



Investing in Service Sustainability: Linking Asset Management Policy and the Capital Budget

The capital budget represents investments in our assets. These assets include roads, buildings, water and wastewater pipes, equipment and vehicles used by staff to provide services to residents, and facilities used by residents to enjoy the services provided by the municipality.

As in all household budgets, there are competing demands for capital investment. Is it best to replace the roof or the furnace before the winter months set in? Should a new, more efficient vehicle be considered before the old one starts to cost too much money? Can the family afford more than one of these investments and if so, how will they pay for them?

Capital budgeting means making choices, setting priorities and developing a plan to ensure assets are in acceptable condition to maintain service delivery at desired levels in the future. This involves an assessment of a variety of risks and of the capacity of assets to produce the outputs necessary to deliver services to the community.

The Enterprise Asset Management Policy guides how these choices are made. The policy requires that detailed asset management plans and strategies be created. These plans will provide information that is critical to understanding which investments should be made and when. Once priorities are clear, a long-term outlook is taken to decide the best ways to finance capital investments. This long-term view drives the annual capital budgets and the forecasted capital plans over a five-year period.

Council has an important role in asset management planning. As they determine levels of service, Council approves asset management plans on an enterprise-wide basis and approves asset investment and service delivery requirements for capital and operations through the annual budget process.

The City's policy is based on a number of principles to guide these choices. These principles favour asset investments which:

- Minimize the cost of ownership over an asset's life cycle.
- Reduce reactive maintenance costs by planning for asset replacement at the optimal time.
- Connect capital investment plans to long-term financial plans and consider the ability to pay for investments now and into the future.
- Monitor performance of assets, noting changes in the asset's ability to provide service.
- Perform maintenance work at the right time to prolong the life of assets.
- Coordinate the maintenance and replacement of interrelated assets (roads, sidewalks and the pipes and services that are buried beneath them).
- Reduce the overall asset footprint, or size of assets holdings to only those required to provide service.

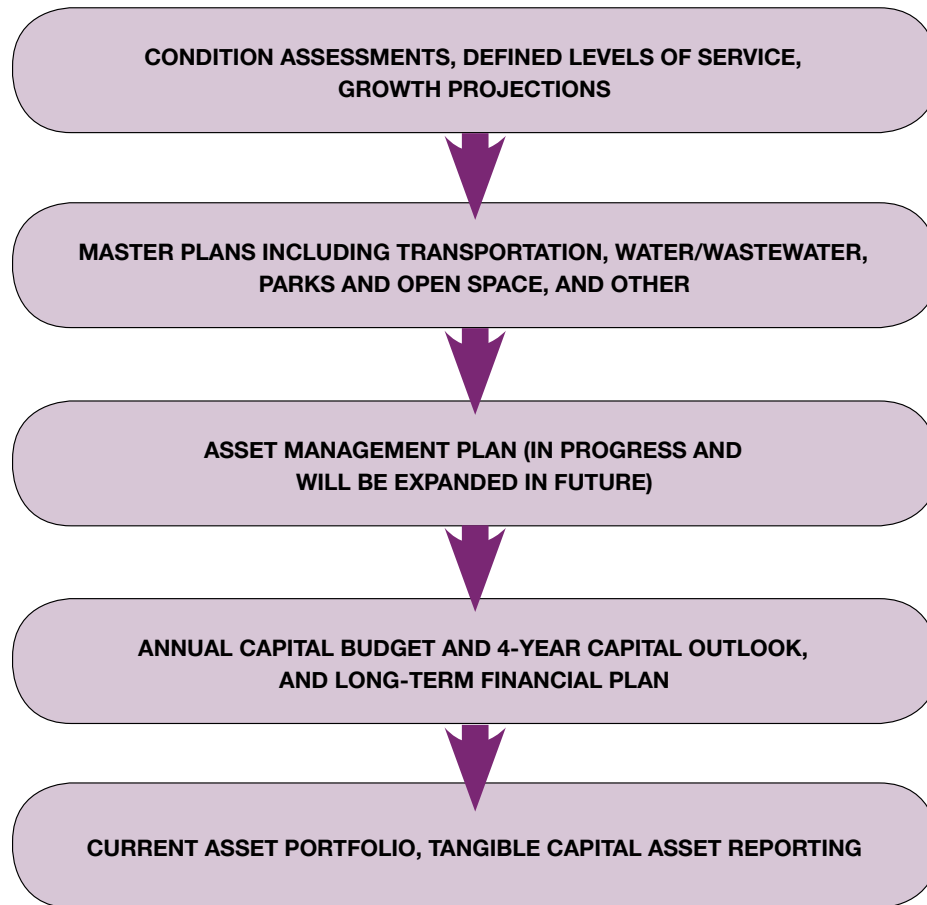
Municipalities have a number of challenges the average household will not need to consider in their capital investment planning:

- Deliver legislated defined levels of service such as accessibility and environmental requirements.
- Minimize potential liabilities and loss to the public, businesses or visitors to the community.
- Align with infrastructure and land use planning principles.
- Promote innovation and economic competitiveness of the community.
- Maintain assets to protect the health and safety of the public and employees.
- Accommodate demographics such as an aging population.



Next Steps in Asset Management Policy and Planning

The principles outlined above are a part of an asset management policy that was presented to Council in April 2018. The next steps in the process are directed at providing more accurate information and context for decision making. This means that our policy statement is translated into a robust asset management plan that reflects both the service levels anticipated by ownership of a given asset and its capacity to respond, referred to as asset levels of service. For example, water service is planned based on a target water pressure. Higher levels of service will generally cost more to develop and maintain. Finding the right balance between affordability and levels of service requires an ongoing examination of data related to condition and service level performance.



There are key elements of the Asset Management Policy already in place, while others are still evolving or will begin in the future. State of the Infrastructure Reports (SOIR) to provide comprehensive information regarding the major asset classes will be produced. The SOIR will be completed once per Council term. To complement the SOIR, staff will prepare asset status reports annually prior to the capital review to discuss asset management planning activities and progress. The asset status report will also include information on the performance of asset classes. The first asset status report was in October 2019. As asset management plans and strategies become more detailed, so will the City's understanding and confidence that the asset investments being made truly represent the highest order priorities and value for money.



This planning framework begins with our current asset portfolio, which has an estimated value of over \$10 billion in replacement costs. This includes facilities, housing, roads, bridges, water and wastewater infrastructure, storm water management infrastructure, parks and fleet. The municipality is behind in maintenance and renewal as a result of deferred replacement activities, as shown in the unfunded capital needs in previous capital budget documents and infrastructure renewal requirements. Work will continue on items relating to planning for capital assets that include:

Condition Assessments: We perform numerous investigative techniques to determine and track the physical condition of assets. Inspections are guided by standardized principles of condition rating that allow for physical condition to be quantified. For assets without a standardized inspection approach to establish condition assessments, asset age, service disruption or failure event records and professional judgement will be used to establish conditions.

Growth Projections and Demographics: Asset planning must take into consideration the requirements of new people moving to the city and an aging population. Population growth requires the development of new assets based on the target level of service.

Master Plans: For each asset class, a long-term plan has been developed or is in development using the information described above as key inputs. These plans are generally more than 20 years in scope and will describe investment, construction and renewal plans for assets to maintain the target level of service.

City-Wide Asset Management Plans: Each of these plans are consolidated and adjusted to ensure that over time, the required investment plan is manageable, feasible and affordable. Peaks in one plan may require corresponding valleys in another plan to be adjusted to manage level of investments in a given year. At times, this may include spreading out a backlog of capital need. Asset management plans will provide asset levels of service and performance, asset life-cycle analysis, risk framework, infrastructure capital need and a financing plan to maintain service levels.

Long-Range Plan: In addition to the consolidated City-Wide Asset Management Plan, the City will develop 20 to 50 year assumptions regarding revenues and other sources of funding, as well as assumptions about the cost of operations. A long-term plan, which the City completed during the second quarter of 2017, provides guidance for making major decisions. Staff will be able to better understand the impact of major financial investments on our capacity in future years, and find answers to significant planning and financial questions.

Each project identified in the capital budget outlines the costs to acquire, improve, repair, replace, construct or extend life of land, buildings, structures, machinery and equipment, software, infrastructure, linear assets, and studies.

The capital budget includes the cost of each capital project and the source of funding, including annual contribution to capital, reserves-capital, reserves-obligatory, government grants, debt financing, and third party recoveries. The annual contribution to capital amount is the portion from the annual property tax levy which is shown as Contribution to Capital within the operating budget. For water and wastewater investments, annual contributions to capital are a portion of annual water/wastewater user fees.



Capital Prioritization Process

The objective of the capital budgeting process is to recommend a plan that addresses highest priority needs based on an enterprise-wide review of risk, service priorities, spending choices and financing options. Capital budget priorities are identified based on an understanding of service priorities and reflect our best available, and still evolving, data about asset condition, service performance, strategic objectives and financing choices. The end result is a capital plan where we deliver on the service promises of recommended projects and we have the resources to deliver the projects on time and on budget.

In order to achieve this, an enterprise-wide tool was created that included the following criteria, in line with the principles of the Enterprise Asset Management Policy:

- Strategic Priority (including link to strategic plan, integration and qualitative return on investment)
- Leveraging Funding Opportunities (including estimated certainty of funding)
- Risk Management (including legislative requirements and health and safety)
- Asset Renewal/Restoration (including life-cycle costing and environmental return on investment)

A multi-disciplinary team was created to review capital budget project proposals and recommend relative priority rankings for all projects to the Executive Leadership Team (ELT). The members of the team took an enterprise-wide view of the recommended projects. The team presented the results to ELT and the basis for the 2020 Capital Budget was formed.

Long-Term Financial Plan

The 2020 to 2029 Long-Term Financial Plan, presented in 2017 and updated annually, contains information about infrastructure investment requirements and financing recommendations. In 2017, it was noted that the Enterprise Asset Management Plan quantified an infrastructure requirement of \$3.1 billion during the duration of the Long-Term Financial Plan. This is in contrast to the \$1.5 billion projected to be spent on capital over the next 10 years. The Plan included a number of strategies designed to assist in decreasing the infrastructure renewal requirement thereby decreasing the gap in capital investment required. These strategies continue to be developed and implemented, as follows:

1. Increase the debt limit to 10% of net revenues to support an increase in allowable debt as the expanded use of debt may represent a strategy of interest.

- Increase to the debt limit was approved in 2017. The use of debt was approved in 2018 for partial reconstruction on Lorne Street, improvements to Municipal Road 35 and the replacement of the Sudbury Community Arena, and in 2019 for a number of bridges as well as The Junction (Library/Art Gallery/Convention/Performance Centre)
- City obtained an AA stable credit rating in 2018 and 2019.
- Debt is proposed to be used in 2020 for various roads and drains projects.

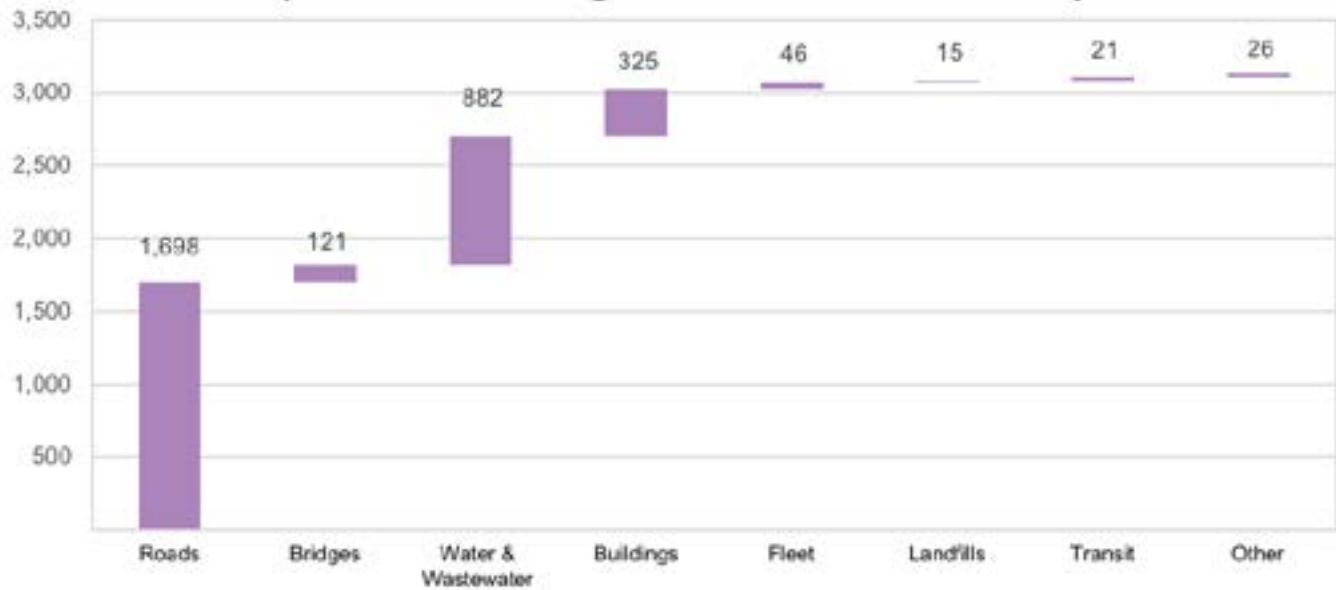
2. Consider the adoption of a five-year capital levy that would be used exclusively for capital purposes (including debt or reserve contributions).

- A multiple year 2% capital levy would provide almost \$90 million over five years and over \$350 million over 10 years. Strategies for use of the levy included to fund debt servicing costs.
- For 2020 staff is recommending a 1.5% special capital levy to be used on the roads infrastructure requirement.

Given the magnitude of the infrastructure renewal requirement, the current low interest rate environment and the relatively low level of current debt, the strategies above will contribute to long-term financial sustainability.



Infrastructure Requirement Over the Next Ten Years (\$ millions) (Per 2016 Long-Term Financial Plan)





2020 Capital Budget

The 2020 Capital Budget recommends capital expenditures of \$162.1 million, compared to \$120.4 million in 2019. This increase is mainly as a result of significant investments in roads, transit, fire and fleet. The 2020 Capital Budget addresses the most critical capital needs relating to road infrastructure and address aging infrastructure. The majority of capital needs continue to be related to the replacement of existing infrastructure in the areas of roads, bridges, water/wastewater, facilities and fleet.

The table below summarizes the overall capital budget by funding sources:

Funding Source	2020	2021	2022	2023	2024	Total	2019 Approved Amounts
Annual Contribution to Capital	37,845,481	35,530,710	18,223,171	15,177,773	10,419,419	117,196,554	40,511,718
User Fees	32,501,592	6,443,285	7,093,285	2,593,285	963,038	49,594,485	30,793,073
Reserves – Capital	16,200,163	8,805,307	3,225,000	330,000	-	28,560,470	16,651,311
Reserves – Obligatory	2,505,097	2,634,902	1,040,000	1,040,000	1,040,000	8,259,999	1,370,738
Government Grants	30,588,281	40,676,821	38,638,401	33,230,441	15,378,730	158,512,674	22,124,505
Debt Financing	42,265,915	17,883,875	18,635,827	18,635,827	15,819,718	113,241,162	6,900,000
Third Party Recoveries	200,000	-	-	-	1,500,000	1,700,000	2,082,717
Total Funding = Total Capital Budget Expenditures	162,106,529	111,974,900	86,855,684	71,007,326	45,120,905	477,065,344	120,434,062

*Reminder that the presentation of the Capital Budget changed in 2019 in comparison to prior years. Since the 2019 capital budget, all capital budgets are on the estimated cash flow spending of individual projects in the year expected to be spent. This means that in approving the projects listed in the annual Capital Budget, all future cash flows are also approved.

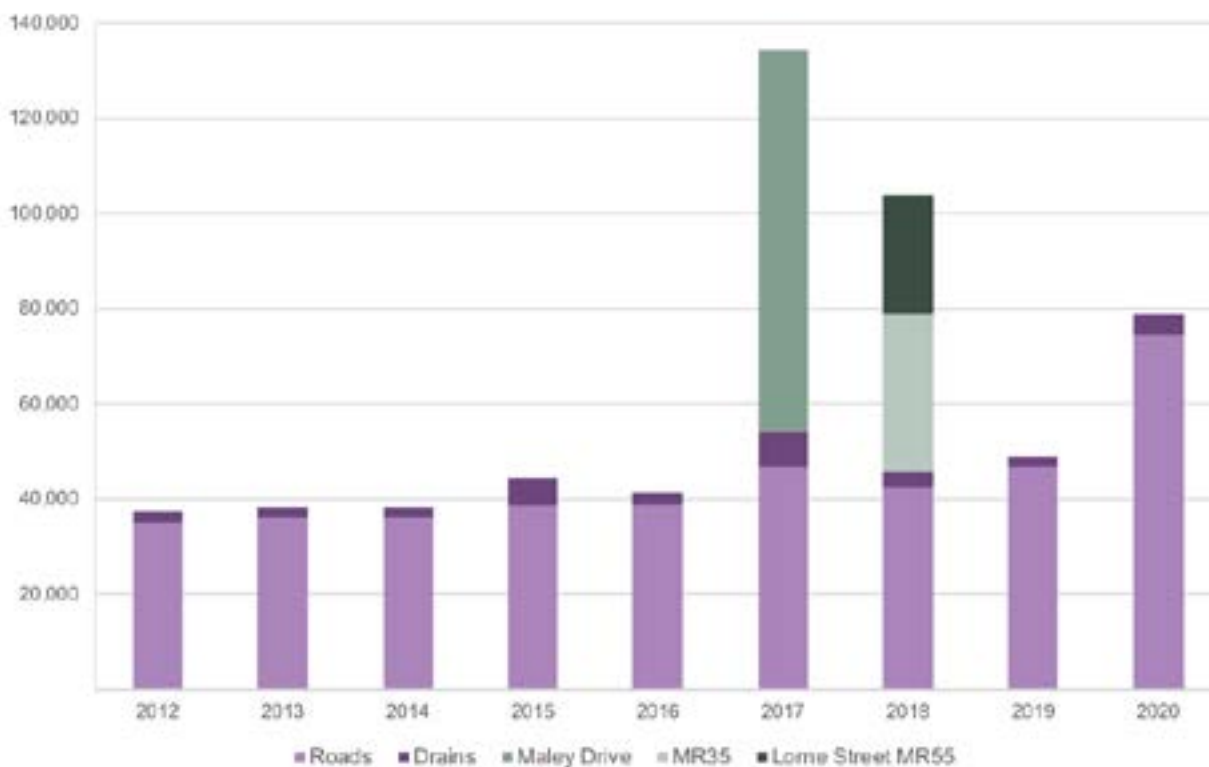


Highlights of 2020 Investment Recommendations

Roads and Drains Capital Budget

The Roads and Drains capital budget is approximately \$79 million and represents almost 49% of the capital budget. This is higher than 2019 investment of \$52.8 million as the 2020 budget includes additional investments in road infrastructure through use of debt financing. These amounts show investments at record levels continue to improve roads in our community.

Roads and Drains Budget History (\$000's)



The Ontario Community Infrastructure Funding (OCIF) of \$9.2 million (not yet confirmed) in 2020, will be used toward various bridges and culverts replacements and rehabilitation such as: Vermilion River Road, High Falls Road, Martindale Road, Moose Mountain Mine Road, Old Soo Road and Spanish River Road.

Federal Gas Tax funds of \$9.2 million are being used to fund rehabilitation and resurfacing of arterial and collector roads throughout the community. A few locations include Auger Avenue, Brady Street, Hill Street, Kelly Lake Road and Valleyview Road.

Some other projects include Maple Street, Wellington Heights, Roy Avenue, Sparks Street, Rita Street, Moxam Landing Road, Goodwill Drive and Bodson Drive. Previous Council approvals include funding for Maley Drive, Municipal Road 35 and partial funding for Lorne Street.



In the Business Case section of this document, there is a request for Council consideration to approve the full Lorne Street project including all related roads, water and wastewater infrastructure. The business case requests additional funding in excess of what was previously approved by Council in 2018, which was based on estimates of federal and provincial funding which has not materialized. As a result, Council passed a resolution requesting a business case to complete Lorne Street without funding from senior levels of government.

Other approvals from the 2019 budget that continue into 2020 and later budget years includes new sidewalks and transportation demand management initiatives.

Drains projects include the McNaughton Terrace Treatment Facility, Countryside Drainage Improvements Phase Two, as well as Junction Creek replacement in Garson.

Water and Wastewater

The capital budget for Water and Wastewater is approximately \$39.1 million. Council has provided direction for a water/wastewater user fee increase of 4.8% in 2020, in line with the revised long-term financial plan for the division.

Some significant projects in Water include watermain priority replacements of \$11.2 million, watermain rehabilitations, watermain valve and water service replacements of \$1.9 million, and well building repairs and upgrades of \$1 million. The locations of these projects include Barry Downe Road, Brady Street, Dell Street, Godfrey Drive and Hyland Drive.

Some of the significant projects in Wastewater include sanitary sewer replacements of \$7.1 million, various lift station upgrades of \$3.0 million, improvements to lagoons, facilities and SCADA systems of \$1.5 million, sanitary sewer system rehabilitation and repair of \$1.3 million as well as the previous funding commitment of \$1.2 million for the upgrades at the Copper Cliff wastewater system.

In 2020, both Water and Wastewater have the automatic meter reading water meters replacement project where each area is contributing \$3.6 million toward this project.

Environmental Services

The Sudbury Landfill site has been allocated \$1.4 million for improvements to the leachate treatment system, landfill gas collection pipes, and access roads and related works. Improvements to the weight scales at the Sudbury and Hanmer landfill sites are also budgeted.

Leisure Services

The capital budget includes an investment of \$2.4 million in leisure facilities and equipment. A few of these projects include building upgrades at the Howard Armstrong Recreation Centre of \$750,000 and the Dowling Leisure Centre of \$250,000, improvements to the parking lot addition to Bell Park (formerly used for St. Joseph's parking lot) of \$559,000 and the Gerry McCrory Countryside Arena project of \$405,000 per year (approved previously). New projects for approval in 2020 include a chiller replacement at the Sudbury Arena (that can be moved to a different arena location at a later time) of \$190,000, and safety upgrades at various arenas of \$104,000.

Greater Sudbury Housing Operations

The capital budget includes investment of \$910,000 for the elevator modernization at 720 Bruce St, and stormwater retention and treatment at 1960 Paris St.



Transit

The transit capital budget of \$7.8 million includes projects that are part of the Investing in Canada Infrastructure Program (ICIP – formerly known as Public Transit Infrastructure Fund PTIF) Transit Stream for which applications have been filed but not yet approved. These include the accelerated bus fleet replacement program of \$6.5 million, major mobility hub detailed design and construction of \$272,000, and the bus rapid transit corridors of \$262,000. These three projects will need additional investment in future years.

Also included is previously committed funding for projects identified in the 2017 Capital Budget from Public Transit Infrastructure Fund (PTIF) Phase One. That 2017 amount funded 50% of project costs and continues to be used for the replacement of buses, software, a transit/fleet garage roof, and other facility replacement and improvement projects. The municipality funded the remaining 50% of these projects with \$1.4 million in Provincial Gas Tax funds, including internal financing being repaid with future Provincial Gas Tax funds of \$3.7 million and funds from contribution to capital. The repayment of these PTIF Phase One projects is shown in the 2020 Capital Budget from Provincial Gas Taxes of \$0.7 million until year 2023.

CAO's Office (Communications/Community Engagement)

The capital budget for this area is \$11.9 million which includes the adjusted cash flow spending of \$11.6 million for The Junction, the previous funding commitment for the South Branch Library, as well as the implementation of a customer service strategy of \$66,000.

During the 2019 budget, Council approved the business case to proceed with The Junction, which is the combined Library/Art Gallery and Convention/Performance Centre that will be located in downtown Sudbury. The overall project cost is \$113 million, of which there is adjusted cash flow spending of \$11.6 million in 2020 pending approval of funding from senior levels of government. If the funds are not approved, then staff will return to Council for options or other funding sources.

Paramedic Services

There will be investments of \$827,000 for assets to provide paramedic services including \$510,000 for ambulances, \$267,000 for emergency response vehicles and \$50,000 for medical equipment.

Fire

The capital budget for Fire is \$2.6 million in 2020, which includes the replacement of two fire engines for \$1.5 million and two fire tankers for \$836,000, a Hazmat vehicle that was approved in the 2019 Budget for \$100,000 and the previous funding commitment for the aerial fire truck that was approved in the 2017 Budget.



Fleet

The 2020 capital budget for Fleet is \$4.8 million for investments in key vehicles and equipment including multi-purpose plow/sander trucks (including one new unit for Maley Drive extension), loaders, ice resurfacer (Zamboni), three bus hoists, specialized vehicles (such as a street sweeper, and two seadoos), and several medium and light duty vehicles.

Facilities

The capital budget for Facilities is \$2.3 million, which includes various projects at Tom Davies Square including improvements to electrical service gear, elevator upgrades at 199 Larch St and 190 Brady St, and asset management and capital planning enhancement software for buildings. It also includes the previous funding commitments for the Tom Davies Square Courtyard renovations. There are significant capital needs for replacements and improvements to various municipal facilities due to age, condition, and health and safety concerns.

Information Technology

The capital budget includes investments in information technology projects for \$3.6 million. The majority relates to projects approved from the 2019 budget with continued cash flow spending in 2020, which include the Customer Relationship Management (CRM) system, the Land Management Information system, Meeting Management Solution and Telecom PBX upgrade for a total of \$2.2 million. One new project recommended is the Modern Employee Tools: Email, Collaboration, Mobility with cash flow spending of \$975,000 in 2020.

Police Headquarters

The Greater Sudbury Police Services Board is reviewing options for a new building, resulting in a \$1.4 million capital investment in 2020. The options and recommendations will be presented in a future budget year. This significant capital project is recommended to be funded by transfers from the Police Capital Financing Reserve Fund, which includes previously approved funding, with the remaining \$65 million (estimated) coming from debt financing of \$3.4 million per year over 30 years.

Annual increases on the property tax levy rates will be spread over 2018 to 2024 where the funds set aside for the annual debt repayments was \$600,000 in 2018, \$900,000 in 2019, and an increase of \$500,000 annually until 2024 to end up with \$3.4 million in 2024. The amount for 2020 is \$1.4 million. Overall, the property tax levy will be increased by a total of \$3.4 million from 2016 through to 2024 in order to fund the debt for this new facility.



Annual Increase to Operating Budget

The capital budget includes new or expanded capital assets and infrastructure that will have an impact on future operating budgets when these assets are completed and placed into service. Increases and decreases in operating costs are due to higher staffing costs, materials, contract services and utilities associated with maintaining the operation and use of these new and expanded assets.

The table below shows a summary of the impact on the operating budget for increased expenses as shown within the project details for the respective “recommended” capital projects.

Capital Budget Area and Project		Estimated Year of Increase	Incremental Operating Costs
Roads	Arterial/Collector Roads Rehabilitation and Resurfacing	2021	14,214
Roads	Lively Sewer Upgrades - Phase 2	2021	2,139
Roads	New Sidewalks	2021	2,188
Emergency Management	EOC Transformation to IMS Model	2021	5,000
Communications	Customer Service Strategy Implementation	2021	59,000
Information Technology	Modern Employee Tools: Email, Collaboration, Mobility	2021	294,000
		2022	370,500
Information Technology	Customer Relationship Management System	2021	100,000
Water	Automatic Meter Reading Water Meters	2023	(684,000)
Total			\$163,041

This table does not include incremental operating costs for “previously approved” projects approved in prior budgets.

The incremental operating costs will be included in the annual base operating budget once the related capital project is complete and in service.



Financing Plan

Government Grants

The 2020 Capital Budget includes approximately \$30.6 million in federal and provincial grants. This amount is mainly from ongoing grants of \$19.7 million, which includes: \$10.2 million from Federal Gas Tax (includes spending of interest earned on past Federal Gas Tax funds received); \$1.5 million from Provincial Gas Tax; as well as \$9.2 million from Ontario Community Infrastructure Funding (OCIF) which is not yet confirmed for 2020. The amount of Provincial Gas Tax funds used in the capital budget varies year-to-year based on the Transit long-term financial plan and will be used to fund part of the projects applied under the Investing in Canada Infrastructure Program (ICIP) for which any approvals would be announced after the Federal election. In 2020, Provincial Gas Tax funds continue to represent the financing repayment for the PTIF Phase One related capital projects approved in the 2017 Capital Budget as well as partial funding for the ICIP transit applications.

One-time funding opportunities of approximately \$9.7 million are estimated from senior levels of government and mainly from Investing in Canada Infrastructure Program (ICIP) for various transit projects of \$5.2 million as well as The Junction project of \$3.2 million. The applications have been filed and any approvals will be announced after the Federal election.

For any capital projects that have estimated grant funding, the projects only commence once the external grant funding has been approved. If the government grant funding is not approved, a future report will be presented to Council for direction on the projects and any other funding sources.

This is an increase from the 2019 Capital Budget mainly due to the ICIP Phase Two estimated funding for the transit related projects, as well as estimated funding for The Junction.



2020 Grants	Gas Tax	ICIP	OCIF	FedNor	NOHFC	CCSF	Total
Federal Grants							
Arterial/Collector Roads Rehabilitation and Resurfacing	9,215,000	-	-	-	-	-	9,215,000
Sewer Priority Replacement and Rehabilitation	960,000	-	-	-	-	-	960,000
Traffic Signal System Renewal	-	28,500	-	-	-	-	28,500
Accelerated Bus Fleet Replacement Program	-	3,270,000	-	-	-	-	3,270,000
Bus Rapid Transit Corridors	-	131,000	-	-	-	-	131,000
Major Mobility Hub Detailed Design and Construction	-	136,000	-	-	-	-	136,000
The Junction	-	2,176,280	-	521,307	-	312,897	3,010,484
Total Federal Grants	10,175,000	5,741,780	-	521,307	-	312,897	16,750,984
Provincial Grants							
Bridges and Culverts Replacement and Rehabilitation	-	-	9,186,000	-	-	-	9,186,000
Traffic Signal System Renewal	-	13,110	-	-	-	-	13,110
Accelerated Bus Fleet Replacement Program	741,000	1,504,200	-	-	-	-	2,245,200
Bus Rapid Transit Corridors	-	60,260	-	-	-	-	60,260
Major Mobility Hub Detailed Design and Construction	-	62,560	-	-	-	-	62,560
Various PTIF Phase 1 - Transit Projects	747,626	-	-	-	-	-	747,626
The Junction	-	1,001,235	-	-	521,307	-	1,522,541
Total Provincial Grants	1,488,626	2,641,365	9,186,000	-	521,307	-	13,837,297
Total Grants	11,663,626	8,383,145	9,186,000	521,307	521,307	312,897	30,588,281

CCSF - Canada Cultural Spaces Fund



Special Capital Levy of 1.5%

The City's first Long-Term Financial Plan from 2002 recommended an annual increase in capital funding of 2.27 per cent from each previous year's property tax levy to address infrastructure requirements. As mentioned in the Long-Term Financial Plan Audit by the Auditor General's Office in 2017, previous Councils approved a separate capital levy for a few years during the mid 2000s, which was then offset by a permanent reduction in the capital envelopes in 2010 and further reductions to capital in 2015.

Consistent with past budgets, staff is providing an option for consideration of Council for an additional capital levy of 1.5%, which would equal an approximate \$4.1 million investment into our infrastructure. If approved, it is recommended that this amount be used to fund specific Road capital projects during 2020. The capital levy is meant to address the infrastructure requirement, including replacement of existing capital assets.

Debt Financing

The total external debt held by the City is among the lowest as a percentage of "own source" (property taxes and user fees) revenues 18.7 per cent compared to an average of 40.9% amongst our comparator municipalities, according to the 2018 BMA Study.

The use of debt financing has been considered and incorporated into the 2020 Capital Budget due to continuous low interest rates, coupled with the City's infrastructure requirement. Furthermore, the City will look to obtain debt financing to fund various projects relating to roads and drains. The amounts detailed in the table below are in addition to the Council approvals of financing plans included in prior budgets:

- 2017 \$5 million (capital contribution to Place des Arts)
- 2018 \$130.8 million (Event Centre, MR35, Lorne Street, and Playground Revitalization)
- 2019 \$75 million (The Junction, bridges, culvert)

With the inclusion of the above projects the debt as a percentage of "own source" revenue noted above would rise to 69.9 per cent, which is above the median 40.9% of comparator municipalities.

The table below shows new debt financing amounts as a result of the "recommended" capital projects in the 2020 capital budget. The debt is mainly to increase the level of investments in roads. It does not include any debt as a result of projects approved in prior budget years.

Projects	Term	Assumed Interest Rate	Debt Financing Amount		Total	Total with Interest
			2020	2021		
Roads	30 years	3.00%	\$32,650,000	\$10,000,000	\$42,650,000	\$65,400,000
Drains	30 years	3.00%	\$2,500,000	-	\$2,500,000	\$3,900,000
Total			\$35,150,000	\$10,000,000	\$45,150,000	\$69,300,000

In accordance with the Debt Management Policy, any decrease in annual debt repayments shall be offset by a corresponding increase in the annual contribution to Capital. Therefore, it will not have any impact on the Operating budget as the funding has been reallocated from the capital budget and will be returned to the capital budget to address the City's infrastructure deficit.

The annual debt repayment has been rounded by an insignificant amount for display purposes.

Please refer to the Budget Overview tab for additional information on Debt Financing.



Water/Wastewater Capital Budget

Please note that detailed financial information on Water/Wastewater capital budget can be found at the Water/Wastewater tab of this document.



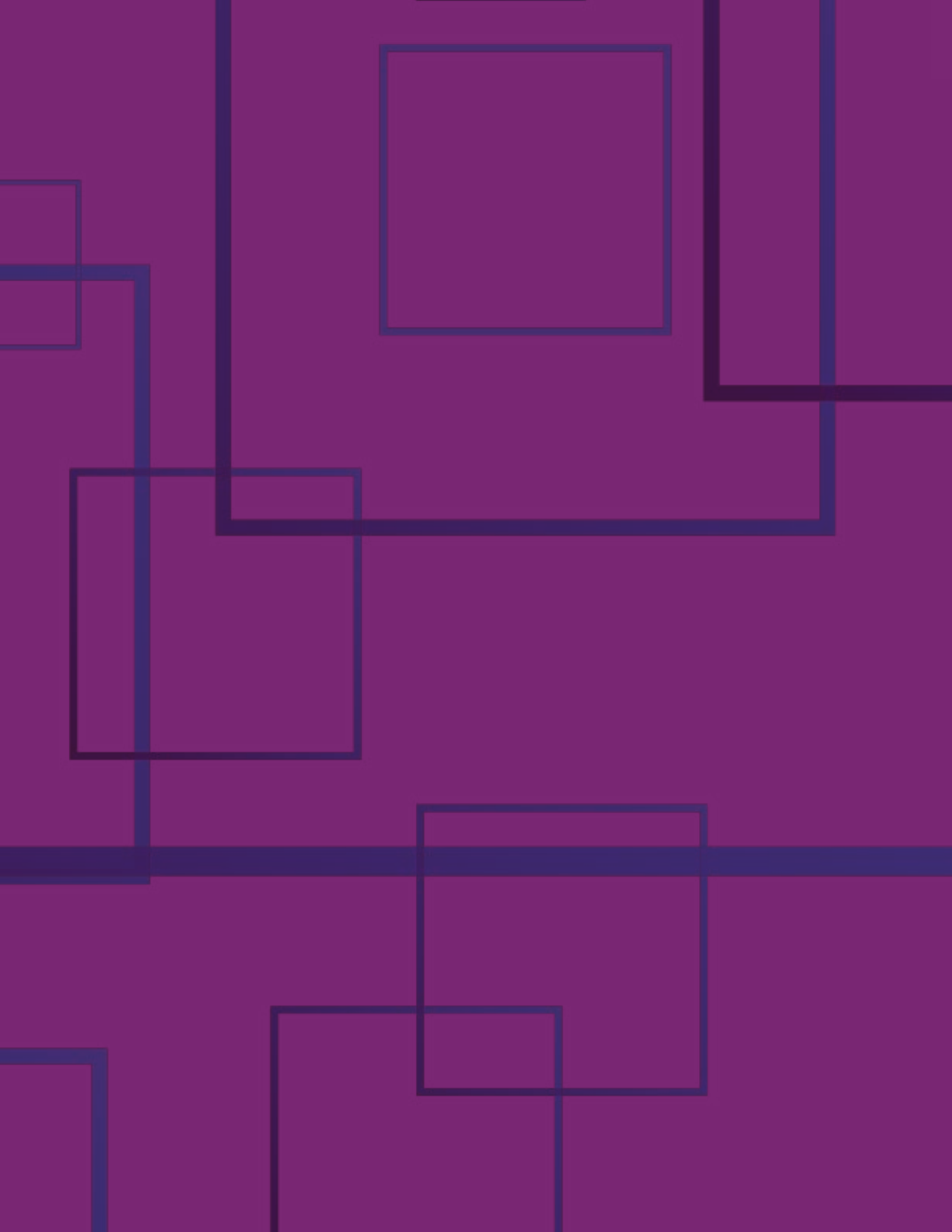
2020 Capital Project Funding Summary by Year

Recommended Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	37,845,481	35,530,710	18,223,171	15,177,773	10,419,419	56,631,482	173,828,037
User Fees	32,501,592	6,443,285	7,093,285	2,593,285	963,038	963,038	50,557,523
Capital Reserves	16,200,163	8,805,307	3,225,000	330,000	-	-	28,560,469
Obligatory Reserves	2,315,097	2,444,902	850,000	850,000	850,000	-	7,309,999
Development Charges	190,000	190,000	190,000	190,000	190,000	1,770,000	2,720,000
Federal Grant	16,750,984	23,387,697	19,221,370	22,275,370	9,971,038	8,298,000	99,904,460
Provincial Grant	13,837,297	17,289,123	19,417,031	10,955,071	5,407,692	5,306,080	72,212,294
Recoveries	200,000	-	-	-	1,500,000	-	1,700,000
Debt	42,265,915	17,883,875	18,635,827	18,635,827	15,819,718	-	113,241,162
Total	162,106,529	111,974,900	86,855,684	71,007,326	45,120,905	72,968,600	550,033,944

Department	2020	2021	2022	2023	2024	Beyond 2024	Total
GROWTH & INFRASTRUCTURE							
INFRASTRUCTURE CAPITAL PLANNING							
ROADS							
Annual Contribution to Capital	22,258,915	26,285,308	10,912,251	4,346,678	4,235,320	45,959,320	113,997,792
Obligatory Reserves	850,000	850,000	850,000	850,000	850,000	-	4,250,000
Federal Grant	9,243,500	10,082,500	1,492,000	456,500	357,500	-	21,632,000
Provincial Grant	9,199,110	9,469,590	9,412,320	209,990	164,450	-	28,455,460
Recoveries	200,000	-	-	-	-	-	200,000
Debt	32,650,000	10,000,000	-	-	-	-	42,650,000
	74,401,525	56,687,398	22,666,571	5,863,168	5,607,270	45,959,320	211,185,252
DRAINS							
Annual Contribution to Capital	1,646,071	250,000	250,000	4,115,546	3,250,000	250,000	9,761,617
Obligatory Reserves	428,929	-	-	-	-	-	428,929
Debt	2,500,000	-	-	-	-	-	2,500,000
	4,575,000	250,000	250,000	6,595,546	5,250,000	250,000	17,170,546
TOTAL - INFRASTRUCTURE CAPITAL PLANNING	78,976,525	56,937,398	22,916,571	12,458,714	10,857,270	46,209,320	228,355,798
WATER/WASTEWATER							
WATER							
User Fees	16,212,845	-	1,000,000	-	-	-	17,212,845
Capital Reserves	3,024,655	3,550,000	1,425,000	-	-	-	7,999,655
	19,237,500	3,550,000	2,425,000	-	-	-	25,212,500
WASTEWATER							
User Fees	16,288,747	6,443,285	6,093,285	2,593,285	963,038	963,038	33,344,678
Capital Reserves	2,600,000	3,550,000	1,425,000	-	-	-	7,575,000
Federal Grant	960,000	-	-	-	-	-	960,000
	19,848,747	9,993,285	7,518,285	2,593,285	963,038	963,038	41,879,678
TOTAL - WATER/WASTEWATER	39,086,247	13,543,285	9,943,285	2,593,285	963,038	963,038	67,092,178
ENVIRONMENTAL SERVICES							
Annual Contribution to Capital	1,354,500	700,000	-	-	-	-	2,054,500
TOTAL - ENVIRONMENTAL SERVICES	1,354,500	700,000	-	-	-	-	2,054,500
TOTAL - GROWTH & INFRASTRUCTURE	119,417,272	71,180,683	32,859,856	15,051,999	11,820,308	47,172,358	297,502,476
COMMUNITY DEVELOPMENT							
HOUSING OPERATIONS							
Annual Contribution to Capital	910,000	-	-	-	-	-	910,000
TOTAL - HOUSING OPERATIONS	910,000	-	-	-	-	-	910,000
LONG TERM CARE - SENIOR SERVICES							
Annual Contribution to Capital	39,000	-	-	-	-	-	39,000
TOTAL - LONG TERM CARE - SENIOR SERVICES	39,000	-	-	-	-	-	39,000
LEISURE SERVICES							
Annual Contribution to Capital	2,147,732	364,932	294,732	294,732	294,732	3,242,052	6,638,912
Capital Reserves	175,000	45,000	45,000	-	-	-	265,000
Development Charges	110,000	110,000	110,000	110,000	110,000	1,210,000	1,760,000
Federal Grant	-	130,000	-	-	-	-	130,000
Provincial Grant	-	59,800	-	-	-	-	59,800
TOTAL - LEISURE SERVICES	2,432,732	709,732	449,732	404,732	404,732	4,452,052	8,853,712
HEALTHY COMMUNITY INITIATIVES							
Annual Contribution to Capital	600,000	600,000	600,000	600,000	600,000	2,628,393	5,628,393
TOTAL - HEALTHY COMMUNITY INITIATIVES	600,000	600,000	600,000	600,000	600,000	2,628,393	5,628,393
TRANSIT SERVICES							
Annual Contribution to Capital	1,168,980	1,896,630	4,579,890	5,449,020	1,667,570	2,991,920	17,754,010
Federal Grant	3,537,000	4,884,500	9,853,500	11,463,000	5,845,500	8,298,000	43,881,500
Provincial Grant	3,115,646	3,735,496	6,021,236	6,761,606	4,177,930	5,306,080	29,117,994
TOTAL - TRANSIT SERVICES	7,821,626	10,516,626	20,454,626	23,673,626	11,691,000	16,596,000	90,753,504
TOTAL - COMMUNITY DEVELOPMENT	11,803,358	11,826,358	21,504,358	24,678,358	12,695,732	23,676,445	106,184,609
CAO AND COMMUNICATIONS							
CITIZEN SERVICES							
Annual Contribution to Capital	198,000	198,000	198,000	198,000	198,000	1,386,000	2,376,000
Development Charges	80,000	80,000	80,000	80,000	80,000	560,000	960,000
Federal Grant	3,010,484	8,290,697	7,875,870	7,875,870	1,768,038	-	28,820,960



Department	2020	2021	2022	2023	2024	Beyond 2024	Total
Provincial Grant	1,522,541	4,024,237	3,983,475	3,983,475	1,065,312	-	14,579,040
Recoveries	-	-	-	-	1,500,000	-	1,500,000
Debt	7,115,915	7,883,875	18,635,827	18,635,827	15,819,718	-	68,091,162
TOTAL - CITIZEN SERVICES	11,926,940	20,476,810	30,773,172	30,773,172	20,431,068	1,946,000	116,327,162
COMMUNICATIONS							
Annual Contribution to Capital	66,300	-	-	-	-	-	66,300
TOTAL - COMMUNICATIONS	66,300	-	-	-	-	-	66,300
TOTAL - CAO AND COMMUNICATIONS	11,993,240	20,476,810	30,773,172	30,773,172	20,431,068	1,946,000	116,393,462
COMMUNITY SAFETY							
PARAMEDIC SERVICES							
Capital Reserves	827,000	-	-	-	-	-	827,000
TOTAL - PARAMEDIC SERVICES	827,000	-	-	-	-	-	827,000
FIRE SERVICES							
Annual Contribution to Capital	2,565,797	173,797	173,797	173,797	173,797	173,797	3,434,782
TOTAL - FIRE SERVICES	2,565,797	173,797	173,797	173,797	173,797	173,797	3,434,782
EMERGENCY MANAGEMENT							
Annual Contribution to Capital	811,233	681,233	200,000	-	-	-	1,692,466
TOTAL - EMERGENCY MANAGEMENT	811,233	681,233	200,000	-	-	-	1,692,466
TOTAL - COMMUNITY SAFETY	4,204,030	855,030	373,797	173,797	173,797	173,797	5,954,248
CORPORATE SERVICES							
INFORMATION TECHNOLOGY							
Annual Contribution to Capital	2,001,119	1,160,976	100,000	-	-	-	3,262,095
Capital Reserves	155,041	-	-	-	-	-	155,041
Obligatory Reserves	1,036,168	1,594,902	-	-	-	-	2,631,070
TOTAL - INFORMATION TECHNOLOGY	3,192,328	2,755,878	100,000	-	-	-	6,048,206
ASSET AND FLEET SERVICES							
FACILITIES							
Annual Contribution to Capital	2,077,834	3,219,834	914,501	-	-	-	6,212,170
Capital Reserves	191,667	379,667	-	-	-	-	571,333
	2,269,501	3,599,501	914,501	-	-	-	6,783,503
FLEET							
Capital Reserves	4,762,000	-	-	-	-	-	4,762,000
	4,762,000	-	-	-	-	-	4,762,000
TOTAL - ASSET AND FLEET SERVICES	7,031,501	3,599,501	914,501	-	-	-	11,545,503
SECURITY & BY-LAW							
PARKING							
Capital Reserves	515,000	330,000	330,000	330,000	-	-	1,505,000
	515,000	330,000	330,000	330,000	-	-	1,505,000
TOTAL - SECURITY & BY-LAW	515,000	330,000	330,000	330,000	-	-	1,505,000
TOTAL - CORPORATE SERVICES	10,738,829	6,685,379	1,344,501	330,000	-	-	19,098,709
POLICE SERVICES							
POLICE							
Capital Reserves	2,899,160	-	-	-	-	-	2,899,160
	2,899,160	-	-	-	-	-	2,899,160
COMMUNICATIONS INFRASTRUCTURE							
Capital Reserves	1,050,640	950,640	-	-	-	-	2,001,280
	1,050,640	950,640	-	-	-	-	2,001,280
TOTAL - POLICE SERVICES	3,949,800	950,640	-	-	-	-	4,900,440
GRAND TOTAL	162,106,529	111,974,900	86,855,684	71,007,326	45,120,905	72,968,600	550,033,944



2020 Capital Project List

R - Recommended, P - Previous Council Approvals (shaded) - in thousands

Page	Capital Project	Capital Project Cost							Total Recommended Funding									Index
		Total Project	2020	2021	2022	2023	2024	Beyond	Total Funding	Annual Contribution to Capital	Capital Reserves	Obligatory Reserves	Development Charges	Federal Grant	Provincial Grant	Recoveries	Debt	
	GROWTH & INFRASTRUCTURE																	
	INFRASTRUCTURE CAPITAL PLANNING																	
	ROADS																	
397	Annual Recurring Road Programs & Projects	5,075	5,075	-	-	-	-	-	5,075	4,475	-	-	-	-	-	-	600	R
398	Arterial/Collector Roads Rehabilitation & Resurfacing	23,450	14,450	9,000	-	-	-	-	23,450	5,235	-	-	-	18,215	-	-	-	P
399	Arterial/Collector Roads Rehabilitation & Resurfacing	35,315	10,265	24,050	1,000	-	-	-	35,315	14,534	-	-	-	1,466	-	-	19,315	R
400	Bridges & Culverts Replacement & Rehabilitation	15,600	12,000	1,800	1,800	-	-	-	15,600	2,614	-	-	-	-	12,786	200	-	P
401	Bridges & Culverts Replacement & Rehabilitation	17,650	7,000	2,800	7,850	-	-	-	17,650	464	-	-	-	-	10,186	-	7,000	R
402	Capital Project Delivery Resources	717	234	239	244	-	-	-	717	717	-	-	-	-	-	-	-	P
402	Complete Streets Design Guidelines	50	50	-	-	-	-	-	50	50	-	-	-	-	-	-	-	P
403	Cycling Infrastructure	4,500	750	750	750	750	750	750	4,500	4,500	-	-	-	-	-	-	-	P
403	GIS Database & As-built Drawing Updates	773	233	238	244	58	-	-	773	773	-	-	-	-	-	-	-	P
404	Lively Sewer Upgrades - Phase 2	8,400	3,400	1,000	4,000	-	-	-	8,400	5,000	-	-	-	-	-	-	3,400	R
405	Local Roads Rehabilitation & Resurfacing	5,270	5,270	-	-	-	-	-	5,270	-	-	-	-	-	-	-	5,270	R
405	Lorne Street (MR55)	10,616	559	559	559	559	559	7,823	10,616	10,616	-	-	-	-	-	-	-	P
406	Maley Drive Extension	5,322	2,285	2,285	753	-	-	-	5,322	5,322	-	-	-	-	-	-	-	P
406	MR35	46,404	1,934	1,934	1,934	1,934	1,934	36,737	46,404	46,404	-	-	-	-	-	-	-	P
407	New Sidewalks	3,600	600	600	600	600	600	600	3,600	3,600	-	-	-	-	-	-	-	P
407	Road & Water/Wastewater Improvements	3,780	450	3,330	-	-	-	-	3,780	1,820	-	-	-	-	3,330	-	-	P
408	Road & Water/Wastewater Improvements	8,690	3,340	5,350	-	-	-	-	8,690	4,094	-	-	-	-	1,256	-	3,340	R
409	Sidewalks - Existing Repairs	400	400	-	-	-	-	-	400	400	-	-	-	-	-	-	-	R
409	Subdivision Surface Asphalt	5,000	1,000	1,000	1,000	1,000	1,000	-	5,000	750	-	4,250	-	-	-	-	-	P
410	Surface Treatment	5,000	5,000	-	-	-	-	-	5,000	1,275	-	-	-	-	-	-	3,725	R
411	Traffic Signal System Renewal	3,902	57	1,233	984	913	715	-	3,902	1,054	-	-	-	1,951	897	-	-	P
412	Transportation Demand Management	300	50	50	50	50	50	50	300	300	-	-	-	-	-	-	-	P
	TOTAL - ROADS	209,815	74,402	56,217	21,767	5,863	5,607	45,959	209,815	113,998	-	4,250	-	21,632	28,455	200	42,650	
	DRAINS																	
412	Countryside Drainage Improvements - Phase 2	1,200	1,200	-	-	-	-	-	1,200	771	-	429	-	-	-	-	-	P
413	Disaster Mitigation & Adaptation Fund	11,346	-	-	-	6,346	5,000	-	11,346	6,866	-	-	-	4,480	-	-	-	R
413	Junction Creek Improvements - Garson	475	475	-	-	-	-	-	475	475	-	-	-	-	-	-	-	R
414	McNaughton Terrace Treatment Facility	2,500	2,500	-	-	-	-	-	2,500	-	-	-	-	-	-	-	2,500	P
414	Stormwater Compliance	150	150	-	-	-	-	-	150	150	-	-	-	-	-	-	-	R
415	Subwatershed Planning	1,500	250	250	250	250	250	250	1,500	1,500	-	-	-	-	-	-	-	P
	TOTAL - DRAINS	17,171	4,575	250	250	6,596	5,250	250	17,171	9,762	-	429	-	4,480	-	-	2,500	
	TOTAL - INFRASTRUCTURE CAPITAL PLANNING	226,986	78,977	56,467	22,017	12,459	10,857	46,209	226,986	123,759	-	4,679	-	26,112	28,455	200	45,150	
	ENVIRONMENTAL SERVICES																	
415	Sudbury Landfill - Leachate Treatment System	555	555	-	-	-	-	-	555	555	-	-	-	-	-	-	-	P
416	Sudbury Landfill - Upgrades	1,260	560	700	-	-	-	-	1,260	1,260	-	-	-	-	-	-	-	R
416	Hanmer & Sudbury Landfill - Scale Work	240	240	-	-	-	-	-	240	240	-	-	-	-	-	-	-	R
	TOTAL - ENVIRONMENTAL SERVICES	2,055	1,355	700	-	-	-	-	2,055	2,055	-	-	-	-	-	-	-	
	TOTAL - GROWTH & INFRASTRUCTURE	229,040	80,331	57,167	22,017	12,459	10,857	46,209	229,040	125,814	-	4,679	-	26,112	28,455	200	45,150	
	COMMUNITY DEVELOPMENT																	
	HOUSING OPERATIONS																	
417	720 Bruce Street - Elevator Modernization	360	360	-	-	-	-	-	360	360	-	-	-	-	-	-	-	R
417	1960 Paris Street - Stormwater Retention & Treatment	550	550	-	-	-	-	-	550	550	-	-	-	-	-	-	-	R
	TOTAL - HOUSING OPERATIONS	910	910	-	-	-	-	-	910	910	-	-	-	-	-	-	-	
	LONG TERM CARE - SENIOR SERVICES																	
418	Floor Lift Replacements	39	39	-	-	-	-	-	39	39	-	-	-	-	-	-	-	R
	TOTAL - LONG TERM CARE - SENIOR SERVICES	39	39	-	-	-	-	-	39	39	-	-	-	-	-	-	-	
	LEISURE SERVICES																	
418	Civic Mausoleum Phase 5	135	45	45	45	-	-	-	135	-	135	-	-	-	-	-	-	P
419	Dowling Leisure Centre Roof	250	250	-	-	-	-	-	250	250	-	-	-	-	-	-	-	P
419	Gerry McCrory Countryside Arena	6,476	405	405	405	405	405	4,452	6,476	4,716	-	-	1,760	-	-	-	-	P
420	HARC - Roof, HVAC, Doors, Windows	750	750	-	-	-	-	-	750	750	-	-	-	-	-	-	-	P
420	Park Equipment	130	130	-	-	-	-	-	130	-	130	-	-	-	-	-	-	R
421	St. Joseph's Parking Lot Redevelopment - Phase 2	819	559	260	-	-	-	-	819	629	-	-	-	130	60	-	-	P
422	Sudbury Arena - Chiller Replacement	190	190	-	-	-	-	-	190	190	-	-	-	-	-	-	-	R
422	Various Arenas - Safety Upgrades	104	104	-	-	-	-	-	104	104	-	-	-	-	-	-	-	R
	TOTAL - LEISURE SERVICES	8,854	2,433	710	450	405	405	4,452	8,854	6,639	265	-	1,760	130	60	-	-	
	HEALTHY COMMUNITY INITIATIVES																	
423	Healthy Community Initiatives	2,700	450	450	450	450	450	450	2,700	2,700	-	-	-	-	-	-	-	P
423	Playground Revitalization	2,928	150	150	150	150	150	2,178	2,928	2,928	-	-	-	-	-	-	-	P
	TOTAL - HEALTHY COMMUNITY INITIATIVES	5,628	600	600	600	600	600	2,628	5,628	5,628	-	-	-	-	-	-	-	
	TRANSIT SERVICES																	
424	Accelerated Bus Fleet Replacement Program	34,419	6,540	4,474	4,130	4,130	3,787	11,358	34,419	3,818	-	-	-	17,210	13,392	-	-	R
424	Bus Rapid Transit Corridors	26,188	262	3,666	4,714	5,761	6,547	5,238	26,188	6,604	-	-	-	13,094	6,490	-	-	R
425	Major Mobility Hub Detailed Design & Construction	27,156	272	1,629	10,863	13,035	1,357	-	27,156	7,332	-	-	-	13,578	6,246	-	-	R
425	Various PTIF Phase 1 - Transit Projects	2,991	748	748	748	748	-	-	2,991	-	-	-	-	-	2,991	-	-	P
	TOTAL - TRANSIT SERVICES	90,754	7,822	10,517	20,455	23,674	11,691	16,596	90,754	17,754	-	-	-	43,882	29,118	-	-	
	TOTAL - COMMUNITY DEVELOPMENT	106,185	11,803	11,826	21,504	24,678	12,696	23,676	106,185	30,970	265	-	1,760	44,012	29,178	-	-	
	CAO AND COMMUNICATIONS																	
	CITIZEN SERVICES																	
426	South Branch Library	3,336	278	278	278	278	278	1,946	3,336	2,376	-	-	960	-	-	-	-	P
427	The Junction	112,991	11,649	20,199	30,495	30,495	20,153	-	112,991	-	-	-	-	28,821	14,579	1,500	68,091	P
	TOTAL - CITIZEN SERVICES	116,327	11,927	20,477	30,773	30,773	20,431	1,946	116,327	2,376	-	-	960	28,821	14,579	1,500	68,091	
	COMMUNICATIONS																	
428	Customer Service Strategy Implementation	66	66	-	-	-	-	-	66	66	-	-	-	-	-	-	-	R
	TOTAL - COMMUNICATIONS	66	66	-	-	-	-	-	66	66	-	-	-	-	-	-	-	
	TOTAL - CAO AND COMMUNICATIONS	116,393	11,993	20,477	30,773	30,773	20,431	1,946	116,393	2,442	-	-	960	28,821	14,579	1,500	68,091	

2020 Capital Project List

R - Recommended, P - Previous Council Approvals (shaded) - in thousands

		Capital Project Cost							Total Recommended Funding									
Page	Capital Project	Total Project	2020	2021	2022	2023	2024	Beyond	Total Funding	Annual Contribution to Capital	Capital Reserves	Obligatory Reserves	Development Charges	Federal Grant	Provincial Grant	Recoveries	Debt	Index
	COMMUNITY SAFETY																	
	PARAMEDIC SERVICES																	
428	Ambulances	510	510	-	-	-	-	-	510	-	510	-	-	-	-	-	-	R
429	Emergency Response Vehicles	267	267	-	-	-	-	-	267	-	267	-	-	-	-	-	-	R
429	Medical Equipment	50	50	-	-	-	-	-	50	-	50	-	-	-	-	-	-	R
	TOTAL - PARAMEDIC SERVICES	827	827	-	-	-	-	-	827	-	827	-	-	-	-	-	-	
	FIRE SERVICES																	
430	Aerial Truck	1,043	174	174	174	174	174	174	1,043	1,043	-	-	-	-	-	-	-	P
430	Fire Engine Replacement	1,456	1,456	-	-	-	-	-	1,456	1,456	-	-	-	-	-	-	-	R
431	Fire Tanker Replacement	836	836	-	-	-	-	-	836	836	-	-	-	-	-	-	-	R
431	HAZMat Vehicle	100	100	-	-	-	-	-	100	100	-	-	-	-	-	-	-	P
	TOTAL - FIRE SERVICES	3,435	2,566	174	174	174	174	174	3,435	3,435	-	-	-	-	-	-	-	
	EMERGENCY MANAGEMENT																	
432	Emergency Operations Centre Transformation	30	30	-	-	-	-	-	30	30	-	-	-	-	-	-	-	R
433	Community Safety Station Revitalization	800	350	250	200	-	-	-	800	800	-	-	-	-	-	-	-	R
434	Lionel E. Lalonde Centre Improvements	862	431	431	-	-	-	-	862	862	-	-	-	-	-	-	-	P
	TOTAL - EMERGENCY MANAGEMENT	1,692	811	681	200	-	-	-	1,692	1,692	-	-	-	-	-	-	-	
	TOTAL - COMMUNITY SAFETY	5,954	4,204	855	374	174	174	174	5,954	5,127	827	-	-	-	-	-	-	
	CORPORATE SERVICES																	
	INFORMATION TECHNOLOGY																	
435	Customer Relationship Management System	600	600	-	-	-	-	-	600	600	-	-	-	-	-	-	-	P
436	Land Management Information System - Phase 1	3,266	1,286	1,980	-	-	-	-	3,266	635	-	2,631	-	-	-	-	-	P
437	Meeting Management Solution	256	256	-	-	-	-	-	256	256	-	-	-	-	-	-	-	P
438	Modern Employee Tools: Email, Collaboration, Mobility	1,851	975	776	100	-	-	-	1,851	1,696	155	-	-	-	-	-	-	R
439	Telecom PBX Upgrade	75	75	-	-	-	-	-	75	75	-	-	-	-	-	-	-	P
	TOTAL - INFORMATION TECHNOLOGY	6,048	3,192	2,756	100	-	-	-	6,048	3,262	155	2,631	-	-	-	-	-	
	ASSET AND FLEET SERVICES																	
	FACILITIES																	
439	199 Larch & 190 Brady - Elevator Upgrades	350	350	-	-	-	-	-	350	175	175	-	-	-	-	-	-	R
440	Asset Management & Capital Planning Enhancement	260	260	-	-	-	-	-	260	260	-	-	-	-	-	-	-	R
440	AODA Assessment & Reports	700	-	350	350	-	-	-	700	700	-	-	-	-	-	-	-	P
441	BCA & DSS Reports	475	-	300	175	-	-	-	475	475	-	-	-	-	-	-	-	P
442	Tom Davies Square - Courtyard	1,169	390	390	390	-	-	-	1,169	1,169	-	-	-	-	-	-	-	P
442	Tom Davies Square - Electrical Service Gear	2,630	1,220	1,410	-	-	-	-	2,630	2,630	-	-	-	-	-	-	-	P
443	Tom Davies Square - Fire Alarm System	1,100	-	1,100	-	-	-	-	1,100	737	363	-	-	-	-	-	-	P
444	Tom Davies Square - Security System & Lighting	100	50	50	-	-	-	-	100	67	33	-	-	-	-	-	-	P
	TOTAL - FACILITIES	6,784	2,270	3,600	915	-	-	-	6,784	6,212	571	-	-	-	-	-	-	
	FLEET																	
444	Heavy Duty Equipment	710	710	-	-	-	-	-	710	-	710	-	-	-	-	-	-	R
445	Heavy Duty Trucks	1,460	1,460	-	-	-	-	-	1,460	-	1,460	-	-	-	-	-	-	R
445	Hoist Replacement	300	300	-	-	-	-	-	300	-	300	-	-	-	-	-	-	R
446	Ice Resurfacers	125	125	-	-	-	-	-	125	-	125	-	-	-	-	-	-	R
446	Light Duty Vehicles	460	460	-	-	-	-	-	460	-	460	-	-	-	-	-	-	R
447	Medium Duty Vehicles	920	920	-	-	-	-	-	920	-	920	-	-	-	-	-	-	R
447	Shelving Improvements	12	12	-	-	-	-	-	12	-	12	-	-	-	-	-	-	R
448	Specialized & Miscellaneous Vehicles	775	775	-	-	-	-	-	775	-	775	-	-	-	-	-	-	R
	TOTAL - FLEET	4,762	4,762	-	-	-	-	-	4,762	-	4,762	-	-	-	-	-	-	
	TOTAL - ASSET AND FLEET SERVICES	11,546	7,032	3,600	915	-	-	-	11,546	6,212	5,333	-	-	-	-	-	-	
	SECURITY & BY-LAW																	
	PARKING																	
448	Parking Lot Improvements	135	135	-	-	-	-	-	135	-	135	-	-	-	-	-	-	R
449	Tom Davies Square - Courtyard - Parking	1,320	330	330	330	330	-	-	1,320	-	1,320	-	-	-	-	-	-	P
449	Tom Davies Square - Underground Lighting	50	50	-	-	-	-	-	50	-	50	-	-	-	-	-	-	P
	TOTAL - PARKING	1,505	515	330	330	330	-	-	1,505	-	1,505	-	-	-	-	-	-	
	TOTAL - SECURITY & BY-LAW	1,505	515	330	330	330	-	-	1,505	-	1,505	-	-	-	-	-	-	
	TOTAL - CORPORATE SERVICES	19,099	10,739	6,685	1,345	330	-	-	19,099	9,474	6,993	2,631	-	-	-	-	-	
	POLICE SERVICES																	
	POLICE																	
450	Automation	208	208	-	-	-	-	-	208	-	208	-	-	-	-	-	-	R
450	Communications	170	170	-	-	-	-	-	170	-	170	-	-	-	-	-	-	R
451	Leasehold Improvements	112	112	-	-	-	-	-	112	-	112	-	-	-	-	-	-	R
451	Police Equipment & Supplies	125	125	-	-	-	-	-	125	-	125	-	-	-	-	-	-	R
452	Police Fleet	858	858	-	-	-	-	-	858	-	858	-	-	-	-	-	-	R
453	Renovations	1,400	1,400	-	-	-	-	-	1,400	-	1,400	-	-	-	-	-	-	R
453	Security	25	25	-	-	-	-	-	25	-	25	-	-	-	-	-	-	R
	TOTAL - POLICE	2,899	2,899	-	-	-	-	-	2,899	-	2,899	-	-	-	-	-	-	
	COMMUNICATIONS INFRASTRUCTURE																	
453	Communication Infrastructure	1,901	951	-	-	-	-	-	1,901	-	1,901	-	-	-	-	-	-	P
454	Next Generation 911	100	100	-	-	-	-	-	100	-	100	-	-	-	-	-	-	P
	TOTAL - COMMUNICATIONS INFRASTRUCTURE	2,001	1,051	951	-	-	-	-	2,001	-	2,001	-	-	-	-	-	-	
	TOTAL - POLICE SERVICES	4,900	3,950	951	-	-	-	-	4,900	-	4,900	-	-	-	-	-	-	
	TOTAL CAPITAL REQUEST	481,572	123,020	97,962	76,012	68,414	44,158	72,006	481,572	173,828	12,986	7,310	2,720	98,944	72,212	1,700	113,241	



2020 Capital Project Details

Project Title: Annual Recurring Road Programs and Projects **Project Type:** Recommended
Asset Class: Roads Infrastructure **Department:** Roads

Summary: This program includes annual recurring road projects including road safety initiatives and installation of pedestrian crossovers, upgrading and installation of streetlights, improvements to railway crossings, large asphalt patches, contribution to the consultant guidelines project and pavement management program.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 5,075,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,075,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 4,475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,475,000
Debt	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Total	\$ 5,075,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,075,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Arterial/Collector Roads Rehabilitation and Resurfacing **Project Type:** Previously Approved
Asset Class: Roads Infrastructure **Department:** Roads

Summary: This program includes resurfacing or rehabilitation of construction in 2020 for the following arterial/collector roads:

- Auger Avenue from Hawthorne Drive to Falconbridge Highway
- Brady Street from Underpass to Keziah Court
- Hill Street from Hwy 17 to Dryden Road East
- Kelly Lake Road from Copper Street to Junction Creek Bridge
- Notre Dame Avenue from Dominion Drive to Oscar Street
- Valleyview Road from Martin Road to St. Laurent Street
- Walford Road from Regent Street to Paris Street

This project also includes resurfacing or rehabilitation of construction in 2021 for the following arterial/collector roads:

- MR15 from 600m West of St. Laurent Street to Montee Principale
- Kingsway from Barry Downe Road to Falconbridge Highway

This program was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below, as well as additional funding required to complete the projects based on updated estimates.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	Previously Committed	\$ 10,320,000	\$ 6,050,000	\$ -	\$ -	\$ -	\$ -	\$ 16,370,000
Expenses	Additional Request	\$ 4,130,000	\$ 2,950,000	\$ -	\$ -	\$ -	\$ -	\$ 7,080,000
	Total	\$ 14,450,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ 23,450,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
	Annual Contribution to Capital	\$ 5,235,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,235,000
	Federal Grant Gas Tax	\$ 9,215,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ 18,215,000
	Total	\$ 14,450,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ 23,450,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
	Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Arterial/Collector Roads Rehabilitation and Resurfacing **Project Type:** Recommended
Asset Class: Roads Infrastructure **Department:** Roads

Summary: This program includes design and construction costs for resurfacing or rehabilitation in 2020 of the following arterial/collector roads:

- Desmarais Road from Gravel Drive to Talon Street
- Frood Road from Elm Street to College Street
- MR55 from 185m East Koti Road to Horizon Drive
- MR80 from Maley Drive to McCrea Heights (patching)
- Ramsey Lake Road from Paris Street to South Bay Road
- Skead Road from MR85 to Airport Terminal Road

This program also includes design costs in 2020 for resurfacing or rehabilitation, with the construction in 2021 for the following arterial/collector roads:

- Kantola Road from Hwy 17 to Finnwoods Road
- Long Lake Road from 500m North of Sunnyside Road to Birch Hill Road
- Regent Street from Paris Street to Caswell Drive
- Skead Road from Nickel Rim South Mine Road to 1.2km South
- MR15 from Belisle Street to 250m west of Dupont Street
- MR24 from MR55 to Hill Road
- MR24 from Anderson Drive to 2nd Avenue
- MR55 from MR 24 to 125m west of Eve Street
- MR84 from Cote Blvd to Linden Drive
- MR80 from Dutrisac Boulevard to Alexandre Street (construction in 2022)

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 10,265,000	\$ 24,050,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 35,315,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 950,000	\$ 13,584,000	\$ -	\$ -	\$ -	\$ -	\$ 14,534,000
Federal Grant Gas Tax	\$ -	\$ 466,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,466,000
Debt	\$ 9,315,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ 19,315,000
Total	\$ 10,265,000	\$ 24,050,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 35,315,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ 14,214	\$ -	\$ -	\$ -	\$ -	\$ 14,214



2020 Capital Project Details

Project Title: Bridges and Culverts Replacement and Rehabilitation
Asset Class: Roads Infrastructure
Project Type: Previously Approved
Department: Roads

Summary: The following bridges and culverts are scheduled for rehabilitation or replacement in 2020:

- Coniston Creek Pedestrian Bridge
- High Falls Road Bridge
- Martindale Road Bridge
- Moose Mountain Mine Road Bridge
- Old Soo Road Bridge
- Spanish River Road Bridge
- Vermilion River Road Bridge (MR55)

The design phase for the rehabilitation or replacement of the following bridges is scheduled for 2020, with the construction following in 2021 and 2022:

- Beatty Street Bridge
- College Street Underpass
- Nelson Lake Road Bridge

This program was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below, as well as additional funding required to complete the projects based on updated estimate

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	Previously Committed	\$ 10,300,000	\$ 1,000,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ 12,600,000
Expenses	Additional Request	\$ 1,700,000	\$ 800,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 3,000,000
	Total	\$ 12,000,000	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 15,600,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
Annual Contribution to Capital		\$ 2,614,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,614,000
Provincial Grant	OCIF	\$ 9,186,000	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 12,786,000
Recoveries		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	Total	\$ 12,000,000	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 15,600,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Bridges and Culverts Replacement and Rehabilitation
Asset Class: Roads Infrastructure
Project Type: Recommended
Department: Roads

Summary: The following bridge is scheduled for rehabilitation or replacement in 2020:
 - Ironside Lake Road Bridge

The design phase for the rehabilitation or replacement of the following bridges is scheduled for 2020, with the construction following in 2021:

- Dufferin Street Bridge
- Manninen Road Bridge

The design phase for the rehabilitation or replacement of the following bridges is scheduled for 2020, with the construction following in 2022:

- Fielding Road Bridge
- Kalmo Road Bridge
- Paris Street Bridge (North-bound)
- Paris Street Bridge (South-bound)

This program also includes the replacement of large culverts in 2020 as part of the City's annual program. Additionally, through Ontario Regulation 472/10: Standards for Bridges, the safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer, with 2020 being the next inspection year.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 7,000,000	\$ 2,800,000	\$ 7,850,000	\$ -	\$ -	\$ -	\$ 17,650,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ -	\$ -	\$ 464,000	\$ -	\$ -	\$ -	\$ 464,000
Provincial Grant OCIF	\$ -	\$ 2,800,000	\$ 7,386,000	\$ -	\$ -	\$ -	\$ 10,186,000
Debt	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
Total	\$ 7,000,000	\$ 2,800,000	\$ 7,850,000	\$ -	\$ -	\$ -	\$ 17,650,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Capital Project Delivery Resources
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously approved by Council for additional staff for a period of five years. This is to allow the City to maximize investments from senior levels of government (funding commitment is from years 2018 through to 2022). This is to address the significant increase in workload to deliver the capital program (i.e. Maley Drive Extension, Clean Water Wastewater Fund, ICIP, OCIF).

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 234,424	\$ 239,112	\$ 243,894	\$ -	\$ -	\$ -	\$ 717,430
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 234,424	\$ 239,112	\$ 243,894	\$ -	\$ -	\$ -	\$ 717,430
Total	\$ 234,424	\$ 239,112	\$ 243,894	\$ -	\$ -	\$ -	\$ 717,430
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Complete Streets Design Guidelines
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: On July 10, 2018 Council passed resolution CC2018-196 approving the Complete Streets Policy and directing staff to prepare a business case to develop Complete Streets Design Guidelines and Implementation Strategy. The development of comprehensive guidelines and a corresponding implementation strategy will provide the City with a consistent and transparent approach to the design of the public right-of-way that integrates key policies, by-laws, standards and guidelines and uses the latest best practices in transportation corridor design. As street design has a direct impact on the work, interests and operations of numerous city divisions (i.e. Infrastructure Capital Planning, Linear Infrastructure Operations, Planning Services, Transit Services, Leisure Services), the guidelines will be developed collaboratively with extensive community input and provide a uniform approach to inform, streamline and better coordinate internal decision-making and commenting when reviewing capital infrastructure projects and development applications going forward.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Cycling Infrastructure
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously approved by Council toward Cycling Infrastructure of \$800,000 per year, of which \$50,000 has been reallocated to Transportation Demand Management as approved by the Finance and Administration Committee during the 2019 Budget. This is to improve transparency regarding the City's investment in Active Transportation Network, and to construct cycling infrastructure connectivity and road retrofits.

The amount shown beyond 2024 is the annual amount, to be updated upon Council's direction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,500,000
Funding							
Annual Contribution to Capital	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,500,000
Total	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,500,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: GIS Database and As-built Drawing Updates
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Every year Engineering Services must prepare as-built drawings to commence and complete capital projects. The City currently has 126 km of linear assets with outdated or no as-built data. This represents approximately 840 drawings and the data required to create them. Engineering Services requires additional resources to update and maintain the as-built drawings to current conditions. It is recommended that two (2) full-time contract draftspersons, two (2) temporary limited instrument persons and two (2) limited temporary rod persons (i.e. 2 survey crews) be hired and equipped over a four (4) year duration to address this shortfall. All of the above positions would be on a 40 hour work week. There is currently additional capital funding allocated within Water/Wastewater of \$560,000 for this project, which would be supplemented by the funds included herein.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 233,134	\$ 238,319	\$ 243,621	\$ 57,898	\$ -	\$ -	\$ 772,972
Funding							
Annual Contribution to Capital	\$ 233,134	\$ 238,319	\$ 243,621	\$ 57,898	\$ -	\$ -	\$ 772,972
Total	\$ 233,134	\$ 238,319	\$ 243,621	\$ 57,898	\$ -	\$ -	\$ 772,972
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Lively Sewer Upgrades - Phase 2
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Roads

Summary: The Lively Sewer Upgrades - Phase 2 project will upsize sanitary sewers to facilitate the eventual decommissioning of the Lively Wastewater Treatment Plant and convey flows to the Walden Wastewater Treatment Plant, as recommended by the Lively/Walden Wastewater Class Environmental Assessment Study. This project includes funding for roads restoration and reconstruction. The roads included within this project are:

- 9th Avenue from 10th Avenue to 11th Avenue
- 9th Avenue from Parkside Drive to MR24
- 10th Avenue from MR24 to 9th Avenue (previously approved in 2019, see note below)
- Anderson Drive from Third Avenue to MR24
- Coronation Boulevard from Parkside Drive to 6th Avenue

In addition, Sixth Avenue from Coronation Boulevard to MR24 will be rehabilitated to current standards to complete the transportation loop to École St-Paul.

Part of this project was previously approved in the 2019 Capital Budget, as a part of the funding for Road and Water/Wastewater Improvements. It has been subsequently separated and included in this submission, as additional locations have been added as described above.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 3,400,000	\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 8,400,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ -	\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 5,000,000
Debt	\$ 3,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,400,000
Total	\$ 3,400,000	\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 8,400,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ 2,139	\$ -	\$ -	\$ -	\$ -	\$ 2,139



2020 Capital Project Details

Project Title: Local Roads Rehabilitation and Resurfacing
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Roads

Summary: This program includes the design and construction of the rehabilitation and resurfacing of local roads as follows:

- Birch Street from Donald Street to Notre Dame East
- Fourth Avenue from Bancroft Drive to Greenwood Drive
- Leon Avenue from Roy Avenue to Lamothe Street
- Minto Street from Brady Street to Larch Street
- Moxam Landing Road from Gibson Road to #116 Moxam Landing Road
- Mumford Drive from Vagnini Court to Duhamel Road
- Scenic Drive from Valleyview Road to South End
- Sunnyside Road from Long Lake Road to Luoma Road
- Westmount Avenue from Hawthorne Street to Fielding Street

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 5,270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,270,000
Funding							
Debt	\$ 5,270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,270,000
Total	\$ 5,270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,270,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Lorne Street (MR55)
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously committed by Council toward the construction project of Lorne Street (MR55) from Elm Street to Power Street. The term of the funding commitment is from years 2019 through to 2038.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 7,822,668	\$ 10,616,478
Funding							
Annual Contribution to Capital	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 7,822,668	\$ 10,616,478
Total	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 558,762	\$ 7,822,668	\$ 10,616,478
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Maley Drive Extension
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously approved by Council relating to the Maley Drive Extension construction project currently in progress. The term of the funding commitment is from 2018 to 2022.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 2,284,697	\$ 2,284,697	\$ 752,786	\$ -	\$ -	\$ -	\$ 5,322,180
Funding							
Annual Contribution to Capital	\$ 2,284,697	\$ 2,284,697	\$ 752,786	\$ -	\$ -	\$ -	\$ 5,322,180
Total	\$ 2,284,697	\$ 2,284,697	\$ 752,786	\$ -	\$ -	\$ -	\$ 5,322,180
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: MR35
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously approved by Council for the construction of MR35 from Highway 144 to Notre Dame East. The term of this funding is years from 2019 through to 2043.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 36,736,652	\$ 46,404,192
Funding							
Annual Contribution to Capital	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 36,736,652	\$ 46,404,192
Total	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 1,933,508	\$ 36,736,652	\$ 46,404,192
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: New Sidewalks
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: This project was established based on approval during the 2019 Budget by the Finance and Administration Committee that \$600,000 be allocated toward new sidewalk as a result of the New Sidewalk Funding business case. This funding will be used for new sidewalks that will be constructed independent of other capital projects.

The amount shown beyond 2024 is the annual amount, to be updated upon Council's direction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000
Funding							
Annual Contribution to Capital	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000
Total	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ 2,188	\$ -	\$ -	\$ -	\$ -	\$ 2,188

2020 Capital Project Details

Project Title: Road and Water/Wastewater Improvements
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: This program includes funding for roads improvements to be completed in conjunction with water and wastewater projects. These projects were selected in consideration of both water/wastewater and roads priorities. The street included in this project for construction in 2020 is:
 - Maple Street from Ethelbert Street to Parkwood Street

Streets included in this project for construction in 2021 and 2022 include:

- Hyland Drive from Regent Street to Winchester Avenue
- Dell Street from Notre Dame Avenue to Snowdon Avenue

This program was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below, as well as additional funding required to complete the program based on updated estimates. A portion of previously approved funding for 10th Avenue from MR24 to 9th Avenue, Lively, is now shown in Lively Sewer Upgrades - Phase 2.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses							
Previously Committed	\$ 450,000	\$ 3,330,000	\$ -	\$ -	\$ -	\$ -	\$ 3,780,000
Additional Request	\$ -	\$ 470,000	\$ 900,000	\$ -	\$ -	\$ -	\$ 1,370,000
Total	\$ 450,000	\$ 3,800,000	\$ 900,000	\$ -	\$ -	\$ -	\$ 5,150,000
Funding							
Annual Contribution to Capital	\$ 450,000	\$ 470,000	\$ 900,000	\$ -	\$ -	\$ -	\$ 1,820,000
Provincial Grant OCIF	\$ -	\$ 3,330,000	\$ -	\$ -	\$ -	\$ -	\$ 3,330,000
Total	\$ 450,000	\$ 3,800,000	\$ 900,000	\$ -	\$ -	\$ -	\$ 5,150,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Road and Water/Wastewater Improvements
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Roads

Summary: This program includes funding for roads restoration and reconstruction to be completed in conjunction with water and wastewater projects. These projects were selected by the roads asset management program and by water/wastewater priorities. The streets included in this project for construction in 2020 are:

- Wellington Heights from Hyland Drive to End
- Roy Avenue from Lamothe Street to Rinfret Street
- Sparks Street from Barry Downe Road to Roy Avenue
- Will Street from Falconbridge Road to Josephine Street
- Godfrey Drive from Creighton Road to Park Street
- Rita Street from Wilfred Street to End

The streets included in this program for design in 2020 and construction in 2021 are:

- Struthers Street from Regent Street to Charlotte Street
- Rheel Street from Levesque Street to Estelle Street
- Wiltshire Street from Second Avenue to 50m East of Adams Street
- Larch Street from Elgin Street to Lisgar Street
- Loach's Road from Oriole Street to Eden Point

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 3,340,000	\$ 5,350,000	\$ -	\$ -	\$ -	\$ -	\$ 8,690,000
Funding		2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital		\$ -	\$ 4,094,000	\$ -	\$ -	\$ -	\$ -	\$ 4,094,000
Provincial Grant	OCIF	\$ -	\$ 1,256,000	\$ -	\$ -	\$ -	\$ -	\$ 1,256,000
Debt		\$ 3,340,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,340,000
Total		\$ 3,340,000	\$ 5,350,000	\$ -	\$ -	\$ -	\$ -	\$ 8,690,000
Operating Impact of Capital		2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs		\$ -	\$ 1,250	\$ -	\$ -	\$ -	\$ -	\$ 1,250



2020 Capital Project Details

Project Title: Sidewalks - Existing Repairs
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Roads

Summary: This capital project is to fill existing gaps in the sidewalk network, at the highest priority locations throughout Greater Sudbury, as ranked by the Council-approved Sidewalk Priority Index (Resolutions OP2017-17 and CC2017-264). Project funds will be used to complete repairs to existing sidewalks identified as high priority replacement assets elsewhere in the community.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Funding							
Annual Contribution to Capital	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Total	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Subdivision Surface Asphalt
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Surface asphalt is placed in new subdivisions annually by the City through one of the annual construction contracts. Deposits are received from the developer to pay for the surface asphalt and when work is completed under City contracts, additional costs exceeding the deposit amounts are funded by the City. The split between funding is an estimate, based on the available deposits.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 5,000,000
Funding							
Annual Contribution to Capital	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 750,000
Obligatory Reserves	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ -	\$ 4,250,000
Total	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 5,000,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Surface Treatment
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Roads

Summary: This project includes the rehabilitation of the following surface treated roads:

- Bodson Drive
- Bruno Street
- Edgewater Road
- Frenchman Lake Road
- Grassy Lake Road
- Fairbanks East Road
- Goodwill Drive
- Martin Road
- McKenzie Road
- Montee Rouleau
- Moxam Landing Road
- MR4
- North Shore Black Lake Road
- O'Neil Drive
- Spanish River Road
- South Lane Road
- Theriault Road
- Tilton Lake Road
- Vermillion Lake Road
- West Bay Road

This project also includes single surface treatment for various locations.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 1,275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,275,000
Debt	\$ 3,725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,725,000
Total	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Traffic Signal System Renewal
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: In 1998, the Region of Sudbury procured a traffic signal system for the regional road network. This system was maintained after amalgamation and is in use today. The version of this system is not compatible with Windows 7 or any newer operating system and lacks many of the features required to more efficiently operate the traffic signal system. The current system also requires the use of proprietary field hardware most of which will not be compatible with a new traffic signal system. This project would involve the procurement of a new traffic signal system and the replacement of all the traffic controllers and cabinets installed on the roadside.

The failure to replace the system would result in the eventual failure of the existing traffic signal system, which would create significant vehicle delays on the road network. In addition, this project would replace the existing traffic signal priority system. This system is currently used by Fire Services to provide green lights to vehicles responding to emergency situations. The Transit Action Plan has identified the need to implement a priority system to improve reliability for citizens. This project will be implemented over a 5 year time frame with phasing closely matching the priority routes identified in the Transit Action Plan.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 57,000	\$ 1,233,000	\$ 984,000	\$ 913,000	\$ 715,000	\$ -	\$ 3,902,000

Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 15,390	\$ 332,910	\$ 265,680	\$ 246,510	\$ 193,050	\$ -	\$ 1,053,540
Federal Grant ICIP	\$ 28,500	\$ 616,500	\$ 492,000	\$ 456,500	\$ 357,500	\$ -	\$ 1,951,000
Provincial Grant ICIP	\$ 13,110	\$ 283,590	\$ 226,320	\$ 209,990	\$ 164,450	\$ -	\$ 897,460
Total	\$ 57,000	\$ 1,233,000	\$ 984,000	\$ 913,000	\$ 715,000	\$ -	\$ 3,902,000

Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Transportation Demand Management
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Roads

Summary: Represents funds previously approved by Council toward Cycling Infrastructure of \$800,000 per year, of which \$50,000 has been reallocated to Transportation Demand Management as approved by the Finance and Administration Committee during the 2019 Budget. This is to provide education and encouragement initiatives and incentive programs to complement cycling, pedestrian and transit infrastructure investments being delivered in the community.

The amount shown beyond 2024 is the annual amount, to be updated upon Council's direction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Countryside Drainage Improvements Phase 2
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Drains

Summary: The 2004 Algonquin Road Watershed Study produced a list of priority projects for stormwater control. Projects were proposed to be completed as development progressed to where they were required for development to continue. Development has reached a point where the Countryside drainage improvements including channel and dry pond are required. The work has been phased to meet the needs of development and offset costs to when they are required. The 2018 phase included the construction of the dry pond and some of the channel improvements. Phase 2 includes the remainder of the channel improvements and the installation of a box culvert at the future Greenvalley road extension.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 771,071	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 771,071
Obligatory Reserves	\$ 428,929	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 428,929
Total	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Disaster Mitigation and Adaptation Fund
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Drains

Summary: The City was successful in obtaining external funding in a joint application with Conservation Sudbury to the Disaster Mitigation and Adaptation Fund (DMAF) by Infrastructure Canada. This program provides 40% of the costs towards projects that address flooding in Junction Creek. The

- Reconstruction and reprofiling of Junction Creek from the inlet of the downtown box culvert at Lloyd Street north to the CN tracks that cross Notre Dame
- A stormwater management facility on the Nickeldale Branch of Junction Creek

Both of these projects will help improve flood resiliency in the Flourmill and New Sudbury area and enhance the existing environmental condition.

The City currently has a budget of approximately \$2.15 million which provides the necessary capital for the program until 2022, including detailed design, approvals and a portion of construction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ -	\$ -	\$ -	\$ 6,345,546	\$ 5,000,000	\$ -	\$ 11,345,546
Funding							
Annual Contribution to Capital	\$ -	\$ -	\$ -	\$ 3,865,546	\$ 3,000,000	\$ -	\$ 6,865,546
Federal Grant DMAF	\$ -	\$ -	\$ -	\$ 2,480,000	\$ 2,000,000	\$ -	\$ 4,480,000
Total	\$ -	\$ -	\$ -	\$ 6,345,546	\$ 5,000,000	\$ -	\$ 11,345,546
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Junction Creek Improvements - Garson
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Drains

Summary: Junction Creek south of Spruce Street in Garson is conveyed through Lions Park in a dual pipe stormwater system. The portion north of the tot lot and splash pad have reached the end of their serviceable life and require replacement. The Junction Creek Subwatershed Study and Stormwater Master Plan recommends daylighting enclosed sections of Junction Creek where possible and financially achievable. This project would see the replacement of the failed pipe sections with an open channel at a lower cost than pipe replacement. Creating an open channel also increases wildlife habitat and improves social value of the park with associated maintenance access and pedestrian trail.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,000
Funding							
Annual Contribution to Capital	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,000
Total	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: McNaughton Terrace Treatment Facility
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Drains

Summary: The Ramsey Lake Subwatershed Study and Stormwater Master Plan identified several projects to enhance the quality of stormwater reaching Ramsey Lake where none exists today. The first priority project is the design and construction of a stormwater management facility at McNaughton Terrace.

This project was previously approved in the 2019 Capital Budget. At the time the funding was split between external debt and a recovery from the Green Municipal Fund for the work in 2020, however, the City was unsuccessful with the application for this funding. Therefore, the entire project cost in 2020 is now being funded through external debt.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Funding							
Debt	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Stormwater Compliance
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Drains

Summary: This project covers costs for regulatory inspection, sampling, and reporting for stormwater management facilities and required maintenance resulting from inspections and/or sampling as mandated in the Ministry of the Environment, Conservation and Parks (MECP) Environmental Compliance Approvals. These facilities include treatment facilities on Nepawhin Lake, Ramsey Lake, Minnow Lake and various stormwater ponds the City has come to be responsible for maintaining through the subdivision process.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Funding							
Annual Contribution to Capital	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Total	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Subwatershed Planning
Asset Class: Roads Infrastructure

Project Type: Previously Approved
Department: Drains

Summary: Represents funds previously committed by Council of \$250,000 per year (beginning in 2015) to support subwatershed planning. A subwatershed is an area of land divided by natural features, where all water naturally drains to a particular watercourse or body of water. In Greater Sudbury, some of the significant subwatersheds are Ramsey Lake, Junction Creek, Whitson River, Wahnapiitae River, Onaping River, Whitewater Lake and Panache Lake.

The amount shown beyond 2024 is the annual amount, to be updated upon Council's direction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Funding							
Annual Contribution to Capital	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Total	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Sudbury Landfill - Leachate Treatment System
Asset Class: Landfill Improvements

Project Type: Previously Approved
Department: Environmental Services

Summary: Treatment of landfill leachate is a condition of Environmental Compliance Approval for the site by the Ministry of Environment, Conservation and Parks. The current leachate treatment system (LTS) includes a leachate equalization basin and three treatment cells using constructed wetland treatments system. The LTS requires an upgrade to handle the high hydraulic loading. If the LTS is not upgraded, leachate may contaminate downgradient surface and ground water and eventually the site will be out of compliance. Current water monitoring program has shown migration of site-driven leachate indicator parameters. A review of current conditions by a consulting engineer has suggested major renovations in the system, which include dewatering the equalization basin and treatment cells; dredging and excavating buildups, and regrading the surface to maintain the required profile; replacing existing inlet and outlet pipes with proper clean outs at both ends; supply and placement of topsoil and wetland plants; supply and installation of a flow meter at the inlet, water level control structures and inlet and outlet structures with leachate bypass arrangements. Scope of work also includes improvement in the storm water management and modification in the drainage system to eliminate excessive surface water going to the LTS.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 554,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 554,500
Funding							
Annual Contribution to Capital	\$ 554,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 554,500
Total	\$ 554,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 554,500
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Sudbury Landfill - Upgrades
Asset Class: Landfill Improvements

Project Type: Recommended
Department: Environmental Services

Summary: Upgrades are required at the site for the design and construction of an additional layer of landfill gas collection pipes, access roads and related works. This project will also include a traffic study and a review of the leachate collection system. In 2020, staff will hire a consultant to review and design all the work. The construction work for 2020 will be work on perimeter roads and related works (ditching, fencing etc.) that is required to bring traffic to future fill areas. In 2021, the construction and installation of another layer of landfill gas collection pipes will be completed. The City is required to capture landfill gas (which is primarily composed of methane and carbon dioxide) to reduce nuisance odours, toxic health impacts and greenhouse gases. The capture of landfill gas and re-direction to the landfill gas engine is also a source of revenue. All proposed works are a requirement of the site's environmental compliance approval.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 560,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,260,000
Funding							
Annual Contribution to Capital	\$ 560,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,260,000
Total	\$ 560,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,260,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Hanmer and Sudbury Landfill - Scale Work
Asset Class: Landfill Improvements

Project Type: Recommended
Department: Environmental Services

Summary: The scales at the Hanmer and Sudbury landfill sites are approximately 15 to 20 years old. Recent assessment of the scales by an independent structural consulting engineer reveals corrosion of structure steel framing and associated welds; including main girder, beams, purlins and deck plates. Some of these structure members have reached the end of service life. Abrasive cleaning of structure steel, following additional investigation and reinforcing, and general recoating of all structural steel members using specialized epoxy coating is required.

Operation of the scale is critical and required to record weights of waste and to apply waste disposal fees. The current condition of the scale structure is becoming a safety concern. If not maintained at this stage, the scale condition will further deteriorate and installation of new scales will be required within a few years.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Funding							
Annual Contribution to Capital	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Total	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: 720 Bruce Street - Elevator Modernization
Asset Class: Facilities

Project Type: Recommended
Department: Housing Operations

Summary: The property at 720 Bruce is a 17 storey, 251 unit high rise building. All units are one-bedroom, adult occupancy. The two elevators at this building were last modernized in 1997. Greater Sudbury Housing Corporation retained an elevator consultant in 2014 to inspect all elevators and provide an estimate of modernization requirements along with a probable cost of the work. This retrofit will include the replacement of controllers, door equipment, fixtures, cab, and refurbishment of hoist machines for both elevators..

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
Funding							
Annual Contribution to Capital	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
Total	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: 1960 Paris Street - Stormwater Retention and Treatment
Asset Class: Roads Infrastructure

Project Type: Recommended
Department: Housing Operations

Summary: 1960 Paris is a property with two adjoined high rise buildings (101 plus 162 units) and 42 townhouses. It is also the only property with an underground garage. For the past five years Greater Sudbury Housing Corporation has been working on a multi-million dollar infrastructure upgrade, including structural repairs to the underground garage, new waterproofing membrane on the garage roof deck, extensive repairs to townhouse basements, new roads, sidewalks, curbs and a complete reconfiguration of the garbage handling on site. Stormwater management was reworked to separate clean water (surface rain runoff) from water that drains from the floor of the underground garage and other parking areas. The final phase of this project is the construction of a stormwater treatment facility, including a retention pond and sand filter to treat the outflow.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Funding							
Annual Contribution to Capital	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Total	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Floor Lift Replacements
Asset Class: Equipment

Project Type: Recommended
Department: Long Term Care - Senior Services

Summary: Pioneer Manor is requesting replacement of mechanical floor lifts - ten per year for the first two years and three per year thereafter. There are currently 23 of 33 floor lifts that are past their life expectancy of ten years, and seven more that will expire in the next two to three years. Repairs are becoming more frequent and parts are sometimes difficult or slow to receive. It has been noted that there is significant increase in the number of repairs needed and the time a lift is out of service. There can be as many as seven lifts waiting for repair at one time which impacts the staff in their ability to provide care to the residents.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 39,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 39,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,000
Total	\$ 39,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Civic Mausoleum Phase 5
Asset Class: Facilities

Project Type: Previously Approved
Department: Leisure Services

Summary: Represents funds previously approved by Council toward the construction of Phase 5 of the Mausoleum at Civic Cemetery. The term of the funding commitment is from years 2013 through to 2022.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 135,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Capital Reserves - Cemeteries	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 135,000
Total	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 135,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Dowling Leisure Centre Roof
Asset Class: Facilities

Project Type: Previously Approved
Department: Leisure Services

Summary: The Dowling Leisure Centre and Citizen Service Centre Building Envelope is in poor to severe condition and needs refurbishment. The metal roof is original, and the required updates include new roofing, windows and doors as well as façade/siding. Water leakage into the facility is an on going issue with every rainfall and thaw. There is a high risk of further deterioration of exterior wall system.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Funding							
Annual Contribution to Capital	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Total	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Gerry McCrory Countryside Arena
Asset Class: Facilities

Project Type: Previously Approved
Department: Leisure Services

Summary: Represents funds previously approved by Council toward the construction of the second ice pad at Gerry McCrory Countryside Arena that has already been constructed. The term of the funding commitment is from years 2011 through to 2035.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 4,452,052	\$ 6,475,712
Funding							
Annual Contribution to Capital	\$ 294,732	\$ 294,732	\$ 294,732	\$ 294,732	\$ 294,732	\$ 3,242,052	\$ 4,715,712
Development Charges	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 1,210,000	\$ 1,760,000
Total	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 4,452,052	\$ 6,475,712
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: HARC - Roof, HVAC, Doors, Windows
Asset Class: Facilities

Project Type: Previously Approved
Department: Leisure Services

Summary: Howard Armstrong Recreation Centre (HARC) was constructed in 1983, and has not had any major HVAC, roof, windows and doors, repairs and/or refurbishment to the track side systems. This project is for the roof and HVAC replacements. Further review and updates are required for the roofing systems due to age and deteriorating condition. The facility has several roofs and a consultant review of the roofs was performed utilizing infrared scanning that revealed the roofs are saturated with water. It was determined that no patching mitigation can be provided, and a full roof replacement is necessary. The track-side HVAC system is past its useful life and requires replacement as many components are significantly degraded.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Funding							
Annual Contribution to Capital	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Total	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Park Equipment
Asset Class: Equipment

Project Type: Recommended
Department: Leisure Services

Summary: To support the operation of the City's parks, various equipment is needed for grading, loading, digging, grass cutting, etc. At this time, the City requires three utility turf vehicles and artificial sports turf equipment as well as the replacement of old turf equipment to maintain parks and playgrounds existing service level.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Funding							
Capital Reserves Parks Equipment	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Total	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: St. Joseph's Parking Lot Redevelopment Phase 2
Asset Class: Land Improvements

Project Type: Previously Approved
Department: Leisure Services

Summary: Reports to City Council in 2014 and 2015 identified a phased in approach and cost estimate for the redevelopment of the former St. Joseph's parking lot. Cost estimates to complete the entire project were \$7 million to \$10.9 million. Work would include regreening, accessibility upgrades, lookouts, storm water improvements and connections to the boardwalk. Council approved funding in the amount of \$950,000 for Phase 1 of the project which was to include regreening of the site and stated that future phases of completing the vision of the area be funded through anticipated revenues from parkland dedication from the redevelopment of the former St. Joseph's Hospital, future capital envelopes and/or government grant funding. The initial phase is now complete. With this phase complete, it is noted that the redeveloped area still requires additional work and amenities that were originally part of the park's vision. These items include a transit bus lay by, park signage, completion of bike path, repairs to the existing retaining walls, park furniture (benches, shade, bike racks), gardens and irrigation.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 559,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 819,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 559,000	\$ 70,200	\$ -	\$ -	\$ -	\$ -	\$ 629,200
Federal Grant ICIP	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Provincial Grant ICIP	\$ -	\$ 59,800	\$ -	\$ -	\$ -	\$ -	\$ 59,800
Total	\$ 559,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 819,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Sudbury Arena - Chiller Replacement
Asset Class: Equipment

Project Type: Recommended
Department: Leisure Services

Summary: The City's refrigeration mechanical company who maintains arena ammonia plants has determined that the older shell and tube chiller with ammonia/brine operation at the Sudbury Arena has reached its end of life based on the age (25 years), condition, and maintenance history. The operational risks include possible shutdown of the entire system due to inability to perform. The chiller is a key component with the refrigeration system and has no redundancy. If the chiller fails the rink would be shut down affecting programming, the Sudbury Wolves and Sudbury Five home games, facility reputation, create an unbudgeted expenditure, and loss of revenue. If the chiller was to fail, the replacement time from failure would be minimum 6 to 8 weeks. The new chiller will be designed so that it can be re-installed at another community arena when the Sudbury Arena is decommissioned and no longer in use. Several community arena chillers are due to be replaced within the next 5 to 7 years.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,000
Funding							
Annual Contribution to Capital	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,000
Total	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Various Arenas - Safety Upgrades
Asset Class: Facilities

Project Type: Recommended
Department: Leisure Services

Summary: The City's vendor for fire and security alarm systems at municipal arenas and community centres completed a review of all systems in June 2019. The review identified a number of safety deficiencies in arenas and attached community centres. Required upgrades include updating/replacing emergency exit signage, adding required pull stations, smoke detectors, heat detectors, modules for existing fire suppression systems and strobes/bells to alert public. The facilities requiring safety upgrades are Capreol Arena, Centennial Arena, Garson Arena, Toe Blake Arena and TM Davies Arena.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 104,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,000
Funding							
Annual Contribution to Capital	\$ 104,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,000
Total	\$ 104,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Healthy Community Initiatives
Asset Class: Land Improvements

Project Type: Previously Approved
Department: Healthy Community Initiatives

Summary: Represents funds previously approved by Council toward the Healthy Community Initiatives (HCI) Fund. These funds are used toward grants to various organizations and contributions to City capital assets as per the HCI Policy. The original amount was \$600,000, however, as part of the 2018 Budget, City Council approved \$2.3 million from future HCI funds (or \$150,000 annually from years 2018 to 2039) toward the Playground Revitalization project which is currently underway as shown in the following project.

The amount shown beyond 2024 is the annual amount, to be updated upon Council's direction.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,700,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,700,000
Total	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,700,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Playground Revitalization
Asset Class: Land Improvements

Project Type: Previously Approved
Department: Healthy Community Initiatives

Summary: As part of the 2018 Budget, City Council approved \$2.3 million from future HCI funds (or \$150,000 annually from years 2018 to 2039 plus interest) toward the Playground Revitalization project which is currently underway.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 2,178,393	\$ 2,928,393
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 2,178,393	\$ 2,928,393
Total	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 2,178,393	\$ 2,928,393
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Accelerated Bus Fleet Replacement Program
Asset Class: Vehicles
Project Type: Recommended
Department: Transit Services

Summary: Leveraging the funding from the ICIP, the City will purchase 53 replacement buses (40' low floor diesel) over eight years. The purpose of this project is to improve the reliability of the City's bus fleet which would lead to a better rider experience. It would also align the life cycle of the City's bus fleet with peer transit providers and industry standards. Staggering the purchases will reduce significant one-time financial burden related to replacement.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 6,540,000	\$ 4,474,000	\$ 4,130,000	\$ 4,130,000	\$ 3,787,000	\$ 11,358,000	\$ 34,419,000
Funding							
Annual Contribution to Capital	\$ 1,024,800	\$ 466,980	\$ 374,100	\$ 374,100	\$ -	\$ 1,577,660	\$ 3,817,640
Federal Grant ICIP	\$ 3,270,000	\$ 2,237,000	\$ 2,065,000	\$ 2,065,000	\$ 1,893,500	\$ 5,679,000	\$ 17,209,500
Provincial Grant ICIP	\$ 1,504,200	\$ 1,029,020	\$ 949,900	\$ 949,900	\$ 871,010	\$ 2,612,340	\$ 7,916,370
Provincial Grant Gas Tax	\$ 741,000	\$ 741,000	\$ 741,000	\$ 741,000	\$ 1,022,490	\$ 1,489,000	\$ 5,475,490
Total	\$ 6,540,000	\$ 4,474,000	\$ 4,130,000	\$ 4,130,000	\$ 3,787,000	\$ 11,358,000	\$ 34,419,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Bus Rapid Transit Corridors
Asset Class: Roads Infrastructure
Project Type: Recommended
Department: Transit Services

Summary: Leveraging the funding from the ICIP, the City will implement bus rapid transit along three corridors in Greater Sudbury. The purpose of this project is to reduce bus travel times, increase transit ridership and improve overall operational efficiency.

It is expected the project will generate the following outputs: Roadway allocation for bus stops, intersection improvements for turning movements, passenger waiting areas, platforms or sidewalks, passenger shelters, ticket/fare vending, bicycle and pedestrian access features such as bike lanes and cross walks, queue jump lanes, passenger information signage and lighting.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 262,000	\$ 3,666,000	\$ 4,714,000	\$ 5,761,000	\$ 6,547,000	\$ 5,238,000	\$ 26,188,000
Funding							
Annual Contribution to Capital	\$ 70,740	\$ 989,820	\$ 1,272,780	\$ 1,555,470	\$ 1,301,180	\$ 1,414,260	\$ 6,604,250
Federal Grant ICIP	\$ 131,000	\$ 1,833,000	\$ 2,357,000	\$ 2,880,500	\$ 3,273,500	\$ 2,619,000	\$ 13,094,000
Provincial Grant ICIP	\$ 60,260	\$ 843,180	\$ 1,084,220	\$ 1,325,030	\$ 1,505,810	\$ 1,204,740	\$ 6,023,240
Provincial Grant Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ 466,510	\$ -	\$ 466,510
Total	\$ 262,000	\$ 3,666,000	\$ 4,714,000	\$ 5,761,000	\$ 6,547,000	\$ 5,238,000	\$ 26,188,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Major Mobility Hub Detailed Design and Construction
Asset Class: Facilities
Project Type: Recommended
Department: Transit Services

Summary: Leveraging the funding from the ICIP, the City will design and construct three major mobility hubs (MMH) within the City of Greater Sudbury. The purpose of this project is for the MMHs to act as primary exchanges and terminus points for the restructured transit system and future bus rapid transit (applied for separately) lines to support increased ridership and service. The capital cost of each MMH will vary according to local conditions and requirements, with estimates for the downtown MMH likely to come in higher due to current transit operations and passenger facilities requiring a rehabilitation.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 272,000	\$ 1,629,000	\$ 10,863,000	\$ 13,035,000	\$ 1,357,000	\$ -	\$ 27,156,000
Funding							
Annual Contribution to Capital	\$ 73,440	\$ 439,830	\$ 2,933,010	\$ 3,519,450	\$ 366,390	\$ -	\$ 7,332,120
Federal Grant ICIP	\$ 136,000	\$ 814,500	\$ 5,431,500	\$ 6,517,500	\$ 678,500	\$ -	\$ 13,578,000
Provincial Grant ICIP	\$ 62,560	\$ 374,670	\$ 2,498,490	\$ 2,998,050	\$ 312,110	\$ -	\$ 6,245,880
Total	\$ 272,000	\$ 1,629,000	\$ 10,863,000	\$ 13,035,000	\$ 1,357,000	\$ -	\$ 27,156,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Various PTIF Phase 1 - Transit Projects
Asset Class: Equipment
Project Type: Previously Approved
Department: Transit Services

Summary: Represents funds from Provincial Gas Tax previously approved by Council from the 2017 Capital Budget towards the completion of the various Transit related capital projects that includes the following:

- Garage Improvements to Lorne Street Facility
- Transit Buses
- Accelerated Rebuild Program Costs
- Terminal Improvements to Elm Street Facility
- Route Optimization Study
- AVL Modem Upgrade
- Scheduling Software Upgrade

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 747,626	\$ 747,626	\$ 747,626	\$ 747,626	\$ -	\$ -	\$ 2,990,504
Funding							
Provincial Grant Gas Tax	\$ 747,626	\$ 747,626	\$ 747,626	\$ 747,626	\$ -	\$ -	\$ 2,990,504
Total	\$ 747,626	\$ 747,626	\$ 747,626	\$ 747,626	\$ -	\$ -	\$ 2,990,504
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: South Branch Library
Asset Class: Facilities

Project Type: Previously Approved
Department: Citizen Services

Summary: Represents funds previously approved by Council spent on the construction of the South Branch Library. The term of the funding commitment is from years 2012 through to 2031.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000	\$ 1,946,000	\$ 3,336,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 198,000	\$ 198,000	\$ 198,000	\$ 198,000	\$ 198,000	\$ 1,386,000	\$ 2,376,000
Development Charges	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	560,000	\$ 960,000
Total	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000	\$ 1,946,000	\$ 3,336,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: The Junction
Asset Class: Facilities

Project Type: Previously Approved
Department: Citizen Services

Summary: This project is a result of the approval of The Junction - Library Art Gallery and Convention and Performance Centre business case by the Finance and Administration Committee as part of the 2019 Budget. An updated cashflow is shown below based on estimates at the time of the 2020 Budget preparation. This project will commence construction once all external sources of funding grants have been approved.

Together the Greater Sudbury Convention and Performance Centre (GSCPC) and the Library Art Gallery (LAG) make up The Junction.

The new Greater Sudbury Main Library will be a next generation community information and activity hub, an inviting, contemporary, people-oriented space for connecting citizens to a world of information and technology as well as to each other. In its new venue provided by the City of Greater Sudbury, the Art Gallery of Sudbury will transform into the Franklin Carmichael Art Gallery, becoming an anchor institution for our community, able to attract visitors to see one of the largest public community art collections in Canada, and strengthening arts education and experience for a broad spectrum of our citizens. The Library Art Gallery shared facility will be a 92,700 sq. ft. building of which 27,000 sq. ft. is dedicated space for the Art Gallery of Sudbury.

The GSCPC will be a unique, multi-purpose, tier three convention and live performance facility in downtown Sudbury. It will be a 60,500 sq. ft. building that includes 19,500 sq. ft. of rentable space, with a 13,000 sq. ft. main plenary/live performance hall featuring 950 theatre-style soft seats. The 950 seat main hall will feature symphony concerts, public lectures and touring stage productions and, in less than an hour, convert to a flat floor ballroom that can host 850 conference delegates. This innovative approach will address community needs that were first identified almost three decades ago and put Greater Sudbury on the next level for public performances and convention business. The GSCPC will be the largest, most state of the art flexible meeting and performance space in northern Ontario.

Library/Art Gallery

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 4,845,440	\$ 15,096,184	\$ 12,673,464	\$ 12,673,464	\$ 2,331,360	\$ -	\$ 47,619,912
Funding								
Federal Grant	FedNor	\$ 217,229	\$ 676,788	\$ 568,173	\$ 568,173	\$ 47,919	\$ -	\$ 2,078,282
Federal Grant	ICIP	\$ 2,176,280	\$ 6,780,296	\$ 5,692,156	\$ 5,692,156	\$ 480,071	\$ -	\$ 20,820,960
Provincial Grant	ICIP	\$ 1,001,235	\$ 3,119,392	\$ 2,618,774	\$ 2,618,774	\$ 220,865	\$ -	\$ 9,579,040
Provincial Grant	NOHFC	\$ 217,229	\$ 676,788	\$ 568,173	\$ 568,173	\$ 47,919	\$ -	\$ 2,078,282
Federal Grant	CCSF	\$ 156,785	\$ 488,471	\$ 410,079	\$ 410,079	\$ 34,586	\$ -	\$ 1,500,000
Recoveries	Art Gallery of Sudbury	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
Debt		\$ 1,076,682	\$ 3,354,449	\$ 2,816,109	\$ 2,816,109	\$ -	\$ -	\$ 10,063,348
Total		\$ 4,845,440	\$ 15,096,184	\$ 12,673,464	\$ 12,673,464	\$ 2,331,360	\$ -	\$ 47,619,912

Convention/Performance Centre

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 6,803,500	\$ 5,102,626	\$ 17,821,708	\$ 17,821,708	\$ 17,821,708	\$ -	\$ 65,371,250
Funding								
Federal Grant	FedNor	\$ 304,077	\$ 228,058	\$ 796,528	\$ 796,528	\$ 796,528	\$ -	\$ 2,921,718
Provincial Grant	NOHFC	\$ 304,077	\$ 228,058	\$ 796,528	\$ 796,528	\$ 796,528	\$ -	\$ 2,921,718
Federal Grant	CCSF	\$ 156,112	\$ 117,084	\$ 408,935	\$ 408,935	\$ 408,935	\$ -	\$ 1,500,000
Debt		\$ 6,039,233	\$ 4,529,426	\$ 15,819,718	\$ 15,819,718	\$ 15,819,718	\$ -	\$ 58,027,814
Total		\$ 6,803,500	\$ 5,102,626	\$ 17,821,708	\$ 17,821,708	\$ 17,821,708	\$ -	\$ 65,371,250

Operating Impact of Capital		2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Customer Service Strategy Implementation
Asset Class: Equipment

Project Type: Recommended
Department: Communications

Summary: The City of Greater Sudbury's Customer Service Strategy for 2019-2022, which was approved by Council in late 2018, has a goal to build and enhance the Organization's capacity to provide excellent customer service, every time. While the majority of the implementation work is being done using existing resources and budget, there are some action items which will incur additional expenses for the Organization both during implementation and on an ongoing basis. This project is for the purchase of new signs at CGS facilities, some part time hours in 311 to assist with strategy implementation, development and implementation of a corporate-wide customer service training program, marketing, and the purchase of tablets and survey software for customer service counters. In 2021 and going forward, additional operating expenses will also be required for additional capacity in 311 for highest quality customer service (resolving more calls, longer call handling times and time for quality assurance/training), and ongoing expenses related to signage, tablets, marketing and communications, software licenses for additional access to software in the 311 call centre, corporate-wide customer service training and feedback/recognition programs.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 66,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,300

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 66,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,300
Total	\$ 66,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,300

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ 59,000

2020 Capital Project Details

Project Title: Ambulances
Asset Class: Vehicles

Project Type: Recommended
Department: Paramedic Services

Summary: Paramedic Services operates with a fleet of 23 ambulances. The estimated useful life of an ambulance for the City of Greater Sudbury is seven years. To maintain the fleet, three ambulances must be purchased per year. Paramedic Services capital projects are funded from the Capital Financing Reserve Fund - Emergency Medical Services. The City of Greater Sudbury and Ministry of Health and Long-Term Care each contribute 50% funding to this reserve fund which is used for capital projects.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Capital Reserves EMS	\$ 510,000						\$ 510,000
Total	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Emergency Response Vehicles
Asset Class: Vehicles

Project Type: Recommended
Department: Paramedic Services

Summary: Paramedic Services operates with a fleet of 15 Emergency Response Units (ERUs). The current fleet of ERUs contains varying unit types, including Paramedic Response Units (PRUs), command vehicles, an all-terrain vehicle and supporting tow equipment. The estimated useful lives of these vehicles vary, however the purchase of three vehicles is required to maintain fleet integrity in 2020. Paramedic Services capital projects are funded from the Capital Financing Reserve Fund - Emergency Medical Services. The City of Greater Sudbury and Ministry of Health and Long-Term Care each contribute 50% funding to this reserve fund which is used for capital projects.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 267,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves EMS	\$ 267,000						\$ 267,000
Total	\$ 267,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Medical Equipment
Asset Class: Equipment

Project Type: Recommended
Department: Paramedic Services

Summary: This project represents the purchase of any required medical equipment (due to age or legislation), personal protective equipment, or updates to medication requirements. New advancements in medical equipment and patient assessment tools allows Paramedic Services to optimize the provisions of prehospital care. Additionally, this will allow Paramedic Services to meet the unanticipated needs associated with Health and Safety Standards for emergency responders.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves EMS	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Aerial Truck
Asset Class: Vehicles

Project Type: Previously Approved
Department: Fire Services

Summary: Represents funds previously approved by Council toward the purchase of an aerial truck. The term of the funding commitment is from 2018 through to 2025.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 1,042,782
Funding							
Annual Contribution to Capital	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 1,042,782
Total	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 1,042,782
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Fire Engine Replacement
Asset Class: Vehicles

Project Type: Recommended
Department: Fire Services

Summary: Greater Sudbury Fire Services operates a fleet of 23 engine apparatus as part of a total fleet of 73 emergency response vehicles. In order to maintain this fleet, engine apparatus should remain under the critical age threshold of 20 years as defined by the National Fire Protection Association (NFPA) and the Fire Underwriter's Survey. Two new engines are to be purchased in 2020.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,456,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,456,000
Funding							
Annual Contribution to Capital	\$ 1,456,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,456,000
Total	\$ 1,456,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,456,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Fire Tanker Replacement
Asset Class: Vehicles

Project Type: Recommended
Department: Fire Services

Summary: Greater Sudbury Fire Services operates a fleet of 9 tanker apparatus as part of a total fleet of 73 emergency response vehicles. In order to maintain this fleet, tanker apparatus should remain under the critical age threshold of 20 years as defined by the National Fire Protection Association (NFPA) and the Fire Underwriter's Survey. Two new tankers are to be purchased in 2020.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 836,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 836,000
Funding							
Annual Contribution to Capital	\$ 836,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 836,000
Total	\$ 836,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 836,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: HAZMat Vehicle
Asset Class: Vehicles

Project Type: Previously Approved
Department: Fire Services

Summary: This project is a result of the approval of the Hazardous Material Emergency Response (HAZMat) business case by the Finance and Administration Committee as part of the 2019 Budget. The HAZMat vehicle will be used to house the appropriate response equipment, associated command and communications function.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Funding							
Annual Contribution to Capital	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Emergency Operations Centre Transformation **Project Type:** Recommended
Asset Class: Facilities **Department:** Emergency Management

Summary: The transformation of the current Emergency Management operational model to the Incident Management Systems model (IMS) requires capital upgrades to the Emergency Operations Centre (EOC). IMS is an international best practice in Emergency Management, recommended for mitigating any significant event/and or declared emergency. The Province of Ontario has developed an IMS that provides standardized organizational structures, functions, processes and terminology for use at all levels of emergency response in Ontario. This transformation includes a reconfiguration of the physical layout of the Centre, electrical and network related re-wiring, upgrades to the phone system and supporting equipment.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Funding							
Annual Contribution to Capital	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

	2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000



2020 Capital Project Details

Project Title: Community Safety Station Revitalization
Asset Class: Facilities

Project Type: Recommended
Department: Emergency Management

Summary: The Community Safety Department has recently embarked on a Station Renewal project to gain an understanding of what operating condition each of the Fire and Paramedic stations are in, and to learn what improvements are needed in order to make the facilities more functional for the City.

One of the drivers of this project is the building condition assessments that have been completed on all facilities. The buildings are in a variety of conditions but most require substantial work to bring them up to a state of good repair meaning returning the building to the state in which it was initially constructed. However, a state of good repair does not address the operational deficiencies that exist in the City's facilities. A consultant was hired in 2019 to provide options for Council's consideration including station consolidations, renovations, and potential new builds as part of a long-term sustainability plan while supporting quality emergency services to the community. The final report will be brought to Finance and Administration committee for consideration and direction, however recognizing that the next step in the process is to begin the pre-design work or preliminary renovations, funding will be required in 2020.

The scope of work for the 2020 year will include preliminary reviews, conceptual sketches, and cost estimates. In future years (2021, 2022) it is anticipated that the design and construction would begin (pending direction from Council).

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 350,000	\$ 250,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 800,000
Funding							
Annual Contribution to Capital	\$ 350,000	\$ 250,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 800,000
Total	\$ 350,000	\$ 250,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 800,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Lionel E. Lalonde Centre Improvements
Asset Class: Facilities

Project Type: Previously Approved
Department: Emergency Management

Summary: Represents funds previously approved by Council that was spent on the building improvements at the Lionel E. Lalonde Centre in Azilda. The term of the funding commitment is from years 2007 through to 2021.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 431,233	\$ 431,233	\$ -	\$ -	\$ -	\$ -	\$ 862,466
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 431,233	\$ 431,233	\$ -	\$ -	\$ -	\$ -	\$ 862,466
Total	\$ 431,233	\$ 431,233	\$ -	\$ -	\$ -	\$ -	\$ 862,466
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Customer Relationship Management System **Project Type:** Previously Approved
Asset Class: Equipment **Department:** Information Technology

Summary: The City's current Customer Relationship Management (CRM) system, which was implemented over a decade ago, must be replaced because it is no longer being supported by its vendor. This foundational municipal system is used to track requests for municipal service and customer interactions for business units across the organization. Over 300 different types of service requests are reported through the CRM, and approximately 42,500 files are created in the CRM system every year.

With no vendor support for the City's current CRM system, the level of service being provided to citizens is at risk. The City also does not have the ability to implement municipal trends or best practices for customer service, such as self-service or the ability to request service through new access channels. Given changes in technology and trends in customer service in Canada, a new CRM has the potential to greatly improve the service that is provided to citizens.

In early 2018, a consultant was retained to conduct internal and external analysis, to determine optimal requirements for the City and to develop a full CRM Business Plan, which states that "Customer service modernization is about leveraging information and communication technology to modernize how government delivers service and interacts with its customers. It is about new service delivery channels, breaking down silos between and within governments, new citizen engagement methods, and new service delivery standards." The CRM system is also a critical component of and underlying supporting structure for the implementation of the City's Customer Service Strategy for 2019-2022, which was approved by Council in November 2018.

This submission is for procurement, purchase, staffing, and implementation of a new enterprise-wide CRM solution for the City.

This project was previously approved in the 2019 Capital Budget. Additional capital and operating funding required to complete the project based on updated estimates is shown below.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	Previously Committed	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Expenses	Additional Request	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Total		\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
	Annual Contribution to Capital	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Total		\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000

		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
	Incremental Operating Costs	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000



2020 Capital Project Details

Project Title: Land Management Information System - Phase 1
Asset Class: Equipment

Project Type: Previously Approved
Department: Information Technology

Summary: The integrated Land Management Information System (LMIS) will be a citywide, property centric system that provides a comprehensive history of all development, permitting, licensing, inspections, and bylaw related activities for properties and land in the City. The system includes real time mobile tools for field staff, the integration of financial transactions to business processes, applicant access to tools to submit and track applications online, electronic plans review, and public access via the City's website to query the City's planning and development related records.

This recommendation covers implementation of the first phase of the project, which focuses upon building and planning processes.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020 and 2021. An adjusted cashflow is shown below.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 1,286,278	\$ 1,979,878	\$ -	\$ -	\$ -	\$ -	\$ 3,266,156
Funding								
Annual Contribution to Capital		\$ 250,110	\$ 384,976	\$ -	\$ -	\$ -	\$ -	\$ 635,086
Obligatory Reserves	Building Permit Stabilization	\$ 1,036,168	\$ 1,594,902	\$ -	\$ -	\$ -	\$ -	\$ 2,631,070
Total		\$ 1,286,278	\$ 1,979,878	\$ -	\$ -	\$ -	\$ -	\$ 3,266,156
Operating Impact of Capital								
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -



2020 Capital Project Details

Project Title: Meeting Management Solution
Asset Class: Equipment

Project Type: Previously Approved
Department: Information Technology

Summary: This project is to replace AgendasOnline with a modern meeting management system to deliver an enhanced experience for all (Council, citizens/public and staff). This recommendation is a direct response to dissatisfaction with the current system as expressed by members of Council and staff. The project will include:

- Mobile device support and other user interface / experience enhancement
- Enhanced search ability of historic video and content
- Enable a move to a fully paperless agenda process
- Eliminate auxiliary SharePoint and spreadsheet managed processes
- Meeting management functionality including electronic voting
- Accessibility enhancements including the closed captioning of Council and Committee meeting videos. This will also result in a platform to enable closed captioning of all City video content

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 256,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,050
Funding							
Annual Contribution to Capital	\$ 256,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,050
Total	\$ 256,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,050
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Modern Employee Tools: Email, Collaboration, Mobility **Project Type:** Recommended
Asset Class: Equipment **Department:** Information Technology

Summary: The 2018 Corporate Information and Technology Strategic Plan recommends the implementation of modernized communication and collaboration tools to assure municipal services are appropriately supported by technology, and performance meets end user expectations; including staff and the customer.

In support of the strategy, this project will deliver a modern employee computing experience. It will deploy a base of common enabling tools relating to email and calendaring, video conferencing and online meetings, mobility management, document management and collaboration, and team collaboration. It will enhance the experience with city owned devices and allow staff to securely use their own devices. It will reduce travel time by enabling virtual meetings. It will provide access to business tools anywhere, anytime from any device. It will allow advanced threat protection to protect the City's corporate data.

The result will be a more productive, collaborative and modern workplace environment.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 975,000	\$ 776,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 1,851,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 819,959	\$ 776,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 1,695,959
Capital Reserves CFRF General	\$ 155,041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,041
Total	\$ 975,000	\$ 776,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 1,851,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ 294,000	\$ 370,500	\$ -	\$ -	\$ -	\$ 664,500



2020 Capital Project Details

Project Title: Telecom PBX Upgrade
Asset Class: Equipment

Project Type: Previously Approved
Department: Information Technology

Summary: The CS1000 Private Branch Exchange (PBX) which runs the City's phone system is at end of support by December 2020. The project to replace a phone system can take more than one year. A reliable phone system is critical to City operations.

The Avaya upgrade path allows the City to continue using all existing desktop phones and hardware components that are currently owned. This upgrade will move the City into a more modern and less datacenter based PBX model, which takes advantage of existing infrastructure and allows mobile devices and laptops/desktops to take advantage of modern collaboration tools.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Funding							
Annual Contribution to Capital	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Total	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: 199 Larch and 190 Brady - Elevator Upgrades
Asset Class: Equipment

Project Type: Recommended
Department: Facilities

Summary: Elevators at both 199 Larch and 190 Brady are exhibiting increasing signs of fatigue and frequency of failures. The repairs can only be performed by specialized service technicians, and therefore maintenance costs are increasing. This project is for the pre-construction and design phases for equipment, controls, and cab finishes upgrades to the two sets of elevators at 190 Brady and 199 Larch. The construction phase will be funded through a future budget request.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Funding							
Annual Contribution to Capital	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000
Capital Reserves 199 Larch	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000
Total	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Asset Management and Capital Planning Enhancement **Project Type:** Recommended
Asset Class: Equipment **Department:** Facilities

Summary: The objective for the project is to effectively and efficiently manage the requirements of O.Reg 588/17 as they apply to the City's plants, buildings and facilities, also known as vertical infrastructure. In an effort to continue to move toward a standardized, streamlined and prioritized capital program, Assets and Fleet Services, Water/Wastewater, Leisure Services and Children and Citizen Services are exploring software solutions for an asset repository, asset reporting and capital planning tool for its vertical infrastructure.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,000
Funding							
Annual Contribution to Capital	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,000
Total	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: AODA Assessment and Reports **Project Type:** Previously Approved
Asset Class: Facilities **Department:** Facilities

Summary: Accessibility for Ontarians with Disabilities Act (AODA) assessments are used to better understand the current accessibility of city facilities (including Leisure, Citizen Services, Firehalls/EMS, Public Works, Administration). Residents have increasingly requested more AODA related items, and this request will begin the ground work to achieve that goal. The assessments are required to understand in better detail than a Building Condition Assessment (BCA) of what modifications will need to be made to the facilities be become AODA compliant. This is a provincial government mandated regulation and reports are required to be obtained. This request would allow the completion of assessments for all required city facilities over several years. These reports are intended to be used in conjunction with a BCA report.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020 and 2021. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 700,000
Funding							
Annual Contribution to Capital	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 700,000
Total	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 700,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: BCA and DSS Reports
Asset Class: Facilities

Project Type: Previously Approved
Department: Facilities

Summary: Building Condition Assessments (BCA) and Designated Substance Surveys (DSS) are used to better understand the existing condition of city facilities (including Leisure, Citizen Services, Firehalls/EMS, Public Works, and Administration). BCA reviews are crucial in determining immediate and future capital needs.

As a continuity of previous reviews, approximately 50% of city facilities have not been assessed as to its condition and need to be reviewed as soon as possible. In addition, all city facilities are required to have a DSS completed. Approximately 50% of city facilities have yet to have DSS reports completed. This request would allow the completion of BCA and DSS reports for all remaining city facilities over the next three years.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020 and 2021. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ -	\$ 300,000	\$ 175,000	\$ -	\$ -	\$ -	\$ 475,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ -	\$ 300,000	\$ 175,000	\$ -	\$ -	\$ -	\$ 475,000
Total	\$ -	\$ 300,000	\$ 175,000	\$ -	\$ -	\$ -	\$ 475,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Tom Davies Square - Courtyard
Asset Class: Facilities

Project Type: Previously Approved
Department: Facilities

Summary: Represents funds previously approved by Council toward the Courtyard Improvements at Tom Davies Square that are in progress. The term of the funding commitment is from years 2016 through to 2022.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 389,501	\$ 389,501	\$ 389,501	\$ -	\$ -	\$ -	\$ 1,168,503
Funding							
Annual Contribution to Capital	\$ 389,501	\$ 389,501	\$ 389,501	\$ -	\$ -	\$ -	\$ 1,168,503
Total	\$ 389,501	\$ 389,501	\$ 389,501	\$ -	\$ -	\$ -	\$ 1,168,503
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Tom Davies Square - Electrical Service Gear
Asset Class: Facilities

Project Type: Previously Approved
Department: Facilities

Summary: The Tom Davies Square (TDS) complex was originally constructed in two separate projects - 1977 for 190/200 Brady (TDS complex), and 1978 for 199 Larch for the Province of Ontario. The mechanical and electrical systems are separate between TDS and 199 Larch complexes. The TDS complex share the main incoming electrical switchgear components between the two towers. The electrical system is considered mission critical. Failure in any one branch of the system will impact service of the facility. This project will involve the replacement of various equipment that serve as main feeder power supply and distribution network for the complex. The electrical equipment are generally in poor to fair condition, past expected life and replacement of the equipment is a priority.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020 and 2021. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,220,000	\$ 1,410,000	\$ -	\$ -	\$ -	\$ -	\$ 2,630,000
Funding							
Annual Contribution to Capital	\$ 1,220,000	\$ 1,410,000	\$ -	\$ -	\$ -	\$ -	\$ 2,630,000
Total	\$ 1,220,000	\$ 1,410,000	\$ -	\$ -	\$ -	\$ -	\$ 2,630,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Tom Davies Square - Fire Alarm System
Asset Class: Facilities

Project Type: Previously Approved
Department: Facilities

Summary: The mechanical and electrical systems are separate between the two towers, and have not been coordinated or installed for efficiency. This request is for the complete replacement of both the TDS Complex and 199 Larch Fire Alarm Systems. A single system will be installed for the entire complex, rather than the two independent systems that are currently in place (two systems might lead to potential confusion in case of emergency). The fire alarm system currently in place at TDS complex is past life and components are beginning to fail and may soon be obsolete. The original wiring for the fire alarm devices is still in place and is in poor condition which causes frequent faults within the system.

This project was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Funding							
Annual Contribution to Capital	\$ -	\$ 737,000	\$ -	\$ -	\$ -	\$ -	\$ 737,000
Capital Reserves 199 Larch	\$ -	\$ 363,000	\$ -	\$ -	\$ -	\$ -	\$ 363,000
Total	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Tom Davies Square - Security System and Lighting
Asset Class: Facilities

Project Type: Previously Approved
Department: Facilities

Summary: This project involves the complete replacement of the existing security system which is obsolete and not functioning as expected. Parts are generally not available, or very hard to source. The new security system will be updated with current technology and will provide security and safety to the affected areas of TDS complex. Some doors will need new equipment or panels, and others need to be added to the system (door strikes, magnetic holders, etc.).

This project was previously approved in the 2019 Capital Budget, with work extending into 2020. An adjusted cashflow is shown below.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Annual Contribution to Capital	\$ 33,333	\$ 33,333	\$ -	\$ -	\$ -	\$ -	\$ 66,667
Capital Reserves 199 Larch	\$ 16,667	\$ 16,667	\$ -	\$ -	\$ -	\$ -	\$ 33,333
Total	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Heavy Duty Equipment
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: This project will replace 1 - 1999 loader, 1 - 2007 loader and 1 backhoe used in road maintenance and for winter control.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,000
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves Fleet	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,000
Total	\$ 710,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,000
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Heavy Duty Trucks
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: Five Multi-purpose plow trucks. This project will replace 4 - 2007, Multi-purpose snow plow/sander trucks and add one unit for winter road maintenance at the Maley Drive extension.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,460,000
Funding							
Capital Reserves Fleet	\$ 1,460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,460,000
Total	\$ 1,460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,460,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Hoist Replacement
Asset Class: Equipment

Project Type: Recommended
Department: Fleet

Summary: This project is to replace 3 Transit bus hoists that have become problematic and have very high annual maintenance costs.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Funding							
Capital Reserves Fleet	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Total	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Ice Resurfacers
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: The replacement program for the City's fleet of 19 Ice Resurfacers is to replace 1 each year in order to maintain operating. 1 - 17 year old Zamboni

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Funding		2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves	Fleet	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Total		\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Operating Impact of Capital		2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Light Duty Vehicles
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: This project will replace 15 light trucks, cars, vans and SUV's with more than 170,000 km if older than 10 years, or more than 120,000 km if older than 12 years. Replacements are as follows:

- Half ton trucks: 1 - 2007, 6 - 2008, 1 - 2011 and 1 - 2012 with very high mileage
- Vans: 1 - 2007
- Cars: 1 - 2008
- SUV's: 4 - 2009 with very high mileage

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Funding		2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves	Fleet	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Total		\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Operating Impact of Capital		2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Medium Duty Vehicles
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: This project will replace 19 medium duty 3/4 ton trucks, 3 distribution and collection service trucks, 4 flatbed/dumps trucks and 3 service vans.

Units to be replaced are 11 to 17 years old and generally in a poor condition, which include:

- 3/4 ton trucks: 5 - 2002, 5 - 2003, 2 - 2004, 2 - 2005 and 2 - 2007
- Service body trucks: 1 - 2007, 2 - 2008
- Service vans: 3 - 2009 with very high mileage
- Flatbed trucks: 2 - 2007, 2 - 2008 with very high mileage

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 920,000
Funding							
Capital Reserves Fleet	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 920,000
Total	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 920,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Shelving Improvements
Asset Class: Equipment

Project Type: Recommended
Department: Fleet

Summary: This project is for the purchase of additional parts drawers for the Lorne Street stockroom. This initiative will significantly help maximize the available warehouse space, a critical aspect towards the level of available items. The added space allows for more items to be regularly stocked versus reactive ordering while equipment is waiting for parts. The latter causes equipment to be sitting in the garage longer than necessary which impacts the availability of the equipment needed to maintain department service levels. Adding more space for parts by utilizing more of the upper region of the current shelving (reducing free air space) without compromising massive infrastructure changes to the facility (for example, mezzanines) is crucial towards reducing service lead times for equipment sitting in the shop due to part outages.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Funding							
Capital Reserves Fleet	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Total	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Specialized and Miscellaneous Vehicles
Asset Class: Vehicles

Project Type: Recommended
Department: Fleet

Summary: This project will replace a street sweeper, litter vacuum, asphalt recycler, signboards, steam boilers and 2 Seadoos.
 Units to be replaced are 11 to 36 years old and generally in fair to poor condition.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
Capital Reserves	Fleet	\$ 775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775,000
Total		\$ 775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Parking Lot Improvements
Asset Class: Land Improvements

Project Type: Recommended
Department: Parking

Summary: Each year, staff recommend parking improvement projects on the basis of required maintenance for on-street, surface parking lots and the TDS garage. These projects are funded from the Parking Reserve. Over the past several years, the Parking Section has taken steps to deal with constrained supply for parking in the downtown. There are several initiatives that have been completed or are underway including new signage, lighting and wayfinding, Pay by Plate technology and the issuance of an Expression of Interest for a parking structure in the downtown. There are two projects recommended for 2020 capital investment. The first is the commissioning of the Dufferin Street road allowance off Pine Street as a new municipal lot to add 40 parking spaces and a pay by plate machine. The second is a project that will streamline access and egress from the YMCA daycare entrance the YMCA/Centre for Life Parking lot, generating additional spaces and refurbishing a small area of pavement and pavement markings. It will also improve safety and access for deliveries to the area given increased foot traffic through the Brady green stair parkette area.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
Capital Reserves	Parking	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000
Total		\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Tom Davies Square - Courtyard - Parking
Asset Class: Facilities

Project Type: Previously Approved
Department: Parking

Summary: Represents funding previously approved by Council toward the waterproofing of the roof for the underground parking facility at Tom Davies Square (part of the Courtyard Improvements Project). The term of the funding commitment is years 2017 through to 2023.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000	\$ -	\$ -	\$ 1,320,000
Funding							
Capital Reserves Parking	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000	\$ -	\$ -	\$ 1,320,000
Total	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000	\$ -	\$ -	\$ 1,320,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Tom Davies Square - Underground Lighting
Asset Class: Facilities

Project Type: Previously Approved
Department: Parking

Summary: The mechanical and electrical systems at TDS complex are separate between the two, and are not coordinated for efficiency. This request is for update review of lighting levels and complete replacement of fixtures, circuits and wiring in both the TDS and Larch garage areas. There are health and safety concerns due to electrical short circuit issues in the system when water enters the circuit conduits and cause breakers to trip and shut off of mission critical systems to 190/200 Brady.

This project was previously approved in the 2019 Capital Budget.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Funding							
Capital Reserves Parking	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Automation
Asset Class: Equipment

Project Type: Recommended
Department: Police

Summary: Provides funding for technology solutions. An example would be server room equipment. Automation to support crime analytics and mapping, records management systems, cybercrime, computer aided dispatch, closed circuit television monitoring, and highly sophisticated investigative tools. Mobile technology for improved field effectiveness. Invests in cyber security to protect computers, networks, programs and data from unintended or unauthorized access.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 208,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,393
Funding							
Capital Reserves Police	\$ 208,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,393
Total	\$ 208,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,393
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Communications
Asset Class: Equipment

Project Type: Recommended
Department: Police

Summary: Fund replacements for damaged or additional portable/mobile radio equipment compatible with existing infrastructure. Establishing funding for future radio replacements.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
Funding							
Capital Reserves Police	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
Total	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Leasehold Improvements
Asset Class: Facilities

Project Type: Recommended
Department: Police

Summary: Provides resources for renovations and routine upgrades for Headquarters, District #2 and several storefront locations throughout the City – Walden, Valley East, Capreol, Coniston, Copper Cliff, and 1920 Paris Street. Such improvements include flooring, paint, furnishings, air conditioning, and heating units which will be undertaken in the coming years.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 112,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,180
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves Police	\$ 112,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,180
Total	\$ 112,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,180
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Police Equipment and Supplies
Asset Class: Equipment

Project Type: Recommended
Department: Police

Summary: Equipment for specialized teams such as the Tactical Team, Canine Unit, and Public Order Unit. Items such as specialized tactical clothing/body armour/weaponry, canine gear, conducted energy weapons, carbine rifles and miscellaneous equipment items are included in this five year plan (as shown below and in the Outlook).

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 125,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,387
Funding	2020	2021	2022	2023	2024	Beyond 2024	Total
Capital Reserves Police	\$ 125,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,387
Total	\$ 125,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,387
Operating Impact of Capital	2020	2021	2022	2023	2024	Beyond 2024	Total
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Police Fleet
Asset Class: Vehicles

Project Type: Recommended
Department: Police

Summary: Provides resources for the replacement of vehicles and equipment. Currently, the fleet consists of approximately 160 vehicles including automobiles, vans, SUV's, motorcycles, boats, snow machines, ATV's, paddy wagon, trailers, and bicycles. It funds annual contributions for mobile data terminals and associated hardware, radar units, light bars, prisoner shields, specialized weaponry mounting, the mobile command center and mobile radios. A multi-year replacement cycle is established which ensures vehicles and equipment are replaced in a timely manner.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 858,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 858,200
Funding							
Capital Reserves Police Equipment	\$ 858,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 858,200
Total	\$ 858,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 858,200
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Renovations
Asset Class: Facilities

Project Type: Recommended
Department: Police

Summary: This project is to set aside funds from the annual property tax levy for future debt repayments once the decision is made for building renovations to an existing building or for a new building to be decided by the Greater Sudbury Police Board. Starting in 2020, each year will be increased by \$500K as shown in the outlook. The annual amounts are shown in the Operating Budget in the Contribution to Reserve Fund section as the funds would be transferred to the Capital Financing Reserve Fund - Police committed for the Police Building Renovations.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Funding							
Capital Reserves Police	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Total	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Security
Asset Class: Facilities

Project Type: Recommended
Department: Police

Summary: Supports all security systems designed to restrict general public access to and from the police facility.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Funding							
Capital Reserves Police	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Total	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Project Details

Project Title: Communication Infrastructure
Asset Class: Equipment

Project Type: Previously Approved
Department: Communications Infrastructure

Summary: Represents funding previously approved by Council toward the Communication Infrastructure Project (equipment on communication towers and related equipment/radios) that has been completed. The term of the funding commitment is from years 2014 through to 2021.

	2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses	\$ 950,640	\$ 950,640	\$ -	\$ -	\$ -	\$ -	\$ 1,901,280
Funding							
Capital Reserves Communication Infrastructure	\$ 950,640	\$ 950,640	\$ -	\$ -	\$ -	\$ -	\$ 1,901,280
Total	\$ 950,640	\$ 950,640	\$ -	\$ -	\$ -	\$ -	\$ 1,901,280
Operating Impact of Capital							
Incremental Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2020 Capital Project Details

Project Title: Next Generation 911
Asset Class: Equipment

Project Type: Previously Approved
Department: Communications Infrastructure

Summary: The Canadian Radio-television and Telecommunications has ruled that all PSAP agencies (Public Service Answering Points) must be ready to accept more than just voice calls into their 911 answering centers. This legislation is referred to as NG911. PSAP's are required to begin accepting digital voice calls as of June 30th, 2020. Due to this legislation, mandatory upgrades and new equipment will be required prior to June 30th, 2020. These include but are not limited to, a softphone solution, an upgrade from PBX to an IP based PBX, tablets or new computers for the softphone client, training.

This project was previously approved in the 2019 Capital Budget.

		2020	2021	2022	2023	2024	Beyond 2024	Total
Expenses		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Funding								
Capital Reserves	Communication Infrastructure	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		2020	2021	2022	2023	2024	Beyond 2024	Total
Operating Impact of Capital								
Incremental Operating Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
GROWTH & INFRASTRUCTURE				
INFRASTRUCTURE CAPITAL PLANNING				
ROADS				
Annual Recurring Road Programs & Projects	6,000	5,200	5,900	5,200
Arterial/Collector Roads Rehabilitation & Resurfacing	1,150	29,000	30,000	30,000
Asphalt Patching Machine	400	-	-	-
Bridges & Culverts Replacement & Rehabilitation	11,500	10,200	15,000	15,000
Depot Master Plan - Black Lake Depot Salt Dome - Note 1	2,310	4,620	-	-
Depot Master Plan - Depot & Public Works Administrative Upgrades	-	-	-	1,500
Depot Master Plan - Frobisher Administration Depot	-	-	9,470	9,470
Depot Master Plan - Frobisher Depot Salt Dome	2,680	5,360	-	-
Depot Master Plan - Frobisher Works Facility	-	-	-	9,825
Depot Master Plan - St Clair Depot Facility	-	-	-	2,875
Depot Master Plan - St Clair Depot Salt Dome	3,387	6,773	-	-
Depot Master Plan - Suez Depot Facility	-	-	2,505	2,505
Depot Master Plan - Suez Salt Dome	2,170	4,340	-	-
Depot Master Plan - Vehicle Storage Facility	-	-	-	3,730
Depot Master Plan - Waste Management Vehicle Storage Facility	-	-	-	515
Depot Master Plan - Whitefish Depot Salt Dome	707	1,413	-	-
East West Corridor Design (includes Four Corners/Ramsey Lake/Alternate Access)	-	-	-	2,000
East West Corridor EA (includes Four Corners/Ramsey Lake/Alternate Access)	-	150	350	-
Existing Sidewalk Repairs	400	400	400	400
Four Corners Improvements	-	-	-	21,000
John Street Valley East Easterly Extension	-	-	-	2,185
Kingsway Realignment - EA and Design	-	500	500	500
Kingsway Realignment - Construction (2024-2028)	-	-	-	6,000
Local Roads Rehabilitation & Resurfacing	5,210	5,000	5,000	5,000
Lorne Street - Note 2	8,300	5,800	9,200	9,200
Maley Drive Extension - Phase 2 (2023-2028)	-	-	11,667	11,667
New Traffic Lights	-	-	-	4,030
New Traffic Signals - Regent & Douglas	-	-	-	180
North South Arterial Road EA Study (Notre Dame and Barry Downe)	-	-	-	500
Notre Dame Widening - Lasalle to Kathleen	-	-	-	15,450
Road with Water/Wastewater Improvements	2,050	9,100	10,000	10,000
Surface Treatment	5,000	5,000	5,000	5,000
Transportation Master Plan Update	-	-	250	-
TOTAL - ROADS	51,263	92,857	105,242	173,732
DRAINS				
Stormwater Management Regreening	125	125	150	150
St. Agnes Street Stormwater Quality Facility	150	1,500	-	-
Ellen Street at Laurie Street West Stormwater Quality facility	-	-	150	2,000
Whitson River Stormwater Management	500	2,500	500	2,500
Ramsey Lake Stormwater Quality Facility (Various Locations)	1,000	1,000	1,000	1,000
TOTAL - DRAINS	1,775	5,125	1,800	5,650
TOTAL - INFRASTRUCTURE CAPITAL PLANNING	53,038	97,982	107,042	179,382
ENVIRONMENTAL SERVICES				
Closure of Hauled Sewage Sites at Dowling and Dryden	650	-	-	-
Final Cover of Stage 2 - Azilda Landfill	200	1,000	-	-
Final Cover of Stage 2 - Hanmer Landfill	200	1,000	-	-
Household Hazardous Waste Depot	-	100	-	-
Residential Waste Drop-off Depot	16	8	80	-
Walden Small Vehicle Transfer Station	12	-	-	-
Additional Resources for Litter Collection	40	-	-	-
Misc. Landfill Design, Works and Equipment	30	50	50	200
Collection Units & Management Systems	226	-	-	-
Solid Waste Management Plan Update	-	300	-	-
Sudbury Landfill & Waste Diversion Site	-	1,240	1,100	-
Organic Processing Facility & Site - Note 3	1,200	-	-	-
TOTAL - ENVIRONMENTAL SERVICES	2,574	3,698	1,230	200



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
PLANNING & DEVELOPMENT				
DC Background Study	-	-	-	81
Development Guidelines Document	200	-	-	-
Downtown Master Plan Update	-	-	150	-
Housing Background Study	90	-	-	-
Official Plan Update	-	-	-	235
Population, Household & Employment Forecast	-	-	50	-
Survey & GPS Equipment	10	10	10	10
Whitson River Trail	2,275	-	-	-
Zoning By-Law Update	-	25	-	-
TOTAL - PLANNING & DEVELOPMENT	2,575	35	210	326
TOTAL - GROWTH & INFRASTRUCTURE	58,187	101,715	108,482	179,908
COMMUNITY DEVELOPMENT				
HOUSING OPERATIONS				
1778 LaSalle Blvd - Siding and Insulation Upgrade	290	-	-	-
1920 Paris Street - Balcony Railing Replacement	365	-	-	-
1960B Paris Street - New Windows	1,100	1,065	-	-
744 Bruce Avenue (Ryan Heights)	1,250	1,200	-	-
Camera System Migration to I-Vision	180	180	180	-
Grounds Contracting In Staff Initiative-Capital Requirement	87	-	-	-
Motor Vehicle Fleet Replacement	78	78	78	78
Social Housing Revitalization Plan - Note 4	-	-	-	-
TOTAL - HOUSING OPERATIONS	-	-	-	-
LONG TERM CARE - SENIOR SERVICES				
Air Conditioning of Killarney Hallway	35	-	-	-
Air Handling Units	-	-	150	-
Basement Fire Sprinkler System	-	120	-	-
Boiler Replacement & Isolation Valves	-	-	-	200
Building Automation System	-	100	250	-
Building Condition Assessment Report	-	-	30	-
Dementia Care Enhancements	55	45	29	20
Dining Room Furniture	55	19	19	19
Fire Sprinklers for Basement	120	-	-	-
Floor Lift Replacements	34	24	24	24
Insulation in Park Place & A Wing	75	-	-	-
Large Kitchen Equipment	20	25	25	25
Laundry Equipment	-	-	-	50
Bed Redevelopment - Note 2	2,134	33,019	16,509	-
Roofing	-	-	-	500
Therapeutic Tubs	124	62	62	62
Tubs Lifts	72	-	-	12
Ventilation Fans in Sever & Tub Rooms	-	75	-	-
Weeping Tile Repairs	-	150	-	-
TOTAL - LONG TERM CARE - SENIOR SERVICES	2,724	33,638	17,097	912
LEISURE SERVICES				
Parks & Playgrounds				
Azilda & Valley East Park Depot Repairs	290	-	-	-
Backstop Replacement at Baseball Complexes	104	-	-	-
Bell Park Health & Safety Retrofit - Boardwalk / Walkways	-	-	200	-
Field Liner	5	5	-	10
Non-Motorized Trails Master Plan	90	-	-	-
Outdoor Court Revitalization	906	906	906	906
Park Buildings Removal - Ella Lake & Little Britain	80	-	-	-
Park Buildings Electrical Distribution, Panel & Equipment Replacement	80	-	-	-
Park Fieldhouse Interconnected Smoke Detectors	25	-	-	-
Park General Upgrades	100	100	100	100
Rayside Balfour Soccer Field	-	125	-	-
Tennis Court Resurfacing/Conversion	205	180	-	-
Parks Equipment	204	130	130	130



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
Cemeteries				
Cemetery Burial Plots Landscaping	75	-	-	-
Cemetery Mini Excavator	160	-	-	-
Cemetery Services Cemetery Driveway Repair	450	-	-	-
Cemetery Utility Tractor	120	-	-	-
Civic Cemetery Main Office Upgrades	25	-	-	-
Civic Memorial Cemetery - Mausoleum	45	54	-	-
Civic Memorial Cemetery - Office Building	-	9	54	-
Leisure Facilities				
Accessibility Audits for Major Leisure Facilities	180	-	-	-
Cambrian Arena - Various Upgrades	1,022	8	285	-
Capreol Arena - Various Upgrades	-	-	174	-
Carmichael Arena - Various Upgrades	-	535	-	-
Centennial Arena - Various Upgrades	75	-	792	-
Chelmsford Arena Chiller Replacement	90	-	-	-
Chelmsford Arena Compressor Replacement	50	-	-	-
Community Halls - Various Upgrades	75	-	-	-
Delki Dozzi Cycling Track Reinstatement/Upgrades	483	-	-	-
Dr. Edgar Leclair Arena - Parking Lot Upgrades	250	-	-	-
Dr. Edgar Leclair Arena - Various Upgrades	7	92	77	-
Electrical Upgrades at Seasonal Trailer Parks	427	-	-	-
Garson Arena - Various Upgrades	37	38	55	-
Garson Arena & Community Centre Roof	450	-	-	-
Gatchell Pool - Various Upgrades	1,500	908	8	-
Health & Safety Retrofits - Leisure Facilities	40	155	50	-
Howard Armstrong Recreational Centre	-	1,236	-	-
IJ Coady Arena - Various Upgrades	-	12	-	-
IJ Coady Arena Roof Insulation	200	-	-	-
Installation of SMART HUB Controllers at Class 1 Arenas	507	-	-	-
Lighting Upgrades at Pools	127	171	-	-
Lively Ski Hill Chalet Replacement	63	-	-	-
McClelland Arena - Various Upgrades	10	15	-	-
McClelland Arena & Community Centre Roof	350	-	-	-
Millennium Centre Various Upgrades	175	-	-	-
Moonlight Beach Upgrades	-	150	-	-
Nickel District Pool - Various Upgrades	30	-	-	-
Onaping Community Centre - Windows	975	-	-	-
Onaping Falls Pool Upgrades	7	-	63	-
Pool & Waterfront Equipment	88	45	93	-
Raymond Plourde Arena Exterior Updates	125	-	-	-
RG Dow Pool - Building Envelope	660	-	-	-
Security Upgrades at Municipal Pools	45	-	-	-
Skate Parks	-	200	-	-
Ski Hill Equipment Repurposing/Decommissioning	212	-	-	-
Ski Hill Equipment Upgrades	-	50	-	-
Sports Field Upgrades	125	125	125	125
Sports Flooring Replacement	-	-	80	-
T.M. Davis Arena - Hot Water Tank for Zamboni	-	-	14	-
T.M. Davis Arena - Replace Space Heaters	-	-	16	-
Therapeutic Leisure Pool - Note 2	-	5,500	-	-
Toe Blake Arena Boiler	10	-	-	-
Toe Blake Memorial Arena - Various Upgrades	-	-	24	-
Tom Davies Community Centre Arena - Various Upgrades	-	15	55	-
Val Caron Skate Park	-	750	-	-
Valley East Twin Pad - Note 2	568	5,788	11,009	11,009
Various Arena Dasherboards & Shielding System	-	550	550	-
Various Arenas - Air Handlers/Furnaces Replacement	112	-	-	-
Various Arenas - Mechanical, Electrical & Life Safety Equipment Upgrades	224	-	-	-
Various Arenas - Oil Separators Replacement	88	-	-	-
Various Arenas - Roof Replacement & Interior Repairs	1,379	859	-	-



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
Various Community Centers - Building Envelope	345	-	-	-
Various Community Centers - Mechanical, Electrical & Life Safety Equipment Upgrades	282	-	-	-
Various Pools - Interior & Exterior Refurbishments	460	350	-	-
Various Pools - Mechanical & Electrical Refurbishments	352	-	-	-
Various Park Fieldhouse Repairs & Upgrades	341	580	580	1,200
Walden Mini Soccer Fields	-	210	-	-
TOTAL - LEISURE SERVICES	15,221	19,852	15,441	13,480
TRANSIT SERVICES				
Technological Improvements ICIP Project - Note 5	2,992	748	-	-
Light Fleet/Equipment	35	35	80	85
Shelter Replacement	15	15	20	20
TOTAL - TRANSIT SERVICES	3,042	798	100	105
TOTAL - COMMUNITY DEVELOPMENT	20,987	54,288	32,638	14,497
CAO AND COMMUNICATIONS				
CITIZEN SERVICES				
Anderson Farm Museum Pavilion - Various Upgrades	80	-	-	-
Azilda Public Library Driveway Repair	110	-	-	-
Capreol Citizen Service Centre - HVAC	125	-	-	-
Capreol Library - Various Upgrades	225	-	-	-
Chelmsford Library - Various Upgrades	-	138	16	-
Chelmsford Public Library & Citizen Service Centre Boiler Repairs	120	-	-	-
Chelmsford Public Library & Citizen Service Centre Building Repairs	155	-	-	-
Coniston Library - Various Upgrades	48	-	-	-
Copper Cliff Library - Various Upgrades	1,370	50	-	-
Copper Cliff Museum - Various Upgrades	-	23	-	-
Garson Library - Various Upgrades	-	-	21	-
Garson Public Library - HVAC	35	-	-	-
Mackenzie Main Library - HVAC	-	30	-	-
Mackenzie Main Library - Various Upgrades	-	-	302	-
New Sudbury Library - Various Upgrades	40	206	8	-
Northern Ontario Railway Museum - Various Upgrades	295	-	-	-
Onaping Falls Library - Various Upgrades	4	2	28	-
Valley East Library - HVAC	100	-	-	-
Valley East Library - Various Upgrades	-	-	13	-
TOTAL - CITIZEN SERVICES	2,707	449	388	-
PARKING				
Electric Vehicle Chargers On Street & Parking Lots	573	-	-	-
Parking Surface Improvements	-	125	125	-
Tom Davies Square - Underground Parking Garage Heated Ramps	50	450	-	-
TOTAL - PARKING	623	575	125	-
TOTAL - CAO AND COMMUNICATIONS	3,330	1,024	513	-
COMMUNITY SAFETY				
PARAMEDIC SERVICES				
Ambulances (3 per year)	515	520	525	530
Medical Equipment	900	1,345	50	50
Paramedic Response Unit (2 per year)	166	171	176	181
Technology	161	-	269	-
Van Horne Station Replacement (Paramedic Services) - Note 6	-	-	1,532	-
TOTAL - PARAMEDIC SERVICES	1,742	2,036	2,552	761
FIRE SERVICES				
Bunker Gear Replacement	150	150	150	150
Fire Engine Replacement - Pumper	728	728	728	728
Fire Pumper Flow Testing Trailer	150	-	-	-
Fire Rehabilitation Vehicle	100	-	-	-
Fire Support Vehicle Replacement	100	100	100	100
Fire Tanker Replacement	418	418	418	418
Garson Stations Replacement - Note 6	200	3,000	-	-
Minnow Lake Station Replacement - Note 6	200	3,400	-	-
Records Management System Replacement	300	-	-	-
Trench Rescue Equipment	200	-	-	-



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
Van Horne Station Replacement (Fire Services) - Note 6	-	-	4,630	-
Volunteer Pager Replacement	75	75	-	300
TOTAL - FIRE SERVICES	2,621	7,871	6,026	1,696
TOTAL - COMMUNITY SAFETY	4,363	9,907	8,578	2,457
CORPORATE SERVICES				
INFORMATION TECHNOLOGY				
Business Intelligence Implementation	100	100	-	-
Cost Centre Reporting Upgrade	-	-	300	-
Database Licensing	-	50	-	50
Datacenter Node Rollover	-	200	200	200
Electronic Records Management	550	900	900	-
Enterprise Resource Planning	750	350	350	-
GIS Strategy Implementation	100	100	-	-
Land & Property Management System - Phase 2	-	-	1,214	975
Mobile Device Management	-	100	-	-
Penetration Testing & Security Audit	120	-	40	-
Windows Licensing Upgrade	260	-	-	-
TOTAL - INFORMATION TECHNOLOGY	1,880	1,800	3,004	1,225
ASSET AND FLEET SERVICES				
FACILITIES				
1160 Lorne - Electrical Improvements	30	-	-	-
1160 Lorne - Segregate Bus Wash Bay	-	-	35	150
1160 Lorne - Truck Wash System	200	-	-	-
1160 Lorne - Various Upgrades	445	300	-	-
190 Brady - Redesign of HVAC System - Armoury and Forensics	145	-	-	-
190 Brady - Soffit Airflow Repair	140	625	625	610
190 Brady - Various Elevator Upgrades	75	1,000	2,000	-
190/200 Heating System Retrofit - New Boiler Plant Design/Tendering	-	150	-	-
199 Larch - HVAC Chiller & Compartment Unit Upgrades	225	-	-	-
199 Larch - Lightning Protection System Upgrade	35	-	-	-
199 Larch - Provincial Building - Elevators - Major Control Modernization	50	950	-	-
199 Larch - Provincial Building - Kitchen Exhaust	125	-	-	-
199 Larch - Provincial Building - Main Make-Up Air Fan #7	50	100	-	-
199 Larch - Various Upgrades	-	146	-	-
Archives Building - Various Upgrades	-	798	16	-
Career Fire Stations Fume Extraction	600	-	-	-
Career Firehalls Interior Improvements & Asbestos Abatement	25	275	-	-
Dowling Public Works Building - Various Upgrades	45	-	-	-
Edison Archive Building (Falconbridge) HVAC Replacement	1,200	-	-	-
Edison Archive Building East Stair Replacement	-	700	-	-
Edison Archive Building Envelope Repairs	-	2,900	-	-
Fire Stations - Building Envelope & Exterior Improvements	865	540	-	-
Fire Stations - Various Upgrades	183	163	434	546
Fire/EMS Station - Levack HVAC Upgrade	20	-	-	-
Frobisher Public Works Depot - Building Envelope	-	290	-	-
Frobisher Public Works Depot - Locker Room Renovations	125	-	-	-
Lionel E. Lalonde Centre - Building Envelope Upgrades	250	250	250	-
Lionel E. Lalonde Centre - EMS Area Office/Workspace Improvements	100	-	-	-
Lionel E. Lalonde Centre - GSPS Facility Improvements	886	316	-	-
Naughton Depot & Salt Dome - Various Upgrades	-	-	28	-
North-West Public Works Depot - Various Upgrades	-	92	-	57
St. Clair Depot - Various Upgrades	-	261	-	24
Suez & Capreol Depot - Various Upgrades	-	8	-	13
Tom Davies Square - Courtyard Phase 2	150	1,000	750	-
Tom Davies Square - Domestic Hot & Cold Water Systems	-	-	120	-
Tom Davies Square - Doors, Structural Framing and Interior Partitions	55	700	-	-
Tom Davies Square - East Podium Redevelopment	350	2,000	1,150	-
Tom Davies Square - HVAC Building Automation System	-	-	700	300
Tom Davies Square - HVAC Upgrades for Occupancy Increase	-	-	-	85
Tom Davies Square - Lobby Tile Replacement	135	500	-	-
Tom Davies Square - Roof Replacement	675	-	-	-
Tom Davies Square - Sealant of Precast Envelope and Support Anchors	300	360	-	-
Tom Davies Square - Soffit Replacements and Precast Structural Reviews	50	575	625	-
Tom Davies Square - Various Upgrades	201	108	-	-
Tom Davies Square - Windows	250	1,250	1,650	2,100
Tom Davies Square - 199 Larch HVAC Systems	150	1,250	100	-
Vertical Infrastructure - Asset Management & Capital Planning Enhancements	260	-	-	-
Volunteer Fire Stations - Mechanical & Electrical	2,341	1,561	-	-
Volunteer Fire Stations - Security, Roofing & Interior Repairs	1,991	1,282	-	-
Volunteer Fire Stations - Parking Lot, Walkway, Patching	417	278	-	-
Whitefish Public Works Building - Various Upgrades	42	-	5	-



2021-2024 Capital Outlook

in thousands

Capital Project	Capital Outlook			
	2021	2022	2023	2024
Whitefish Public Works Building - Depot Upgrades	500	-	-	-
TOTAL - FACILITIES	12,698	19,167	8,483	3,886
FLEET				
Fuel Site Upgrade/Replacement	-	-	-	300
Garbage Packers	-	340	-	-
Heavy Duty Equipment (Graders, Loaders, Backhoes, etc.)	580	330	575	555
Heavy Duty Trucks (Equipped for Winter Control)	1,165	1,200	1,200	1,225
Heavy Duty Trucks (Not Equipped for Winter Control)	-	-	225	-
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)	410	340	385	395
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)	610	570	570	620
Shelving Improvements	10	-	-	-
Specialty Equipment (Sweepers, Flushers, Vactors etc)	330	640	350	240
Vehicle/Equipment Rebuilding	125	50	100	100
Ice Resurfer	105	105	110	110
TOTAL - FLEET	3,335	3,575	3,515	3,545
TOTAL - ASSET AND FLEET SERVICES	16,033	22,742	11,998	7,431
TOTAL - CORPORATE SERVICES	17,913	24,542	15,002	8,656
POLICE SERVICES				
POLICE				
Automation	262	260	265	265
Communications	70	70	71	71
Equipment - Fleet	1,036	1,090	1,161	1,161
Leasehold Improvements	125	125	128	128
Police Building Renovations - Note 7	1,900	2,400	2,900	2,900
Police Equipment and Supplies	172	187	191	191
Security	25	25	26	26
TOTAL - POLICE	3,590	4,156	4,741	4,741
TOTAL - POLICE SERVICES	3,590	4,156	4,741	4,741
TOTAL CAPITAL OUTLOOK	105,041	194,608	169,441	210,259

Note 1 - Staff will be reviewing the Facility Rationalization program during 2020 and annual cash flow estimates for each building construction will be included within the 2021 Capital Budget that will be presented to Council in the fall of 2020. The estimated total costs of \$91.6M for the buildings as previously presented to Council are as follows: Black Lake Depot Salt Dome \$6.93M; Frobisher Administration Depot \$18.94M; Frobisher Depot Salt Dome \$8.04M; Frobisher Works Facility \$19.65M; St. Clair Depot Facility \$5.75M; St. Clair Depot Salt Dome \$10.16M; Suez Depot Facility \$5.01M; Suez Salt Dome \$6.51M; Vehicle Storage Facility \$7.46M; Waste Management Vehicle Storage Facility \$1.03M; and Whitefish Depot Salt Dome \$2.12M. The buildings above do not include improvements in Phase 3 of the program as it is expected beyond 2024.

Note 2 - These projects can also be found in the Business Case section for Council consideration.

Note 3 - Additional capital investment in the range of \$8 million to \$28 million is estimated. This will be dependent on which processing technology is selected and at which location. Excludes funding grants (if available).

Note 4 - Current cost unknown, the Social Housing Revitalization Plan aims to develop a range of strategies to revitalize and optimize the aging social infrastructure stock. CGS is responsible for providing sufficient operating and capital funding to the GSHC through the Housing Services Act, 2011.

Note 5 - Amount represents estimated cash outflows per year. 26.7% City share, 40% Federal, Provincial 33.3%. Total program length expected to 2028. Subject to approval from senior levels of government, expected end of 2019.

Note 6 - The Community Safety Department Facility Renewal project is currently underway. New options will be presented to Committee for direction and the capital outlook will be updated to reflect this in the 2021 budget document.

Note 7 - Police Building Renovations project is to set aside funds from the annual property tax levy for future debt repayments once the decision is made for building renovations to an existing building or for a new building to be decided by the Greater Sudbury Police Board in time for the 2019 Budget. Starting in 2020, each year has been increased by \$500,000. The annual amounts are shown in the Operating Budget in the Contribution to Reserve Fund account/section as the funds would be transferred to the Capital Financing Reserve Fund - Police committed for the Police Building Renovations.