	Var Locs - EMS - SOGR Work at Facilities	01/01/2013	12/31/2015	1,241	621	0	0	0	0	0	145	0	475	0	
22	16 1300	Sheppard Ave-Interior Repainting & Various Ar	01/01/2013	12/31/2014	433	0	0	0	0	0	0	191	0	242	0	
34	32	Various Locations - Management and Audits of Movab	01/01/2013	12/31/2013	130	0	0	0	0	0	0	130	0	0	0	
36	145	Various Facilities-Feasibility Study on Special Pr	01/01/2013	12/31/2013	100	0	0	0	0	0	0	100	0	0	0	
37	113 3300	Bayview-Various Arch Element Rpl	01/01/2013	12/31/2014	284	0	0	0	0	0	284	0	0	0	0	
51	34	Mgmt&Audits of Movable Assets@ Corp Fac	01/01/2014	01/01/2015	250	0	0	0	0	0	250	0	0	0	0	
52	146	Feasibility Study on Special projects	01/01/2014	01/01/2015	500	0	0	0	0	0	500	0	0	0	0	
57	273 135	Davenport-Replace Existing Vinyl Flooring	01/01/2014	12/31/2015	7	0	0	0	0	0	0	0	0	7	0	
66	250 150	Borough Dr-Albert Campbell Square Park Rehabil	04/28/2011	04/28/2011	479	0	0	0	0	436	0	43	0	0	0	
79	14 100	Turnberry-Rpl Paving,Floor,Painting,CeilingTil	01/01/2014	12/31/2015	17	8	0	0	0	0	0	0	0	9	0	
105	282 3111	Lake Shore W-Renovations and Sitework	01/01/2014	12/31/2015	88	0	0	0	0	0	0	0	0	88	0	
106	110 170	Jarvis-Rehab Front Elevation & Int. Fin	01/01/2014	12/31/2015	30	0	0	0	0	0	0	0	0	30	0	
113	298	St. Lawrence Market-South Renovations	01/01/2014	12/31/2016	250	0	0	0	0	0	0	0	0	0	250	
		<b>Project Sub-total:</b>			7,475	629	0	0	0	576	1,723	2,821	0	1,476	250	
<b>0</b>	<b>FAC906399</b>	<b>Emergency</b>														
41	12	Various locations-Emergency Capital Repairs	01/01/2013	12/14/2013	570	0	0	0	0	0	0	570	0	0	0	
48	13	Various Locations - Emergency Capital Repairs	01/01/2014	12/31/2014	2,574	0	0	0	0	0	2,574	0	0	0	0	
		<b>Project Sub-total:</b>			3,144	0	0	0	0	0	2,574	570	0	0	0	



(Phase 5) 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	2014	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>0</b>	<b><u>UNS907745</u></b>	<b><u>USR - Construction Contracts</u></b>														
0	1 Phase 1 - Construction	01/01/2010	12/31/2014	51,830	14,000	13,270	0	0	0	0	0	0	0	22,830	1,730	
0	2 Phase 2 - Construction	01/01/2013	12/31/2015	22,900	7,085	5,325	0	0	0	0	0	2,025	6,855	1,611		
0	3 Phase 3 - Construction	01/01/2014	12/31/2015	5,700	1,700	1,500	0	0	0	0	0	0	0	2,500		
0	6 Other Construction	01/01/2011	12/31/2016	4,751	1,105	0	0	0	0	0	0	205	3,099	343		
0	12 Third Party Construction	01/01/2012	09/30/2016	9,800	9,300	0	0	0	0	0	0	500	0	0		
0	14 Adjustments - Construction Contracts 2013	01/01/2013	12/31/2013	12,033	6,800	2,533	0	0	0	0	0	1,400	1,300	0		
0	15 Heritage Lighting	01/01/2012	12/31/2014	1,000	0	0	0	0	1,000	0	0	0	0	0		
0	16 Construction Cost Adjustments - 2014	01/01/2014	12/31/2016	45,390	0	0	0	0	0	0	0	0	0	45,390		
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		
	<b>Project Sub-total:</b>			154,154	39,990	22,628	0	0	1,750	0	0	4,130	34,084	51,573		
<b>0</b>	<b><u>UNS907746</u></b>	<b><u>USR - Professional Services</u></b>														
0	1 Phase 1 - Professional Services	01/01/2010	03/31/2014	951	300	312	0	0	0	0	0	0	339	0		
0	2 Phase 2 - Professional Services	01/01/2011	03/31/2015	2,470	0	1,994	0	0	0	0	0	0	476	0		
0	6 Other Professional Services	01/01/2011	03/31/2016	1,489	0	263	0	0	0	0	0	0	1,226	0		
0	12 UNS - Walks and Garden Trust Commemoration	10/23/2013	10/23/2013	180	0	0	0	0	180	0	0	0	0	0		
0	13 Professional Fees Adjustments - 2014	01/01/2014	12/31/2016	811	0	0	0	0	0	0	0	0	0	811		
0	14 Heritage Interpretation Plan - Additional Funding	01/13/2014	12/31/2014	250	0	0	0	0	250	0	0	0	0	0		
	<b>Project Sub-total:</b>			6,151	300	2,569	0	0	430	0	0	0	2,041	811		
<b>1</b>	<b><u>TRP907009</u></b>	<b><u>Nathan Phillips Square</u></b>														
7	12 NPS - Phase IV - Bay St. Landscaping	01/01/2013	12/31/2014	4,500	0	0	0	0	4,500	0	0	0	0	0		
8	6 100 Queen St - Nathan Phillips Square Revitalization	01/01/2009	12/31/2013	2,936	0	0	0	0	0	0	2,936	0	0	0		
	<b>Project Sub-total:</b>			7,436	0	0	0	0	4,500	0	2,936	0	0	0		
<b>Program Total:</b>				260,361	50,511	25,197	5,000	0	7,256	27,526	17,358	4,130	63,051	60,332		

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Provincial Offenses Courts Stabilization Reserve XQ0704	Beginning Balance as of Jan. 1, 2013	4,868	4,868	4,868	4,868	4,868	1,343	1,343	1,343	1,343	1,343	1,343	
	Contributions / (Withdrawals)												
	St. Lawrence Market North				(3,525)								(3,525)
	Total Withdrawals		-	-	-	(3,525)	-	-	-	-	-	-	(3,525)
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		4,868	4,868	4,868	4,868	1,343	1,343	1,343	1,343	1,343	1,343	1,343	

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Union Station Reserve Fund XR2501	Beginning Balance as of Jan. 1, 2013	12,621	12,621	14,421	11,121	12,221	33,721	45,721	58,021	70,921	84,021	97,721	
	Contributions / (Withdrawals)												
	Union Station Revitalization Project			(10,000)	(10,000)								(20,000)
	Total Withdrawals		-	(10,000)	(10,000)	-	-	-	-	-	-	-	(20,000)
	Contributions / Interest		1,800	6,700	11,100	21,500	12,000	12,300	12,900	13,100	13,700	13,700	118,800
Total Reserve Fund Balance at Year-End		12,621	14,421	11,121	12,221	33,721	45,721	58,021	70,921	84,021	97,721	111,421	

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Section 16 XR3031	Beginning Balance as of Jan. 1, 2013	2,261	2,261	761	761	761	761	761	761	761	761	761	
	Contributions / (Withdrawals)												
	Union Station - Heritage Lighting		(1,500)										(1,500)
	Total Withdrawals		(1,500)	-	-	-	-	-	-	-	-	-	(1,500)
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		2,261	761	761	761	761	761	761	761	761	761	761	

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Public Realm Reserve Fund XR1410	Beginning Balance as of Jan. 1, 2013	20,519	20,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	
	Contributions / (Withdrawals)												
	Nathan Phillips Square		(2,000)										(2,000)
	Total Withdrawals		(2,000)	-	-	-	-	-	-	-	-	-	(2,000)
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		20,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	18,519	

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014-2023 Total Contributions / (Withdrawals)	
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Section 37 Reserve Fund XR3026 - 3700366/3700432/3700543	Beginning Balance as of Jan. 1, 2013		2,544	1,535	-	-	-	-	-	-	-	-	-	-
	Contributions / (Withdrawals)													
	St. Lawrence Market North (3700366)	304	(304)											(304)
	St. Lawrence Market North (3700432)	5	(5)											(5)
	St. Lawrence Market North (3700543)													
	TE24.13	500	(500)											(500)
	St. Lawrence Market North (TBD)													
	TE13.10	200	(200)											(200)
St. Lawrence Market North (TBD)	1,535		(1,535)										(1,535)	
Total Withdrawals			(1,009)	(1,535)	-	-	-	-	-	-	-	-	-	(2,544)
Contributions / Interest														-
Total Reserve Fund Balance at Year-End		2,544	1,535	-	-	-	-	-	-	-	-	-	-	-

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014-2023 Total Contributions / (Withdrawals)	
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Section 45 Reserve Fund XR3028 - 4500079/4500121/4500131	Beginning Balance as of Jan. 1, 2013		858	803	403	403	403	403	403	403	403	403	403	
	Contributions / (Withdrawals)													
	St. Lawrence Market North (4500079)	51	(51)											(51)
	St. Lawrence Market North (4500121)	5	(5)											(5)
	St. Lawrence Market North (4500131)	803		(400)										(400)
	Total Withdrawals			(56)	(400)	-	-	-	-	-	-	-	-	-
Contributions / Interest														-
Total Reserve Fund Balance at Year-End		858	803	403	403	403	403	403	403	403	403	403	403	

\* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014-2023 Total Contributions / (Withdrawals)	
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Pre-amalgamation / Civic Improvement Development Charge Reserve Funds XR2009/XR2010/XR2011/XR2012/XR2121	Beginning Balance as of Jan. 1, 2013	5,000	5,000	-	-	-	-	-	-	-	-	-	-	
	Contributions / (Withdrawals)													
	St. Lawrence Market North		(5,000)											(5,000)
	Total Withdrawals		(5,000)	-	-	-	-	-	-	-	-	-	-	(5,000)
	Contributions / Interest													
Total Reserve Fund Balance at Year-End		5,000	-	-	-	-	-	-	-	-	-	-	-	

\* Based on the 3rd Quarter Variance Report

### Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014-2023 Total Contributions / (Withdrawals)	
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Capital Financing Reserve XQ0011	Beginning Balance as of Jan. 1, 2013	527,121	527,121	464,262	394,079	321,976	237,977	156,077	87,194	10,318	(67,509)	(148,561)		
	Contributions / (Withdrawals)													
	North West Path			(2,070)										(2,070)
	Union Station Revitalization Project			(175)										(175)
	Total Withdrawals			(2,245)	-	-	-	-	-	-	-	-	-	(2,245)
Contributions / Interest														
Total Program Contributions / (Withdrawals)				(2,245)	-	-	-	-	-	-	-	-	-	(2,245)
Other program / Agency Net Withdrawals and Contributions			(62,859)	(67,938)	(72,103)	(83,999)	(81,900)	(68,883)	(76,876)	(77,827)	(81,052)	(89,854)		
Total Reserve Fund Balance at Year-End			464,262	394,079	321,976	237,977	156,077	87,194	10,318	(67,509)	(148,561)	(238,415)	(2,245)	

\* Based on the 3rd Quarter Variance Report