



# Toronto 2016 BUDGET

## CAPITAL PROGRAM SUMMARY



### Highlights

#### Overview

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## Shelter, Support and Housing Administration

### 2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Shelter, Support and Housing Administration (SSHA) is primarily responsible for maintaining the City's 16 owned and operated/ leased facilities in a state of good repair for the delivery of shelter services.

The 10-Year Capital Plan includes funding to conclude Phase 1 of the George Street Revitalization (GSR) project by developing a proposed delivery model with refined cost estimates. The recommended model and procurement options will be presented for Council approval in June/July 2016.

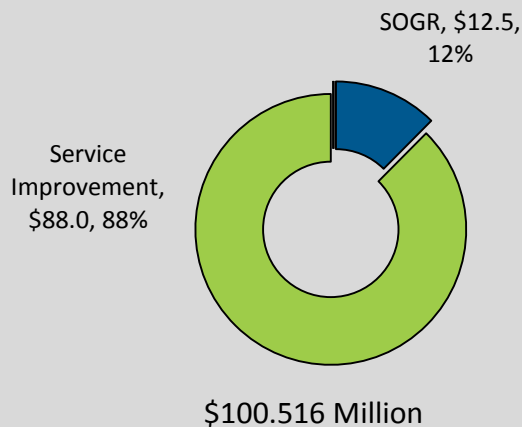
Funding of \$69.578 million initially approved for Seaton House Shelter will be directed towards funding costs for the larger GSR project subject to Council approval.

The 10-Year Capital Plan also provides funding to acquire a new shelter facility and modernize 389 Church Street. Securing facilities will provide future stability in the shelter system and help to mitigate the risk of losing shelter sites due to providers experiencing operational challenges.

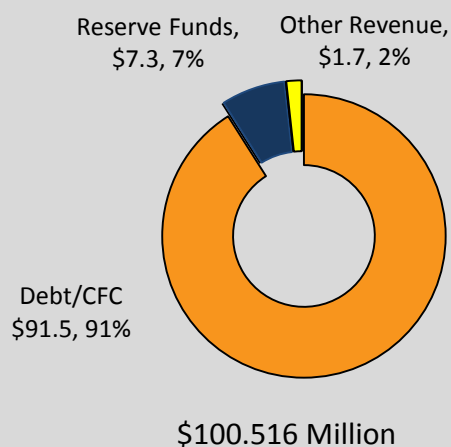
Funding of \$12.500 million is dedicated to the capital maintenance program to support infrastructure upgrades and major maintenance in the City-operated shelter locations.

### Capital Spending and Financing

#### 2016-2025 Capital Budget and Plan by Expenditures Category



#### 2016-2025 Capital Budget and Plan by Funding Source



### Where does the money go?

The 2016–2025 Capital Budget and Plan totalling \$100.516 million provides funding for:

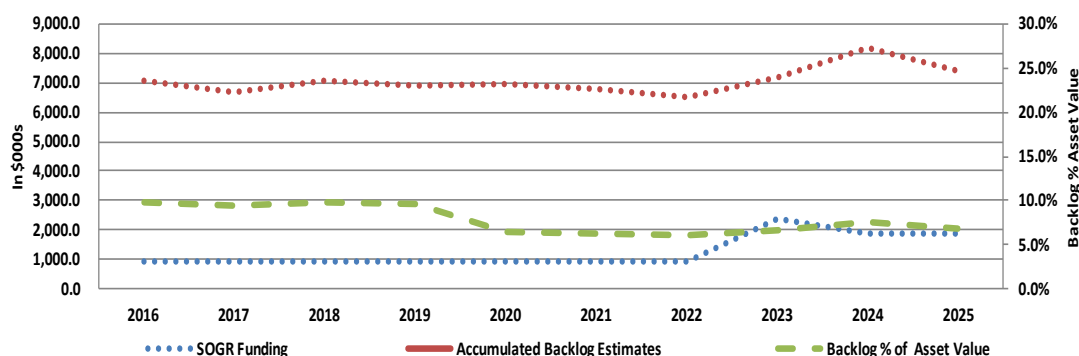
- State of Good Repair (SOGR) projects that support the SOGR in the 16 City owned and leased shelter facilities.
- Service Improvements to the shelter system by providing:
  - Project management and architectural services to continue to support the development of project delivery model and program cost estimates for George Street Revitalization (GSR) project until June;
  - Funding for the redevelopment costs associated with Phase 2 of the GSR project, contingent upon Council approval; and
  - Funding to secure locations for existing Shelter operators to provide stability in the system and to create affordable and transitional housing.

### Where does the money come from?

- New debt funding of \$91.478 million or 91% of total funding, meets the debt target guidelines over the 10-Year planning period;
- Reserve Funding of \$7.300 or 7% will be provided from Land Acquisition Reserve Fund; and
- Other Revenues are Section 37 funding of \$1.738 million or 2% to fund the 389 Church Street.

### State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$12.500 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.9% in 2016 to 6.8% in 2025.



## Key Issues & Priority Actions

**Seaton House/ George Street Revitalization (GSR)** - The Seaton House Shelter (built in 1959) is in critical need of redevelopment due to the building's aging condition and the difficulty in providing appropriate emergency shelter programming arising from limitations inherent in the facility.

- ✓ The 10-Year Capital Plan includes funding for project management and architectural services for Phase 1 of the GSR project to be concluded in June at which time a recommended delivery model, with procurement options and refined cost estimates will be presented for Council Approval.
- ✓ On November 3 and 4, 2015, Council approved a recommended scope and approach for the GSR project, and funding of \$69.578 million initially approved for Seaton House Shelter will be directed towards funding costs for the larger GSR project which is contingent on the project being approved and fully funded in 2016.

**Maintaining Existing Shelter Capacity** – Toronto's rising and competitive real estate market and the need to upgrade existing shelter facilities has put a pressure on the shelter system.

- ✓ Funding of \$17.838 million is provided to purchase one new shelter location and renovate another which will provide permanent homes to existing shelter operators facing uncertainty in their current location.
- ✓ \$12.500 million is provided to support SSHA's ongoing major maintenance requirements and support major infrastructure upgrades in the City's shelters.

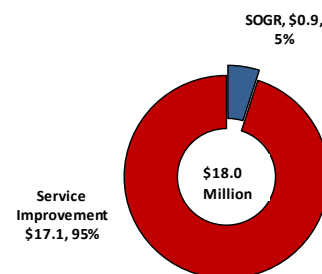
## 2016 Capital Budget Highlights

The 2016 Capital Budget for Shelter, Support and Housing Administration of \$18.009 million, excluding carry forward funding, will:

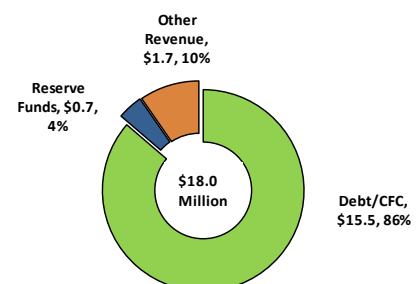
- Provide funding to continue the capital maintenance program for the ongoing repairs in the City's 16 shelter sites;
- Continue project management and architecture service for the George Street Revitalization (GSR) Project until June 2016;
- Provide funding for transition costs and shelter redevelopment for Phase 2 of the GSR project if approved by Council in 216;
- Continue negotiations, including a down payment, for a new shelter location; and
- Begin renovations at 389 Church Street, which is owned by Toronto Community Housing Corporation.



2016 Capital Budget by Project Category



2016 Capital Budget by Funding Source



## **Council Approved Budget**

City Council approved the following recommendations:

1. City Council approve the 2016 Capital Budget for Shelter, Support and Housing Administration with a total project cost of \$21.679 million, and 2016 cash flow of \$18.009 million and future year commitments of \$10.970 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 5 new / change in scope sub-projects with a 2016 total project cost of \$21.679 million that requires cash flow of \$17.279 million in 2016 and future year cash flow commitment of \$4.400 million for 2017;
    - ii. 1 previously approved sub-projects with a 2016 cash flow of \$0.730 million; and future year cash flow commitment of \$6.570 million for 2018; and
  - b) 2015 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$0.965 million.
2. City Council approve the 2017 - 2025 Capital Plan for Shelter, Support and Housing Administration totalling \$71.537 million in project estimates, comprised of \$16.632 million in 2017; \$21.032 million for 2018; \$22.449 million for 2019; \$3.424 million for 2020; \$0.900 million for 2021; \$0.900 million for 2022; \$2.400 million for 2023; \$1.900 million for 2024; and \$1.900 million in 2025.

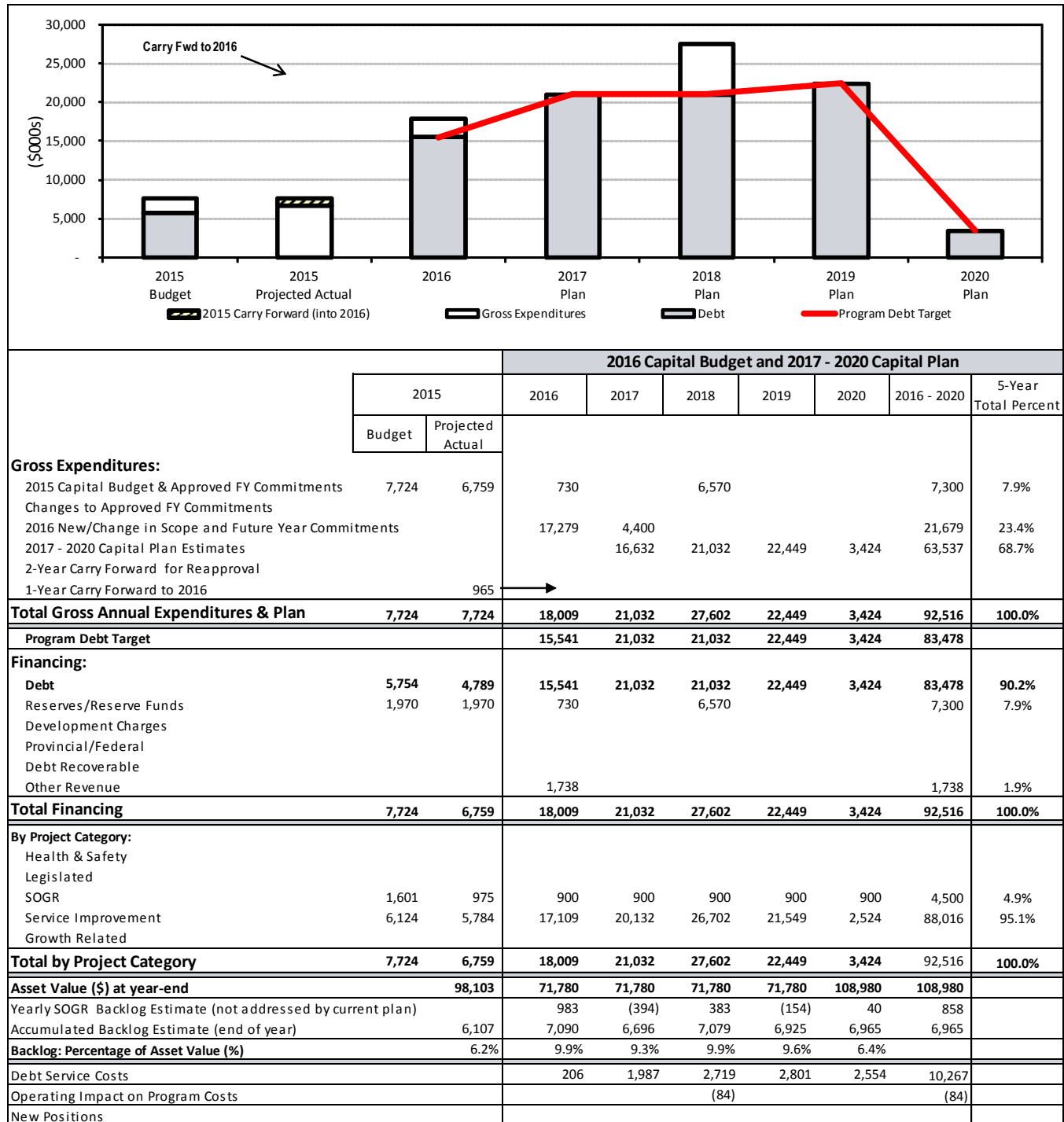


## **Part I:**

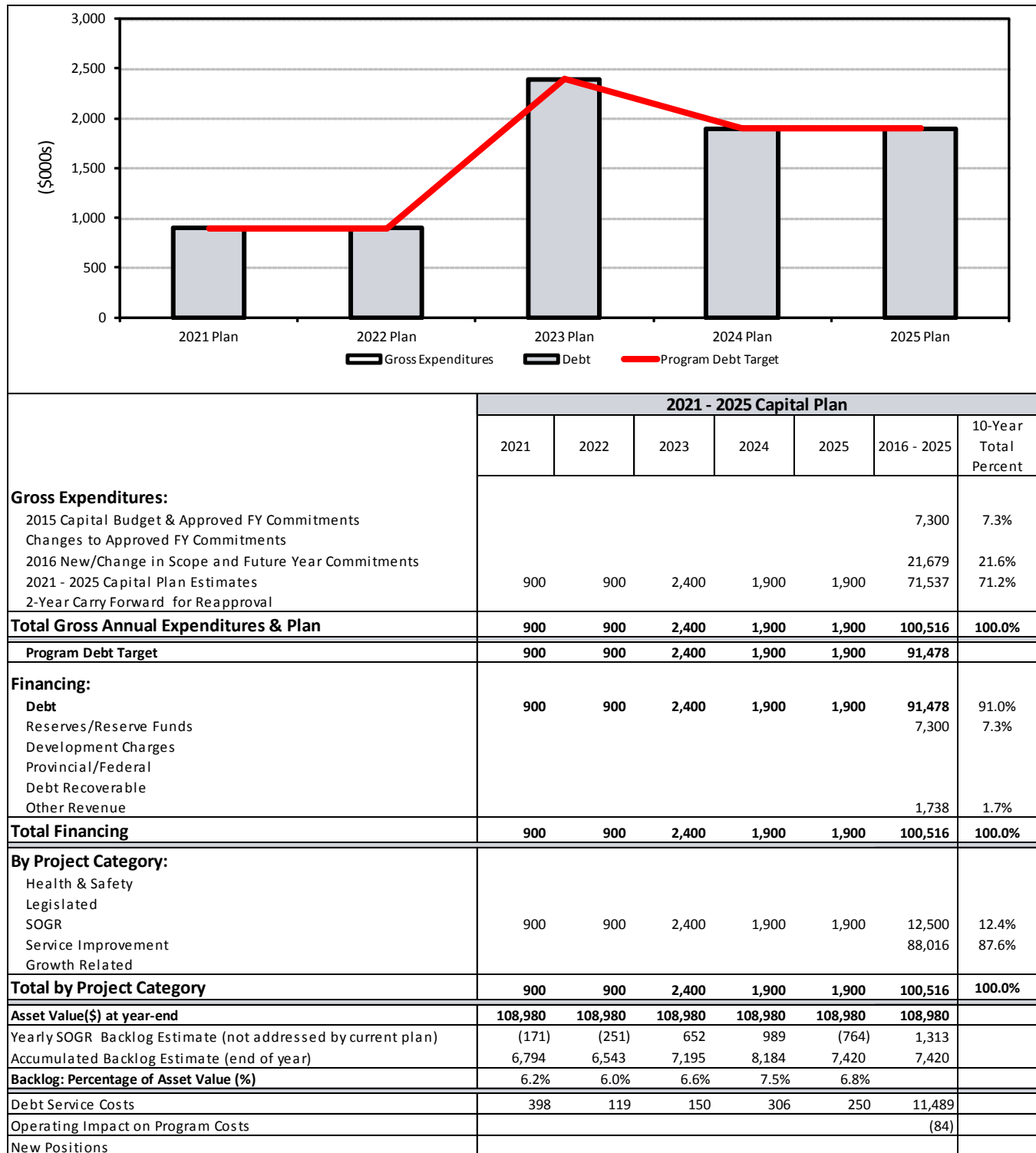
### 10-Year Capital Plan

## 10 Year Capital Plan

**Table 1a**  
**2016 Budget, 2017-2020 Capital Plan**



**Table 1b**  
**2021 - 2025 Capital Plan**

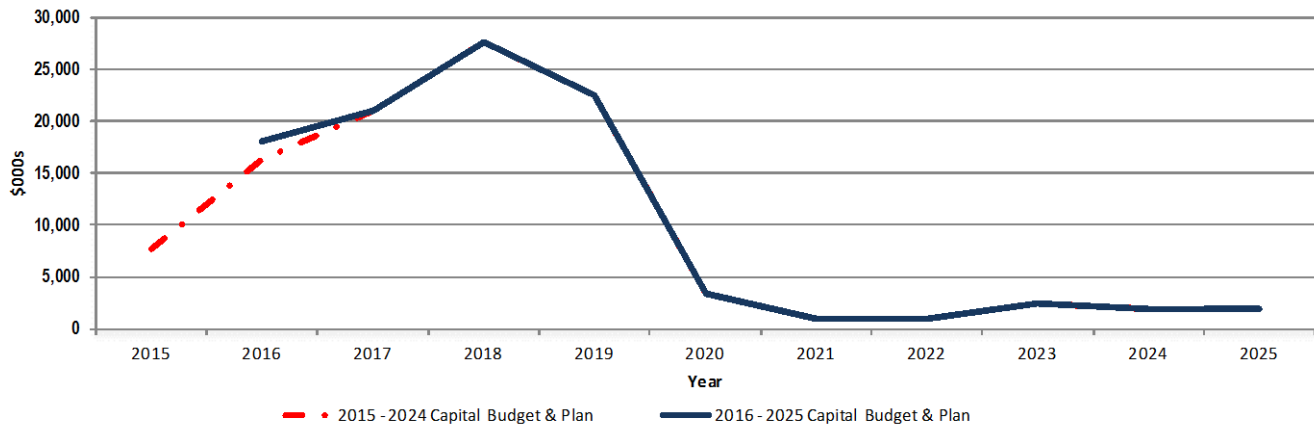


## Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of \$4.086 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$4.086 million or 3.9% decrease in the Capital Program on an annual basis from 2015 to 2025.

**Chart 1**  
**Changes to the 2015 -2024 Approved Capital Plan (In \$000s)**



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	7,724	16,271	21,032	27,602	22,449	3,424	900	900	2,400	1,900		<b>104,602</b>
2016 - 2025 Capital Budget & Plan		18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900	<b>100,516</b>
Change %		10.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		<b>(3.9%)</b>
Change \$		1,738	0	0	0	0	0	0	0	0		<b>(4,086)</b>

As made evident in the chart above, the \$4.086 million decrease in the Capital Program reflects maintaining the same funding levels for the capital maintenance program over the 10 years, and the completion of service improvement projects in 2020.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically \$1.738 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Shelter, Support and Housing Administration's capital projects based on the following factors:

- Council directed priorities that were referred to the budget process.
- Project readiness to proceed.

A summary of project changes for the years 2016 to 2024 totalling \$1.738 million are provided in Table 2 below:



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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	7,724	16,271	21,032	27,602	22,449	3,424	900	900	2,400	1,900		96,878
2016 - 2025 Capital Budget & Plan		18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900	98,616
<b>Capital Budget &amp; Plan Changes (2016 - 2024)</b>		1,738	-	-	-	-	-	-	-	-	-	1,738

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
<b>Previously Approved</b>													
George Street Revitalization - Planning and Project Management	31,015	(3,327)	(3,692)	(3,692)	(3,692)	(2,524)					(16,927)		14,088
Seaton House Redevelopment	61,451	(10,714)	(16,440)	(16,440)	(17,857)						(61,451)		-
<b>Total Previously Approved</b>	92,466	(14,041)	(20,132)	(20,132)	(21,549)	(2,524)					(78,378)		14,088
<b>New</b>													
389 Church		6,138	4,400								10,538		10,538
George Street Revitalization Phase 2		9,641	15,732	20,132	21,549	2,524					69,578		69,578
<b>Total New</b>		15,779	20,132	20,132	21,549	2,524					80,116		80,116
<b>Total Changes</b>		1,738									1,738		94,204

### Significant Capital Project Changes in Shelter, Support and Housing Administration:

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

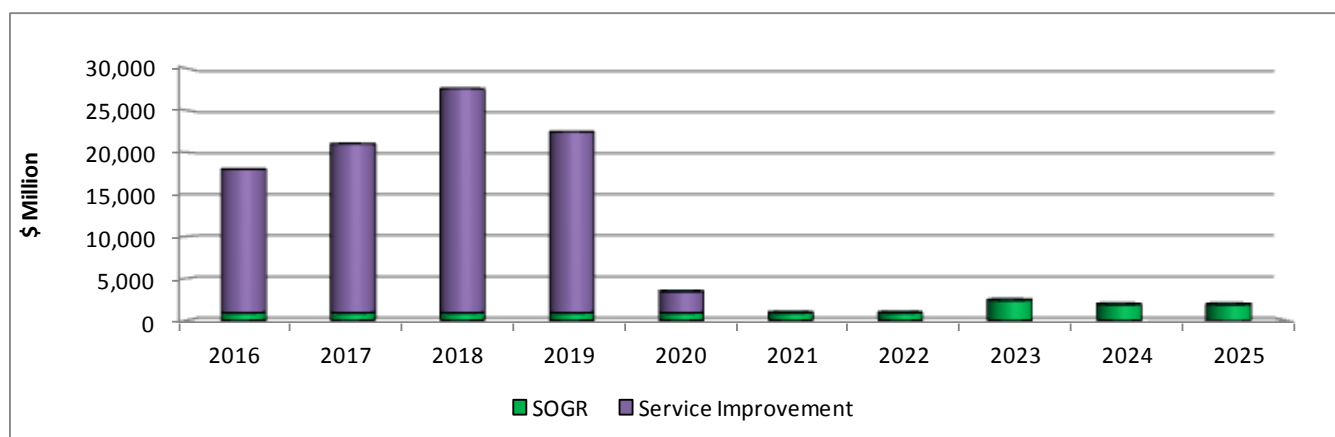
- *George Street Revitalization (GSR) – Planning and Project Management* – The project cost has been reduced to include funding for project management and architectural services from February to June (\$0.600 million), to keep the project moving until a decision for Phase 2 of the project is made by Council. The remaining funding has been moved to *GSR Phase 2*, to provide funding for the transition and redevelopment costs of the larger GSR project, if the project is approved by Council in 2016.
- *Seaton House Redevelopment* - In 2015, the estimated cost of only the shelter redevelopment portion of the GSR was included in the 10-Year Capital Plan (\$78.798 million). As the project delivery method, implementation and subsequent costs are still to be determined and Council approval of the project and additional funding is outstanding, \$8.8 million of this funding has been reallocated to the 389 Church Street project, which was referred to the 2016 Budget process, with the remainder moved into the *GSR Phase 2* project.

New projects totalling \$80.116 million have been added to the 2016 – 2025 Capital Plan:

- *389 Church Street*– \$8.8 million of funding has been reallocated from the previously approved *Seaton House Redevelopment* and \$1.7 million in Section 37 funding has been added to renovate and modernize 389 Church Street to address affordable permanent housing by creating 110 self-contained rental units and to be used for transitional housing and shelter services for women and children from the WoodGreen Red Door Shelter and the YWCA Beatrice House.
- *George Street Revitalization Phase 2* - \$69.578 million of funding has been directed from the previously approved *GSR Planning and Project Management* and *Seaton House Redevelopment* project towards project management, transition and redevelopment costs for the larger George Street Revitalization which is subject to Council approval in 2016 and the required additional funding for the project is available. Council at its meeting of November 3, 4, 2015, endorsed the delivery of a 600,000 sq. ft. multi-purpose facility envisioned to include an emergency shelter program, long-term care home facility, transitional assisted living, affordable housing and a community service hub through the report (EX9.6) "*George Street Revitalization – Recommended Scope and Approach*". <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.6>

## 2016 – 2025 Capital Plan

Chart 2  
2016 – 2025 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Shelter, Support and Housing Administration of \$100.516 million predominately provides funding from Service Improvement projects at 87.6% with the remaining funding for State of Good Repair (SOGR) at 12.4%.

- The majority of cash flow funding has been dedicated to the Service Improvement Project, George Street Revitalization, to support the Program's objective to redevelop the ageing Seaton House shelter facility. Phase 2 funding for the GSR is subject to the outcome of Council's approval regarding the approach for the project in 2016 and availability of the required additional funding.
- State of Good Repair projects account for the remaining \$12.500 million of total funding directed at providing the ongoing capital maintenance of the City's 16 owned and leased facilities in which Shelter Services are provided.

The following table sets out the projects by category including details within the 2016 – 2025 Capital Budget and Plan for Shelter, Support and Housing Administration:

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

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>State of Good Repair</b>													
Capital Repairs - Leased Buildings	*	100	100	100	100	100	100	100	300	272	272	1,544	1,544
Capital Repairs - City Operated	*	800	800	800	800	800	800	800	2,100	1,628	1,628	10,956	10,956
<b>Sub-Total</b>		<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>2,400</b>	<b>1,900</b>	<b>1,900</b>	<b>12,500</b>	<b>12,500</b>
<b>Service Improvements</b>													
Shelter Land Acquisition		730		6,570								7,300	7,300
389 Church Street		6,138	4,400									10,538	10,538
George Street Revitalization - PM and Architect Fees	13,488	600										600	14,088
George Street Revitalization - Phase 2		9,641	15,732	20,132	21,549	2,524						69,578	69,578
<b>Sub-Total</b>	<b>13,488</b>	<b>17,109</b>	<b>20,132</b>	<b>26,702</b>	<b>21,549</b>	<b>2,524</b>						<b>88,016</b>	<b>101,504</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>13,488</b>	<b>18,009</b>	<b>21,032</b>	<b>27,602</b>	<b>22,449</b>	<b>3,424</b>	<b>900</b>	<b>900</b>	<b>2,400</b>	<b>1,900</b>	<b>1,900</b>	<b>100,516</b>	<b>114,004</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Capital Repair projects)

## 2016 – 2025 Capital Projects

The 10-Year Capital Plan supports Shelter, Support and Housing Administration's objectives to redevelop 389 Church Street and the aging Seaton House Shelter to include supportive and affordable housing initiatives that align with the Council approved HOT Framework, provide long-term security

and maintain shelter capacity, and to provide funding for SOGR maintenance for the City's owned and leased shelter facilities.

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

- The 10-Year Capital Plan provides funding of \$12.500 million for SOGR maintenance in the 9 City owned and 7 leased facilities. Funding will provide HVAC, electrical, mechanical and safety upgrades, window, roof and floor replacements and other general repairs.
  - In the outer years, funding has been increased to fund mechanical upgrades and roof repairs required for Family Residences and Fort York shelters.

#### *Service Improvements*

- Service Improvement projects account for \$88.016 million or 87.6% of the total 10-Year Capital Plan.
  - *Shelter Land Acquisition* – Fully funded from reserves, this project will purchase a shelter site for long-term use.
  - *389 Church Street* – This project will renovate and modernize 389 Church Street, a thirteen-story residential property owned by Toronto Community Housing Corporation, to provide permanent affordable housing that contains 110 permanent self-contained rental units with a mix of one and two bedroom units.
    - The first floor will be renovated into program space and the second floor will continue to be occupied by the Fred Victor Centre.
    - Floors three to thirteen will be housing operated by the YWCA, with floors three to five, through minor renovations, temporarily housing the WoodGreen Red Door Family Shelter until their new permanent home is developed.
  - *George Street Revitalization – Project Management and Architect Fees* – The current contract for project management and architectural services for the GSR will expire in February 2016. Additional funding is provided to extend the contract to the end of June in order to ensure continuity and adequate project support for cost estimations and delivery models for the GSR project for Council consideration in June 2016.
  - *George Street Revitalization – Phase 2* – Funding that meets the Program's debt affordability guideline has been directed towards project management and redevelopment costs for the larger GSR project.
    - Based on the report City Council at its meeting of November 3, 4, 2015 adopted (EX9.6) "*George Street Revitalization – Recommended Scope and Approach*" preliminary cost estimates for the project are in the range of \$350 to \$550 million, including \$50 million in transition costs.
    - The funding included in the Capital Plan is contingent on Council's approval of the project delivery method and refined capital cost estimate for the GSR in June/July 2016 and if the required additional funding can be made available for this project.

### 2016 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2016 Capital Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for Shelter, Support and Housing Administration.

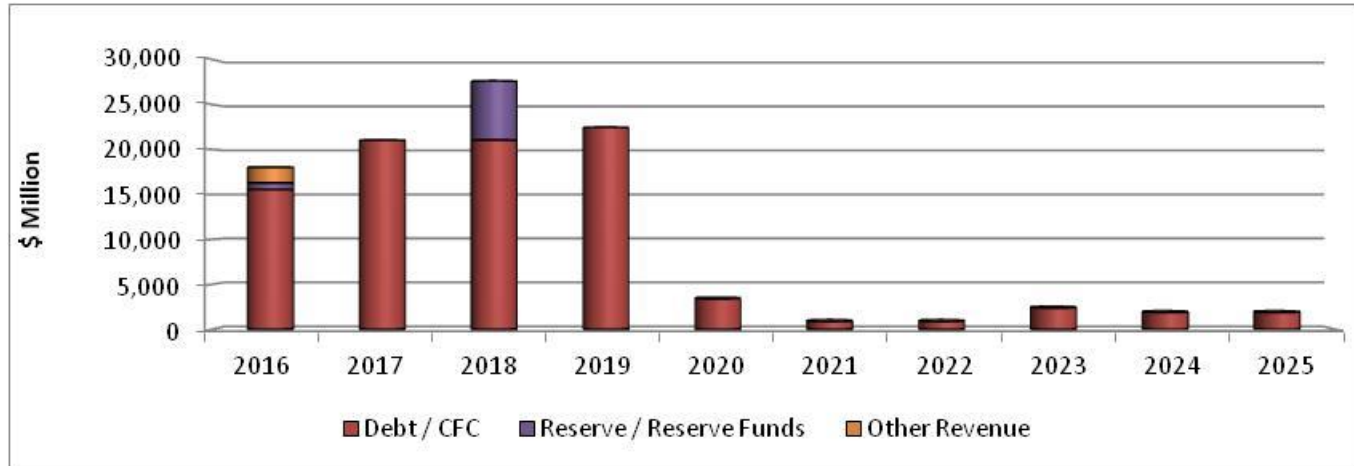
**Table 3a**  
**2016 Cash Flow & Future Year Commitments (In \$000s)**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Shelter Land Acquisiton</i>	730		6,570								7,300
Subtotal	730		6,570								7,300
New w/Future Year											
<i>Capital Repairs - Leased Buildings</i>	100										100
<i>Capital Repairs - City Owned</i>	800										800
<i>389 Church Street</i>	6,138	4,400									10,538
<i>George Street Revitalization - PM</i>	600										600
<i>George Street Revitalization - Phase 2</i>	9,641										9,641
Subtotal	17,279	4,400	-								21,679
<b>Total Expenditure</b>	18,009	4,400	6,570								28,979
<b>Financing:</b>											
Debt/CFC	15,541	4,400									19,941
Other	1,738										1,738
Reserves/Res Funds	730		6,570								7,300
<b>Total Financing</b>	18,009	4,400	6,570								28,979

The 2016 Capital Budget of \$18.009 million provides the following:

- Funding of \$0.730 million for a previously approved project, *Shelter Land Acquisition*, with future year commitments of \$6.570 million in 2018.
- New funding of \$11.141 million in 2016 for ongoing capital maintenance projects as well as the *George Street Revitalization*.
- New and multi-year funding of \$6.138 million in 2016 will require future year commitments of \$4.400 million for the redevelopment of *389 Church Street*.

Chart 3  
2016 – 2025 Capital Plan by Funding Source (In \$000s)

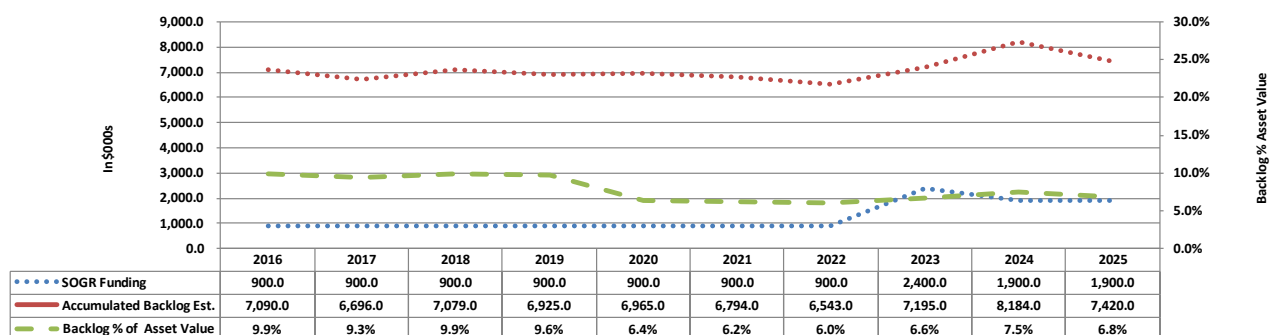


The 10-Year Capital Plan of \$100.516 million cash flow funding will be financed by the following sources:

- Debt accounts for \$91.478 million or 91% of the financing over the 10-year period.
  - The debt funding meets the 10-year debt affordability guidelines of \$91.478 million allocated to this Program.
- Reserve and Reserve Funds constitute \$7.300 million or 7.3% of required funding over 10 years for the *Shelter Land Acquisition* project.
- Section 37 funding, which accounts for \$1.738 million or 1.7% will be utilized for the redevelopment of *389 Church Street*.

### State of Good Repair (SOGR) Backlog

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



- SSHA is responsible for maintaining 16 of the City's facilities, including 12 shelter sites; 1 administrative site, 2 social housing sites; and 1 assessment and referral centre, with an asset replacement value of \$98.103 million in 2015.
  - 7 of these sites are leased to operators and 9 are managed by the City.

- Based on the most recent Facilities Management assessment and maintenance plan, the Program's SOGR backlog in 2015 is valued at \$6.107 million or 6.2% of the Program's asset replacement value.
- The backlog will slowly grow over the 10 year period by \$1.313 million and is expected to be \$7.420 million or 6.8% of asset value in 2025.
- The backlog assumes that the Seaton House Shelter will begin demolition in 2016 and redeveloped as part of the GSR project and as such, the maintenance projects for this shelter are not included in the backlog and are not reflected in the asset value for 2016 and 2017. Depending on the outcome of the report to Council in June/July, as well as the final cost estimates, the asset value and SOGR backlog is subject to change.
- The 10-Year Capital Plan dedicates consistent funding of \$0.900 million annually in each of the years 2016 – 2022 for the State of Good Repair work at 16 City-owned and leased shelter facilities. Additional funding has been provided in 2023 and 2024 to fund upgrades to Family Residence and Fort York shelters.

## 10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Shelter Land Acquisition					(84.0)						(84.0)		(84.0)	
New Projects - Future Years														
George Street Revitalization - Phase 2*														
<b>Total (Net)</b>					(84.0)						(84.0)		(84.0)	

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of \$0.084 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of savings from the following capital project:

- *Shelter Land Acquisition* – Savings of \$0.084 million is expected from reduced funding required for a purchase of service from a non-profit shelter operator as they will no longer be required to pay lease costs at their new site.
- The table excludes any operating impacts that will result from the George Street Revitalization (GSR) project estimated at \$9.061 million and 34.6 FTEs which may occur in 2017, 2018 or both.
  - These costs are conditional upon approval of Phase 2 of the GSR project and the timing will depend on when demolition and construction will begin.
  - The estimated operating impact is made up of additional staffing (\$2.383 million) and operating costs (\$0.489 million) to run two new permanent shelters and two leased temporary shelters (\$1.5 million in lease costs) as well as \$3.412 million for new purchase of service agreement for 150 units of supportive housing and contracted services of \$1.277 million for Housing help and follow up staff.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.
- Operating impacts for the GSR project will be part of the report going forward for Council's approval of the GSR project delivery method and refined capital cost estimate in June/July 2016.



## **Part II:**

### Issues for Discussion



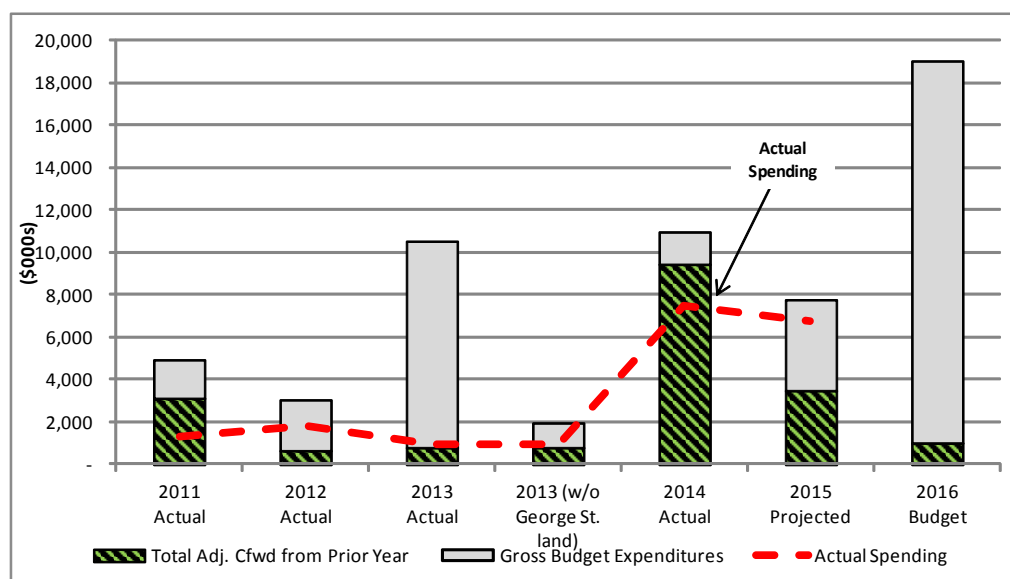
## Issues for Discussion

### Issues Impacting the 2016 Capital Budget

#### Review of 2016-2025 Capital Requirements

At its meeting on February 13, 2015, during the 2015 Budget process, Council directed that:

- The Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.
- Based on Council's direction the projects included in the 10-Year Capital Plan for Shelter, Support and Housing Administration were analyzed and reprioritized while ensuring that the debt requirements remain within the program's debt target for each year of the 10-Year Plan. The review placed emphasis on:
  - ✓ Project readiness to proceed; and
  - ✓ Council directed priorities referred to the Budget process.
- The cash flow estimates for all projects were reviewed and amended to align with spending capacity while taking into consideration historical spending rate as shown in the chart below which shows the spending trend of the total capital program for SSHA since 2011.



Category	2011			2012			2013			2014			2015 Projected			Spending Rate 5 Year Avg. %
	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Proj'd Actual	Spending Rate %	
SOG	1,647	452	27.4%	1,600	604	37.8%	1,600	604	37.8%	1,139	438	38.4%	1,601	975	60.9%	40.5%
Service Improvement	3,040	859	28.3%	1,392	1,222	87.8%	8,814	317	3.6%	9,761	7,060	72.3%	6,123	5,784	94.5%	52.3%
Total	4,687	1,311	28.0%	2,992	1,826	61.0%	10,414	921	8.8%	10,900	7,498	68.8%	7,724	6,759	87.5%	49.9%

Note - based on the 3rd quarter Capital Variance Report

- The 10-Year Capital plan for SSHA essentially focuses on 2 project areas; capital maintenance for leased buildings or City owned buildings and Shelter Redevelopment. Since 2013, the George Street Revitalization has been the focus of the Shelter Redevelopment program which explains the significant budget increase in that year and beyond.

- The spending rate for the capital maintenance program has historically been low, averaging around 40% due to difficulties in coordinating capital maintenance activities across different facilities.
  - ✓ In order to improve the spending for the capital repairs program, SSHA moved the responsibility of managing larger SOGR projects to an assigned project manager in Facilities Management in 2014. The result of the new SOGR management is illustrated in the projected spending rate in Q3 2015 of 61% which is an increase of 22.5% from the previous year.
- In determining the Program's readiness and capacity to spend, emphasis was placed on the cash flow funding estimates and funding for capital maintenance projects to ensure they were aligned with the projects readiness to proceed and as a result cash flow funding estimates were adjusted accordingly.

#### *George Street Revitalization*

- The Seaton House Shelter, a 543-bed City-operated emergency shelter for men located at 339 George Street has been identified in critical need of redevelopment due to the building's aging condition and challenges in providing appropriate emergency shelter programs.
- In July 2013, City Council approved, in principle, the revitalization of George Street through the co-location of long-term care, assisted living, emergency shelter, affordable housing and a community service hub in a new facility to replace Seaton House. Staff were authorized to undertake the necessary due diligence required to proceed with the recommended option and to report back in 2015 with more detailed design, associated costs and financing plans, and a transition plan for the existing Seaton House clients.
- To-date, a capital budget of \$13.488 million has been approved by Council for the purchase of 8 properties adjacent to the Seaton House in preparation for the proposed redevelopment, to plan the structural design for redevelopment and for project management services and architect consultants until the end of February 2016. With the purchase of properties nearing completion, \$13.148 million is projected to be spent by year-end 2015.
- City Council at its meeting of November 3, 4, 2015 adopted report (EX9.6) "*George Street Revitalization – Recommended Scope and Approach*" and in so doing:
  - Endorsed the delivery of a 600,000 sq. ft. multi-purpose facility envisioned to include a emergency shelter program, long-term care home facility, transitional assisted living, affordable housing and a community service hub with a preliminary cost estimate in the range of \$350 to \$550 million that includes \$50 million to transition Seaton House clients during the construction phase and to relocate up to 250 permanent beds which will not return to George Street;
  - Referred the project to the 2016 Budget process; and
  - Requested staff to report back by June 2016 on the recommended delivery model, the implementation funding needed and the resulting refined capital cost estimates for the project.
- The chart below categorizes the cost of the project based on the high end range of \$550 million:

	Emergency Shelter 100 Beds	Long-Term Care Home 378 Beds	Assisted Living 130 Beds	Housing Units 21 units	Community Hub	Total for George Street Site (high end)	Transition Costs
Land							20.0
Construction/Renovation	60.3	261.5	75.6	11	36.1	444.5	26.0
Design	4.2	17.7	5.2	0.7	2.5	30.3	2.0
Project Management	2.0	8.5	2.5	0.3	1.2	14.5	0.5
Other	1.5	6.3	1.8	0.3	0.8	10.7	1.5
<b>Total</b>	<b>68.0</b>	<b>294.0</b>	<b>85.1</b>	<b>12.3</b>	<b>40.6</b>	<b>500.0</b>	<b>50.0</b>

- An RFP was issued in November for consultant services to conduct an analysis of project procurement and delivery options that include a City-delivered project or Alternative Financing and Procurement Model. The delivery options and the timing of approval of the project will impact the overall capital costs which are only estimates at this time and will be reported out to Council in June 2016.
- The 10-year Capital Plan for SSHA includes funding of \$69.578 million to be directed towards project management and redevelopment costs for the George Street Revitalization initiative should Council choose to approve the delivery of this project in June 2016. Approval will require an additional \$480.4 million in debt funding, based on existing cost estimates. This additional debt amount currently falls outside the City's debt affordability target of 15% and is listed as an unmet need.

## Issues Referred to the 2016 Capital Budget Process

### *Modernization of 389 Church Street*

- City Council, at its meeting of May 5, 6 and 7, 2015, adopted the report (EX5.12) "*Securing a Future for the Red Door Shelter*" that provided an update on the work undertaken by staff to secure a long-term home for the WoodGreen Red Door Family Shelter as part of the redevelopment of 875 Queen Street East. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX5.12>
- City Council, at its meeting of July 7, 8, and 9, 2015, adopted (EX7.17) "*Under One Roof - A Housing Solution for Women and Children at 389 Church Street*" and in so doing approved in principle the renovation and modernization of 389 Church Street over time to create permanent affordable housing for women and children with the interim provision of up to eight floors for transitional housing and shelter services for women and children from the WoodGreen Red Door Shelter and the YWCA Beatrice House. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX7.17>
- City Council, at its meeting of September 30, 2015, adopted the report (EX8.10), "*Next Steps in the Modernization of 389 Church Street*" that provided details on the 389 Church Street renovation and modernization project, capital budget requirements, sources of capital and operating funding, and a tenant transition plan to undertake and complete the initiative and referred it to the 2016 budget process. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX8.10>
- The capital outlay was estimated at \$12 million to be cost-shared with TCHC and the YWCA with the City's contribution being \$8.8 million.
  - The 2016 Capital Budget and Plan includes funding of \$8.8 million for the renovation and modernization of 389 Church Street which has been designed to address the transition to

affordable permanent housing with a range of changes for the entire building. Upon completion, the building will provide 110 permanent self-contained rental units with a mix of one and two bedroom units.

#### *Maintaining Existing Shelter Capacity*

- City Council approved CD 2.2 *"Infrastructure and Service Improvement Plan for the Emergency Shelter System"* on March 31, April 1 and 2, 2015, and in so doing, requested that SSHA report through the 2016 Budget process on the impacts of the strategies identified in the report in achieving a 90 percent occupancy target in each emergency shelter sector, and the implications for additional resource requirements.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD2.2>
- The plan recommended by Council includes actions to maintain existing shelter capacity by managing redevelopment and relocation pressures. The report identified that over the next few years, a total of six shelters will have to relocate, barring any unforeseen circumstances at other shelter locations.
- The six shelter locations mentioned above combined with the seven replacement shelters required during the George Street Revitalization and the three additional shelters needed for additional capacity to meet the 90% occupancy, would require potentially up to 15 new temporary and permanent shelter facilities across the City over the next several years.
- In determining the overall pressures in the shelter system and to ascertain what would be required, all 15 shelters facilities were identified and have been addressed as below:
  - Seven shelter (6 new and 1 relocated) facilities relate to the George Street Revitalization project were identified in the report which have since been revised down to 5 shelters (4 new and 1 relocated). This will only be required if the GSR project is approved by Council. Funding for these properties has been included in the GSR project costs.
  - The need for three additional shelters to meet the 90% occupancy was addressed through the 2015 Approved Operating Budget, as funding of \$2.5 million was included to increase bed nights (127 beds) across various sectors through purchase of service. Work is currently underway (see the *Issues Impacting the 2016 Operating Budget – Hostel Services Volume and Capacity* section in the 2016 Operating Budget Notes for SSHA).
  - The Red Door shelter will be moving to a new property as approved by Council on May 5th, 2015 in the report EX 5.12 "Securing a Future for the Red Door Shelter" and will be temporarily housed at 389 Church Street until the new property is ready. Funding is included in SSHA's 2016 Capital Budget for this purpose.
  - The Birchmount Shelter will be replaced by moving to a new property as approved by Council on December 9th and 10th, 2015 in the report EX 10.12 "Acquisition of 3306 Kingston Road". The City will be acquiring the property at 3306 Kingston Road in 2015, to be funded from the Land Acquisition Reserve Fund.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.12>
  - The three remaining properties identified in the Infrastructure report are not City-owned but are operated by community not-for-profit agencies funded through purchase of service contracts with the City. The Salvation Army HOPE, Beatrice House and Homes First Society are all actively engaged in processes to secure new locations.



## Appendices

## Appendix 1

### 2015 Performance

#### 2015 Key Accomplishments

In 2015, Shelter, Support and Housing Administration made significant progress and/or accomplished the following:

- ✓ George Street Revitalization: Worked with partner divisions and other stakeholders to obtain Council endorsement of an up to \$500 million investment in much-needed social infrastructure in the Downtown East that will bring emergency shelter, assisted living, long-term care and other services to vulnerable seniors through redevelopment of City-owned Seaton House.

#### 2015 Financial Performance

**Table 9**  
**2015 Budget Variance Analysis (In \$000's)**

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
7,724	2,541	32.9%	6,759	87.5%	965	12.5%

\* Based on 2015 Third Quarter Capital Variance Report

#### 2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for Shelter, Support and Housing Administration: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.28>

#### Impact of the 2015 Capital Variance on the 2016 Budget

- As a result of capital project delays, as described in the 2015 Q3 Capital Variance Report, funding of \$0.965 million is being carried forward to the 2016 Capital Budget to continue the capital work.
- A detailed review of the 2016 – 2025 Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding. The 2016 Capital Budget and Plan reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

**Table 10**  
**2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)**

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
<b>State of Good Repair:</b>														
<i>Capital Repairs - Leased Buildings</i>	1,544		100	100	100	100	100	500	100	100	300	272	272	1,544
<i>Capital Repairs - City Owned</i>	11,581	625	800	800	800	800	800	4,625	800	800	2,100	1,628	1,628	11,581
<b>Sub-Total</b>		625	900	900	900	900	900	5,125	900	900	2,400	1,900	1,900	13,125
<b>Service Improvements:</b>														
<i>Shelter Land Acquisition</i>	7,300		730		6,570			7,300						7,300
<i>389 Church Street</i>	10,538		6,138	4,400				10,538						10,538
<i>George Street Revitalization</i>	14,088	340	600					940						940
<i>George Street Revitalization - Phase 2</i>	69,578		9,641	15,732	20,132	21,549	2,524	69,578						69,578
<b>Sub-Total</b>		340	17,109	20,132	26,702	21,549	2,524	88,356						88,356
<b>Total</b>		965	18,009	21,032	27,602	22,449	3,424	93,481	900	900	2,400	1,900	1,900	101,481

## Appendix 3

### **2016 Capital Budget; 2017 to 2025 Capital Plan**



Report Phase 2 - Program 15 Shelter, Support &amp; Housing Administration Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2016 Preliminary Cash Flow and Future Year Commitments****Shelter, Support & Housing Administration**

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												
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
SHL906659 Capital Repairs/Replacement - Leased Bldgs																									
0	17	Capital repairs/Replacement	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
SHL906660 Capital Repairs/Repl : City Operated																									
0	15	Capital Repairs/Replacement - City Operated 2015	CW	S2	03	625	0	0	0	0	625	0	625	0	0	0	0	625	0	0	0	0	0	625	
0	16	Capital Repairs/Replacement - City Operated 2016	CW	S4	03	800	0	0	0	0	800	0	800	0	0	0	0	0	0	0	800	0	800		
Sub-total						1,425	0	0	0	0	1,425	0	1,425	0	0	0	0	0	625	0	0	800	0	1,425	
SHL907278 Shelter Development/Redevelopment																									
0	23	Project Management - Q4	CW	S2	04	340	0	0	0	0	340	0	340	0	0	0	0	340	0	0	0	0	0	340	
0	25	GSR - PM and Architect Fees (Feb to June)	27	S4	04	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600		
Sub-total						940	0	0	0	0	940	0	940	0	0	0	0	0	340	0	0	600	0	940	
SHL908242 Shelter Land Acquisition																									
0	1	Shelter Land Acquisition	30	S2	04	730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	7,300	0	0	0	0	0	7,300	
Sub-total						730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	0	7,300	0	0	0	0	0	7,300
SHL908243 389 Church																									
0	1	389 Church	27	S4	04	6,138	4,400	0	0	0	10,538	0	10,538	0	0	0	0	0	1,738	0	8,800	0	10,538		
Sub-total						6,138	4,400	0	0	0	10,538	0	10,538	0	0	0	0	0	1,738	0	8,800	0	10,538		
SHL908287 George Street Revitalization - Phase 2																									
0	1	Transition/Redevelopment Costs	CW	S4	04	9,641	0	0	0	0	9,641	0	9,641	0	0	0	0	0	0	0	9,641	0	9,641		
Sub-total						9,641	0	0	0	0	9,641	0	9,641	0	0	0	0	0	0	0	0	9,641	0	9,641	
Total Program Expenditure						18,974	4,400	6,570	0	0	29,944	0	29,944	0	0	0	0	7,300	965	1,738	0	19,941	0	29,944	

Report Phase 2 - Program 15 Shelter, Support & Housing Administration Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 Preliminary Cash Flow and Future Year Commitments

Shelter, Support & Housing Administration																									
						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By													
											Total	Total	Total	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 SubProj	No. No.	Project Sub-project	Name	Ward Stat. Cat.	2016	2017	2018	2019	2020	2016-2020	2021-2025	2016-2025												
Financed By:																									
						Reserve Funds (Ind."XR" Ref.)	730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	7,300	0	0	0	0	0	7,300
						Capital from Current	965	0	0	0	0	965	0	965	0	0	0	0	965	0	0	0	0	0	965
						Other1 (Internal)	1,738	0	0	0	0	1,738	0	1,738	0	0	0	0	0	1,738	0	0	0	0	1,738
						Debt	15,541	4,400	0	0	0	19,941	0	19,941	0	0	0	0	0	0	0	19,941	0	0	19,941
Total Program Financing							18,974	4,400	6,570	0	0	29,944	0	29,944	0	0	0	0	7,300	965	1,738	0	19,941	0	29,944

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 4

### 2016 Cash Flow and Future Year Commitments

Report Phase 2 - Program 15 Shelter, Support & Housing Administration Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2016 Preliminary Capital Budget; 2017 to 2025 Capital Plan

### Shelter, Support & Housing Administration

Sub- Project No. Project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
SHL906659 Capital Repairs/Replacement - Leased Bldgs																								
0	17	Capital repairs/Replacement	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100	
0	18	Capital Repairs/replacement 2017-2025	CW	S6	03	0	100	100	100	100	400	1,044	1,444	0	0	0	0	0	0	0	1,444	0	1,444	
Sub-total						100	100	100	100	100	500	1,044	1,544	0	0	0	0	0	0	0	1,544	0	1,544	
SHL906660 Capital Repairs/Repl : City Operated																								
0	16	Capital Repairs/Replacement - City Operated 2016	CW	S4	03	800	0	0	0	0	800	0	800	0	0	0	0	0	0	0	800	0	800	
0	17	Capital Repairs/Replacement - City Operated	CW	S6	03	0	800	800	800	800	3,200	6,956	10,156	0	0	0	0	0	0	0	10,156	0	10,156	
Sub-total						800	800	800	800	800	4,000	6,956	10,956	0	0	0	0	0	0	0	10,956	0	10,956	
SHL907278 Shelter Development/Redevelopment																								
0	25	GSR - PM and Architect Fees (Feb to June)	27	S4	04	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
Sub-total						600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600
SHL908242 Shelter Land Acquisition																								
0	1	Shelter Land Acquisition	30	S2	04	730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	7,300	0	0	0	0	7,300	
Sub-total						730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	7,300	0	0	0	0	0	7,300
SHL908243 389 Church																								
0	1	389 Church	27	S4	04	6,138	4,400	0	0	0	10,538	0	10,538	0	0	0	0	0	1,738	0	8,800	0	10,538	
Sub-total						6,138	4,400	0	0	0	10,538	0	10,538	0	0	0	0	0	1,738	0	8,800	0	10,538	
SHL908287 George Street Revitalization - Phase 2																								
0	1	Transition/Redevelopment Costs	CW	S4	04	9,641	0	0	0	0	9,641	0	9,641	0	0	0	0	0	0	0	9,641	0	9,641	
0	2	Redevelopment Costs	CW	S6	04	0	15,732	20,132	21,549	2,524	59,937	0	59,937	0	0	0	0	0	0	0	59,937	0	59,937	
Sub-total						9,641	15,732	20,132	21,549	2,524	69,578	0	69,578	0	0	0	0	0	0	0	69,578	0	69,578	
Total Program Expenditure						18,009	21,032	27,602	22,449	3,424	92,516	8,000	100,516	0	0	0	0	7,300	0	1,738	0	91,478	0	100,516

Report Phase 2 - Program 15 Shelter, Support & Housing Administration Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Preliminary Capital Budget; 2017 to 2025 Capital Plan

Shelter, Support & Housing Administration					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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
Reserve Funds (Ind."XR" Ref.)					730	0	6,570	0	0	7,300	0	7,300	0	0	0	0	7,300	0	0	0	0	0	7,300
Other1 (Internal)					1,738	0	0	0	0	1,738	0	1,738	0	0	0	0	0	0	1,738	0	0	0	1,738
Debt					15,541	21,032	21,032	22,449	3,424	83,478	8,000	91,478	0	0	0	0	0	0	0	0	91,478	0	91,478
Total Program Financing					18,009	21,032	27,602	22,449	3,424	92,516	8,000	100,516	0	0	0	0	7,300	0	1,738	0	91,478	0	100,516

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & Beyond)

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

## Appendix 5

### 2016 Capital Budget with Financing Detail

(Phase 2) 15-Shelter, Support &amp; Housing Administration

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: 2016 Preliminary Capital Budget with Financing Detail

#### Shelter, Support & Housing Administration

#### Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing					2016	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
0	SHL906660	Capital Repairs/Repl : City Operated													
0	15	Capital Repairs/Replacement - City Operated 2015	01/01/2015	12/31/2016	625	0	0	0	0	0	625	0	0	0	0
0	16	Capital Repairs/Replacement - City Operated 2016	01/01/2016	12/31/2016	800	0	0	0	0	0	0	0	0	800	0
		Project Sub-total:			1,425	0	0	0	0	0	625	0	0	800	0
0	SHL907278	Shelter Development/Redevelopment													
0	23	Project Management - Q4	10/01/2014	10/01/2014	340	0	0	0	0	0	340	0	0	0	0
0	25	GSR - PM and Architect Fees (Feb to June)	01/01/2016	12/31/2016	600	0	0	0	0	0	0	0	0	600	0
		Project Sub-total:			940	0	0	0	0	0	340	0	0	600	0
0	SHL908242	Shelter Land Acquisition													
0	1	Shelter Land Acquisition	01/01/2016	12/30/2018	730	0	0	0	0	730	0	0	0	0	0
		Project Sub-total:			730	0	0	0	0	730	0	0	0	0	0
0	SHL908243	389 Church													
0	1	389 Church	01/01/2016	12/30/2017	6,138	0	0	0	0	0	0	1,738	0	4,400	0
		Project Sub-total:			6,138	0	0	0	0	0	0	1,738	0	4,400	0
0	SHL908287	George Street Revitalization - Phase 2													
0	1	Transition/Redevelopment Costs	01/01/2016	12/31/2016	9,641	0	0	0	0	0	0	0	0	9,641	0
		Project Sub-total:			9,641	0	0	0	0	0	0	0	0	9,641	0
12	SHL906659	Capital Repairs/Replacememt - Leased Bldgs													
0	17	Capital repairs/Replacement	01/01/2016	12/31/2016	100	0	0	0	0	0	0	0	0	100	0
		Project Sub-total:			100	0	0	0	0	0	0	0	0	100	0
Program Total:					18,974	0	0	0	0	730	965	1,738	0	15,541	0

## Status Code Description

S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2016 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

## Category Code Description

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

## Appendix 6

## Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Land Acquisition Reserve Fund (XR1012)	Beginning Balance	132,835	132,835	132,105	132,105	125,535	125,535	125,535	125,535	125,535	125,535	125,535	
	Withdrawals (-)												
	<i>Shelter Land Acquisition</i>		(730)		(6,570)								(7,300)
	Total Withdrawals		(730)		(6,570)								(7,300)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		132,835	132,105	132,105	125,535	125,535	125,535	125,535	125,535	125,535	125,535	125,535	(7,300)

\* Based on the 2015 Q3 Variance Report