

2018 Capital Budget



Overview of the Capital Budget

The capital budget includes estimated capital project revenue and expenses required to build, replace and maintain capital assets owned by the City. The capital budget is distinguished from the annual operating budget, which provides for the City's day-to-day expenditures for items, including salaries, heat, hydro, maintenance and others. Each capital project identified in the capital budget means an undertaking for which capital expenditures are made or are to be made, including expenditures 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: capital envelopes, reserves, government funding, financing future years, external debt financing, and third party recoveries. The capital envelope amount is the portion of the annual property tax levy shown as Contribution to Capital within the Operating Budget. The capital envelope for water and wastewater, is the portion from the annual water/wastewater user fees.

2018 to 2022 Capital Plan

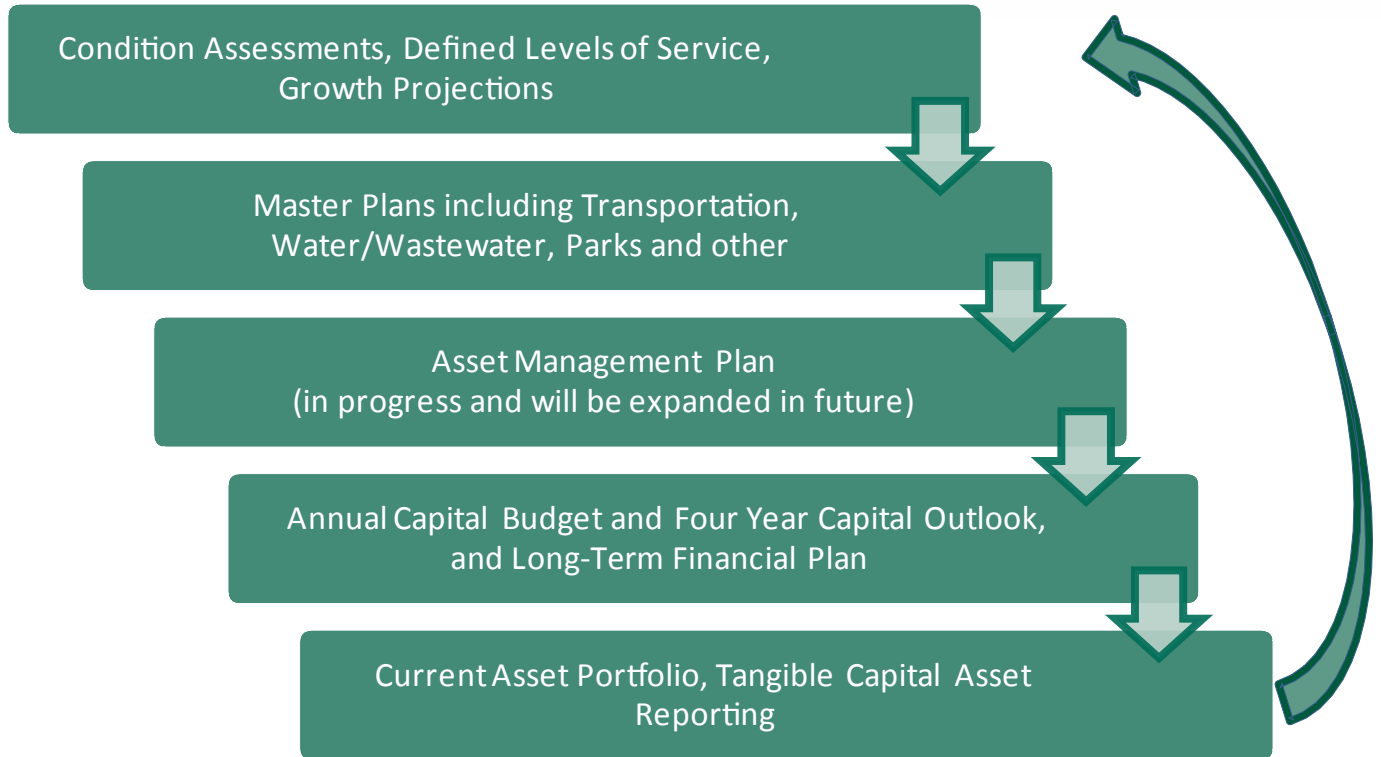
The 2018 Capital Budget has capital expenditures of \$162 million, compared to \$222.6 million in 2017. It addresses the City's capital needs to support strategic business plans and address aging infrastructure, and is summarized by department or division and detailed by specific capital projects on the pages within this section of the document. The amount of the budget has decreased from 2017 due to lower amounts of government grants and a lack of financing in future years, which has been partially offset by the use of proposed external debt financing, for Municipal Road 35, as shown in the table below. The majority of the City's 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	2018 Budget Amounts	2017 Approved Budget Amounts (for comparison)
Capital Envelope (Tax Levy)	\$70,953,555	\$65,424,022
Reserves – Capital	\$13,904,612	\$31,181,428
Reserves – Obligatory	\$1,175,000	\$1,075,000
Government Funding	\$34,843,733	\$89,211,455
Financing Future Years	\$0	\$35,709,176
External Debt Financing	\$38,584,239	\$0
Third Party Recoveries	\$2,514,000	\$0
Total Funding = Total Capital Budget Expenditures	\$161,975,139	\$222,601,081

Asset Management Plan

The City completed an Asset Management Plan that was presented to Council in December 2016. It highlighted the infrastructure requirement plans for areas including roads, water/wastewater, facilities, transit, landfills, fleet and more, along with a proposed financing strategy.



The City will develop a formal asset management framework of which some key elements are already in place, while others are still evolving or will begin in the future. This system will continue to improve as critical information is collected and analyzed for decision-making purposes. The City has been working to increase investment in capital replacements, however, these resources will need to be further enhanced to address the large infrastructure requirement.



This planning framework begins with our current asset portfolio, with an estimated replacement value of more than \$7 billion. This portfolio includes facilities, roads, water and wastewater infrastructure, parks and fleet. The City is behind in maintenance and renewal as a result of deferred replacement activities, as historically shown in the unfunded capital needs in previous capital budget documents and previously stated infrastructure requirements. Further to the Asset Management Strategy report presented to the Finance and Administration Committee in October 2017, the City will be developing an enterprise-wide approach to prioritizing capital investment starting with the 2019 Budget. It involves a strategic asset management planning approach, changes to certain financial policies, in particular the capital budget policy, and a new process for describing and deciding which investments will be made in any given budget year. The City will continue to work on items relating to planning for capital assets that include:

- **Clearly Defined Levels of Service (LOS):** Asset planning needs to begin with objectives. These objectives guide our planning. 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 by City Council and residents.
- **Condition Assessments:** Provide an indication of the condition of the asset. The asset condition determines whether or not it can provide the level of service required. While some assets can be examined visually, others, such as water and sewer pipes, are difficult and costly to assess. However, without this information, it is impossible to develop a manageable and affordable renewal plan.
- **Growth Projections:** Asset planning must also take into consideration the requirements of new people moving into the city. Population growth requires the development of new assets based on the target level of service.
- **Master Plans:** For each asset class, the City has either developed or is developing a long-term plan using the information described above as the key inputs. These plans generally have a scope of more than 20 years and will describe investment, construction, and renewal plans for assets to maintain the target level of service.
- **City-Wide Asset Management Plans:** Each of the master 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 so they don't occur at the same time.
- **Long-Term Financial Plan:** In addition to the Asset Management Plan, the City will develop 20 to 50 year assumptions regarding revenues and other sources of funding for the plan, as well as assumptions about the cost of operations. The Long-Term Financial Plan, which the City completed during the second quarter of 2017, provides guidance for making major decisions. The plan enables us to understand the impact of major financial investments on our capacity in future years and better determine the answers to significant planning and financial questions.



Highlights of 2018

Roads and Drains Capital Budget

The Roads and Drains 2018 capital budget is approximately \$103.4 million and represents almost 64 % of the Capital Budget. This is lower than the 2017 Budget of \$134.4 million. The amount shows continued spending at record levels by the City to improve roads in our community, but has decreased due to lower estimated amounts of government grants. The Maley Drive Extension project has a total estimated cost of \$80.1 million with 2/3 government grant funding of \$53.4 million. This amount has been partially offset in the 2018 budget with the inclusion of 2/3 proposed grant funding for Lorne Street at a total cost of \$24.9 million as well as Municipal Road (MR) 35 at a total estimated cost of \$33.2 million. Each of these is further explained below. The proposed government funding for Lorne Street is in addition to the permanent grant funding from Federal Gas Taxes and Ontario Community Infrastructure Fund (OCIF).

Four-laning of Municipal Road 35: Estimated cost: \$33.2 million

This proposed project is to four-lane the remainder of MR 35, which connects Sudbury with Chelmsford, Dowling, Levack and Onaping. This project also includes the rehabilitation of the existing two lanes as identified in the 2016 Capital Budget. In addition to obtaining external debt financing to fund this project, the City will submit applications to the federal and provincial governments for infrastructure funding as the project will be eligible and ready for construction during the next round of federal infrastructure funding applications. Government grants were not identified as a funding source based on Council's resolution in June 2017 to fund this project with external debt financing.

Reconstruction of Lorne Street: Estimated cost: \$24.9 million

This project will reconstruct the remaining part of Lorne Street in 2018. The City will complete the initial portion during 2017 based on funds identified in the 2016 Capital Budget. Funds identified in the 2018 Capital Budget are to complete detailed design engineering to ensure the project is shovel ready for the next proposed round of federal infrastructure funding applications. This project includes assumed funding from senior levels of government as well as external debt obtained by the City to fund its portion.

Additional Roads and Drains Projects

An increase in Ontario Community Infrastructure Funding from \$4.3 million in 2017, to \$6.0 million in 2018, will be used toward road improvements including Dominion Drive, Beatty Street and Elm Street.

Federal Gas Tax funds of \$9.5 million are being used to fund various local roads and bridge improvements.

Some of the other large projects within Roads and Transportation include Dominion Drive, Beatty Street, Elm Street, MR 55 Vermillion River Bridge, Salt and Sand Dome Design, and Crean Hill Road from MR 4 to Victoria Mine. Projects approved by Council in 2017, including additional funding for the Elgin Street Greenway and funding for the Capreol Community Improvement Plan (CIP) Waterfront Project are also significant.

A substantial project within the Drainage area is the Green Avenue Stormwater Conveyance Improvements of \$2.1 million as approved by Council during 2017 to be funded within the 2018 Capital Budget.

There are significant capital projects to be completed from the 2017 Capital Budget by the end of March 2018. These projects have received funding from the Clean Water and Wastewater Fund, Public Transit Infrastructure Fund and the Ministry of Environment and Climate Change for various roads, bridges and subwatershed studies projects.

Highlights of 2018

Water/Wastewater

The capital budget for water/wastewater is approximately \$37.2 million in 2018, compared to \$56.2 million in 2017. This decrease is due mainly to lower government grants as explained below:

In 2017, there was a Clean Water and Wastewater Fund grant of \$6.7 million for water and \$160,000 for wastewater. This grant funded various watermain and sewermain improvements in our community.

In 2017, there was internal financing of \$16.7 million for various wastewater capital projects, such as the St. Charles Lift Station upgrades, Gatchell Outfall Sewer, Sudbury Wastewater Treatment Plant upgrades, and Lively Sanitary Sewer upgrades.

These reductions were offset by an increase to the capital envelopes which received a higher allocation based on Council direction for a water/wastewater user fee increase of 7.4 % in 2018, in line with the Long-Term Financial Plan for this division.

Citizen and Leisure Services

The 2018 capital budget for Citizen and Leisure Services is \$5.8 million compared to \$4.6 million in 2017. The increase is due mainly to the inclusion of the Elgin Street Greenway (\$1.6 million including proposed government grants) and the Capreol Community Improvement Plan (\$240,000) projects approved by Council in 2017 to be included in the 2018 Capital Budget. The budget also includes seed funding for the Therapeutic/Leisure Pool in the amount of \$300,000 in 2018, as well as \$350,000 in the 2019 and 2020 Capital Outlook contingent on fundraising a residual amount for construction. Furthermore, funds have been allocated to replace HVAC equipment at various pools, to replace the roof at the Howard Armstrong Recreation Centre, and to complete structural repairs at the Chelmsford and Sudbury arenas.

Transit

The 2018 capital budget for Transit is approximately \$921,000, compared to \$10.7 million in 2017. This significant decrease is the result of the City's allocation of \$5.3 million from the Public Transit Infrastructure Fund (PTIF) which was included in the 2017 Capital Budget. The PTIF funding allocated 50 % of project costs and is being used to accelerate the replacement of transit buses, transit ridership and maintenance software, roof replacement at the Transit/Fleet Garage and other facility replacement and improvement projects. The City 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 capital envelopes. The repayment of these PTIF projects is shown in the 2018 Capital Budget from Provincial Gas Taxes of \$800,000.

Facilities

The capital budget for Facilities has increased slightly from \$2.2 million in 2017 to \$2.5 million in 2018. Capital projects set for 2018 include internal financing repayments for the Tom Davies Square Courtyard renovations, additional funding for the courtyard and parking roof project, as well as \$470,000 in improvements at various EMS and Fire Halls including the Lionel E. Lalonde Centre. There are significant capital needs for replacements and improvements to various City facilities due to age, condition beyond useful life, and health and safety concerns.

Fire

The capital budget for Fire is \$1.3 million in 2018 which is a decrease from \$2.5 million in 2017. The budget includes the purchase of two front line response vehicles as well as the internal financing repayments for an Aerial Fire Truck that was approved in the 2017 budget.

Highlights of 2018

Police Headquarter Renovations

The Greater Sudbury Police Service has a draft capital budget of approximately \$1.8 million. The budget includes additional funding from the tax levy / capital envelopes to set aside funds for external debt repayments for the pending building renovations at the existing headquarters and Lionel E. Lalonde Centre, or for a new building. Police Services will proceed with a building assessment during 2018 in order to provide a recommendation for the 2019 Budget.

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. The increased 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 new and expanded assets also provide for a cleaner environment, as in the case of Active Transportation Assets, as well as beautification of downtown areas of the City (Sudbury and Capreol). The table below shows a summary of the impact on the operating budget for increased expenses as shown within the notes in each respective capital budget area below:

Capital Budget Area/Project	Annual Operating Budget Impact
Citizen and Leisure – Capreol CIP Waterfront	\$72,500
Citizen and Leisure – Elgin Street Greenway	\$67,500
Citizen and Leisure – Garson Splash Pad	\$10,000
Citizen and Leisure – Copper Cliff Splash Pad	\$10,000
Roads – Active Transportation Assets	\$24,676
Roads – Kelly Lake Road	\$5,365
Roads – Dominion Drive	\$4,233
Roads – Sidewalks	\$3,465
Total Annual Operating Budget Impact (Increase to annual operating expenses)	\$197,739



Financing Plan

Government Grants

The 2018 Capital Budget includes approximately \$34.8 million of federal and provincial grants. This includes \$17.2 million from ongoing Federal Gas Tax (\$10.4 million) and Provincial Gas Tax (\$800,000) funds, as well Ontario Community Infrastructure Fund (OCIF) dollars (\$6 million). The amount of Provincial Gas Tax funds used in the capital budget varies from year to year based on the Transit Long-Term Financial Plan. In 2018 it represents the internal financing repayment for the PTIF related capital projects approved in the 2017 Capital Budget.

The significant one-time funding opportunities that are assumed from senior levels of government are summarized in the chart below. This funding is based on applications to be submitted that have not been approved by Federal or Provincial Governments. Should the government funding not be approved, a future report will be presented to Council for direction on the projects and other funding sources.

Government Grant	Capital Budget Area/Project	Amount
Federal Grant	Roads – Lorne Street and MR 55	\$8,287,059
Provincial Grant	Roads – Lorne Street and MR 55	\$8,287,059
Federal Grant	Citizen and Leisure – Elgin Greenway	\$467,000
Provincial Grant	Citizen and Leisure – Elgin Greenway	\$467,000
Provincial Grant	Health and Social Services – Office Renovations Children and Social Services	\$80,000
Total One-Time Capital Funding		\$17,588,118

This is a significant decrease from the 2017 Capital Budget which included one-time capital funding of \$73.6 million, encompassing funding for the Maley Drive Extension project. The 2017 grants require the funds be spent by the end of March 2018, with the exception of the Maley Drive Extension project funds. As such, there is a significant number of capital projects in progress during 2017 that should be completed early in 2018.

Special Capital Levy of 1.5 %

The City's initial Long-Term Financial Plan from 2002 recommended an annual increase in capital funding of 2.3 % of the previous year's property tax increase to address the infrastructure requirement. The Long-Term Financial Plan Audit by the Auditor General's Office indicates that previous Councils approved a separate capital levy only for a few years during the mid 2000s, which was then offset by a permanent reduction in the capital envelopes in 2010.

Consistent with prior years, staff recommends a special capital levy of 1.5 % within the 2018 budget, which would represent approximately a \$3.75 million investment in our infrastructure. This amount will be used to fund specific projects during 2018, or as debt repayment to obtain up to \$50 million of external debt. Because the capital levy is meant to address the infrastructure requirement, including replacement of existing capital assets, it is recommended these additional funds be allocated to improve, rehabilitate and replace various assets used by citizens as well as to provide services to residents.

If Council approves an additional capital levy for 2018, staff will present a future report to Council identifying significant capital projects determined by the Executive Leadership Team based on a risk based, enterprise-wide approach.

Financing Plan

External Debt Financing

The use of external debt financing has been considered and incorporated into the 2018 Capital Budget due to continuing low interest rates, coupled with the City's infrastructure requirement. The additional capital levy of 1.5 % is being considered to obtain additional external debt to fund the continuing debt repayments. The City will look to obtain external debt financing to fund the City's proposed shares for Municipal Road 35 and Lorne Street based on the assumption of proposed funding from senior levels of government for Lorne Street only. The chart below also includes proposed external debt for the Event Centre on the Kingsway pending Council's decision on the business case. The amounts below are in addition to the \$5 million Council approved during the 2017 Capital Budget as a grant contribution to a Place des arts capital project.

Capital Budget Area/Project	External Debt Financing Amount
Roads – MR 35 from Highway 144 to Notre Dame East	\$30,854,201
Roads – Lorne Street and MR 55 from Elm Street to Power Street	\$7,730,038
Additional Capital Levy - Potential additional external debt for Facilities if additional capital levy of 1.5% is used to fund external debt repayments up to \$3.75 million	Up to \$50,000,000
Event Centre on the Kingsway	\$90 million
Total Potential External Debt Financing	\$128.6 million to \$178.6 million (depending on allocation of capital levy to debt)

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.





2018 CAPITAL BUDGET - BY DIVISION/AREA

Department	Capital Envelope	Reserves Capital	Reserves Obligatory ¹	Government Funding ²	Financing Future Years	External Debt Financing	Third Party Recoveries	TOTAL	2017 Approved Capital Budget
Infrastructure Services									
Roads	\$ 27,061,676	\$ 2,524,933	\$ 850,000	\$ 32,069,294	\$ -	\$ 38,584,239	\$ 2,314,000	\$ 103,404,142	\$ 134,369,657
Water	\$ 18,267,746	\$ 2,868,211	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,135,957	\$ 23,076,521
Wastewater	\$ 14,251,033	\$ 843,921	\$ -	\$ 960,000	\$ -	\$ -	\$ -	\$ 16,054,954	\$ 33,097,595
Environmental Services	\$ 999,933	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 999,933	\$ 980,326
Planning	\$ 129,403	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,403	\$ 236,866
Growth Related Projects	\$ 225,362	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,362	\$ 220,943
	\$ 60,935,153	\$ 6,237,065	\$ 850,000	\$ 33,029,294	\$ -	\$ 38,584,239	\$ 2,314,000	\$ 141,949,751	\$ 191,981,908
Community Development									
Citizen & Leisure Services	\$ 3,857,133	\$ 450,000	\$ 325,000	\$ 934,000	\$ -	\$ -	\$ 200,000	\$ 5,766,133	\$ 4,552,072
Health & Social Services	\$ 823,475	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 903,475	\$ 807,328
Transit	\$ 120,187	\$ -	\$ -	\$ 800,439	\$ -	\$ -	\$ -	\$ 920,626	\$ 10,718,000
Healthy Communities Initiatives	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
	\$ 5,400,795	\$ 450,000	\$ 325,000	\$ 1,814,439	\$ -	\$ -	\$ 200,000	\$ 8,190,234	\$ 16,677,400
Community Safety									
Fire	\$ 1,306,657	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,306,657	\$ 2,477,709
Paramedic Services (EMS)	\$ -	\$ 829,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 829,798	\$ 988,679
Emergency Management	\$ 11,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,493	\$ 11,268
CLEC	\$ 442,726	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 442,726	\$ 442,491
	\$ 1,760,876	\$ 829,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,590,674	\$ 3,920,147
Corporate Services									
Facilities (excl. Citizen & Leisure)	\$ 1,657,561	\$ 865,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,522,561	\$ 2,235,060
199 Larch ⁴	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,085,000
Fleet	\$ -	\$ 2,760,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,760,000	\$ 3,132,000
Parking	\$ -	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ 100,000
Information Technology	\$ 313,197	\$ 208,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 521,835	\$ 490,000
Corporate Infrastructure	\$ 110,669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,669	\$ 108,499
ERP Peoplesoft Projects	\$ 106,121	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,121	\$ 104,040
Clerks Services	\$ 46,835	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,835	\$ 96,996
By-Law Services	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 75,000
	\$ 2,259,383	\$ 4,263,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,523,021	\$ 7,426,595
Police Services									
Police	\$ 597,348	\$ 1,173,471	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,770,819	\$ 1,644,391
Communications Infrastructure	\$ -	\$ 950,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 950,640	\$ 950,640
	\$ 597,348	\$ 2,124,111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,721,459	\$ 2,595,031
2018 Capital Budget	\$ 70,953,555	\$ 13,904,612	\$ 1,175,000	\$ 34,843,733	\$ -	\$ 38,584,239	\$ 2,514,000	\$ 161,975,139	\$ 222,601,081
2017 Approved Capital Budget	\$ 65,424,022	\$ 31,181,428	\$ 1,075,000	\$ 89,211,455	\$ 35,709,176	\$ -	\$ -	\$ 222,601,081	\$ -

Notes:

- The 2018 Capital Budget includes funding from Development Charges to partially fund debt repayments for Gerry McCrory Countryside Arena and South Branch Library for a total of \$225,000. It also includes funding from subdivision asphalt developer deposits for a total of \$850,000, and \$100,000 funding from Parks Reserve Fund for a splash pad in Garson.
- Government Funding includes Federal Gas Taxes of \$10,409,758, Provincial Gas Taxes of \$800,439, Ontario Community Infrastructure Fund (OCIF) grant of \$6,045,418, proposed Provincial and Federal Grant Funds for Lorne Street of \$16,574,118, proposed Provincial and Federal funding for Elgin Greenway project of \$934,000, and proposed Provincial funding for office renovations in Children's & Social Services of \$80,000.
- This Capital Budget includes an estimate for incremental operating costs of approximately \$197,739 which will be included in future operating budgets when asset is in operation.
- There is no capital budget for 199 Larch Street for the period of 2018 to 2022 pending changes to the capital budget policy in 2019 where funding from the tax levy may be used to fund priority projects such as this facility. As stated in prior year budget documents, the 199 Larch Street Reserve Fund has been overcommitted towards priority projects with borrowing from the Capital Financing Reserve Fund - General which is to be repaid from future net revenues (ie. contributions to 199 Larch Street Reserve Fund) from this facility.



Roads / Drainage Summary

CATEGORY DESCRIPTION

(For detailed project listing see attached)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Roads					
Previous Council Approvals	\$ 6,484,197	\$ 2,284,697	\$ 2,284,697	\$ 2,284,697	\$ 752,786
New Construction/Widening/Intersection Improvements	\$ 38,389,447	\$ 4,350,000	\$ 5,350,000	\$ 5,350,000	\$ 6,350,000
Arterial - Collector Roads	\$ 32,201,177	\$ 9,735,000	\$ 8,735,000	\$ 12,270,000	\$ 12,980,000
Local Roads	\$ 4,610,000	\$ 4,450,000	\$ 3,715,000	\$ 4,075,000	\$ 4,075,000
Bridges/Culverts	\$ 9,950,000	\$ 14,000,000	\$ 14,000,000	\$ 10,400,000	\$ 11,000,000
Streetslighting	\$ 155,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000
Traffic - New Lights	\$ 200,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000
Cycling Infrastructure	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Sidewalk/Curb	\$ 400,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Surface Treatment	\$ 1,245,000	\$ 1,200,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Other Road Programs/Projects	\$ 5,619,321	\$ 4,825,318	\$ 4,529,476	\$ 5,083,775	\$ 4,824,887
Total Roads	\$ 100,054,142	\$ 42,015,015	\$ 42,519,173	\$ 43,033,472	\$ 43,552,673
Drainage					
Previous Council Approvals	\$ 2,850,000	\$ 700,000	\$ -	\$ -	\$ -
Municipal Drainage & Stormwater Management	\$ 500,000	\$ 1,961,300	\$ 2,709,200	\$ 2,758,000	\$ 2,813,160
Total Municipal Drainage & Stormwater Management	\$ 3,350,000	\$ 2,661,300	\$ 2,709,200	\$ 2,758,000	\$ 2,813,160
PROJECT COSTS	\$ 103,404,142	\$ 44,676,315	\$ 45,228,373	\$ 45,791,472	\$ 46,365,833
PROJECT FINANCING					
Reserves: Capital Financing Reserve Fund - Roads	\$ (1,788,933)	\$ -	\$ -	\$ -	\$ -
Reserves: Reserve Fund - Drains & Stormwater	\$ (736,000)	\$ -	\$ -	\$ -	\$ -
Reserves: Obligatory Reserve Fund - Subdivision Asphalt	\$ (850,000)	\$ (850,000)	\$ (850,000)	\$ (850,000)	\$ (850,000)
Reserves: Obligatory - Federal Gas Tax	\$ (9,449,758)	\$ (9,449,758)	\$ (9,449,758)	\$ (9,449,758)	\$ (9,449,758)
Government Grants: Federal and Provincial Funding for Lorne	\$ (16,574,118)	\$ -	\$ -	\$ -	\$ -
Government Grants: Ontario Community Infrastructure Fund (OCIF)	\$ (6,045,418)	\$ (9,265,917)	\$ (9,265,917)	\$ (9,265,917)	\$ (9,265,917)
External Debt Financing	\$ (38,584,239)	\$ 2,492,270	\$ 2,492,270	\$ 2,492,270	\$ 2,492,270
Third Party Recoveries/Fundraising/Donations	\$ (2,314,000)	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)	\$ 27,061,676	\$ 27,602,910	\$ 28,154,968	\$ 28,718,067	\$ 29,292,428

Priority Setting:

To determine projects in the first four (4) Product Categories (Major Roads, Minor Roads, and Bridge Rehabilitation), an Overall Condition Index (OCI) criteria is utilized. The following criteria are used to develop the OCI:

- a) Condition Rating/Cost Benefit: Roads are physically examined for structural condition, ride smoothness, truck traffic, traffic volumes and drainage. A computerized Pavement Management System (Deighton), which generates recommended rehabilitation strategies and costs by road classification and at pre-established budget scenarios is one of the tools used to develop the OCI.
- b) Safety: Are there any safety concerns that a project will solve.
- c) Associated with Water/Wastewater Projects: Where water/wastewater construction or rehabilitation is required, the road will be restored/upgraded if warranted.
- d) Economic Development Opportunity: Site specific in conjunction with proposed development (commercial and/or residential).
- e) Environment and Traffic Congestion Issues: It has been demonstrated that reducing bottlenecks and resulting idling can reduce carbon monoxide and carbon dioxide between 50% and 80%.



Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Walford Road from Regent Street to Paris Street	R			\$ 990,000		
MR 24 various sections	R				\$ 2,500,000	
MR 15 from Belisle Street to Dupont Street (Chelmsford)	R				\$ 2,170,000	
MR 55 from MR 24 to Eve Street	R				\$ 1,970,000	
Valleyview Road from Martin Road to Evans Road	R				\$ 1,430,000	
MR 84 from Cote Blvd to Linden Drive	R				\$ 1,200,000	
Kantala Road from Hwy 17 to Finnwoods Avenue	R				\$ 1,000,000	
Desmarais Road from Gravel Drive to Talon Street	R				\$ 1,000,000	
MR 24 from Caverzan Drive to CPR Tracks	R				\$ 500,000	
Skead Road from Bowland's Bay Road to Station Road	R				\$ 500,000	
Montee Principale From MR 15 to MR 35	R				\$	
Ramps from Big Nickel Road to Lorne Street	R					\$ 3,500,000
Panache Lake Road (3km)	R					\$ 3,380,000
Notre Dame Avenue from Wilma Avenue to 0.6 km North of Cambrian Heights Drive	R					\$ 2,500,000
Longyear Drive from Edison Road to MacDonnel Street	R					\$ 2,000,000
College Street from Froot Street to Pine Street	R					\$ 1,300,000
SUBTOTAL Arterial - Collector Roads		\$ 32,201,177	\$ 8,735,000	\$ 9,070,000	\$ 12,270,000	\$ 12,980,000
Local Roads						
Danforth Avenue from Fielding Street to Barrington Street	R	\$ 770,000 ³				
Bonin Street from MR 15 to Montee Principale	R	\$ 500,000 ³				
Creighton Road from School Street to Godfrey Drive	R	\$ 400,000 ³				
Avalon Road from Bancroft Drive to South End	R	\$ 400,000 ³				
Leslie Street from Notre Dame Avenue to Bridge	R	\$ 345,000 ³				
McAllister Avenue from Lasalle Boulevard to South End	R	\$ 320,000 ³				
Leonard Street from Hwy 144 to North End	R	\$ 300,000 ³				
Lillian Street from Dominion Drive to 0.5 km North	R	\$ 285,000				
Field Street from Algonquin Road to Larchwood Drive	R	\$ 270,000				
Tarneau Street from Howey Drive to South End	R	\$ 260,000				
Strathmere Court from Robinson Drive E to Robinson Dr W	R	\$ 225,000				
Loach's Road from Eden Point Drive to Cerelli Court	R	\$ 190,000				
Traffic Calming	N	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Rita Street from Wilfred Street to East End	R	\$ 80,000				
Parkwood Street from Maple Street to North End	R	\$ 50,000				
Poplar Street from Stanley Street to West End	R	\$ 40,000				
Dean Avenue from Lorne Street to Landsend Street	R		\$ 775,000			
CKSO Road from Goodview Road to Leedale Avenue	R		\$ 760,000			
Minto Street from Brady Street to Larch Street	R		\$ 670,000			
Morgan Road from South End to Blais Road	R		\$ 665,000			
Various Local Roads	R		\$ 300,000	\$ 1,500,000	\$ 3,900,000	\$ 3,900,000
O'Neil Drive East from Penman Avenue to Margaret Street South	R		\$ 280,000			
Vagnini Court from Mumford Drive to End	R		\$ 280,000			
Henry Court from George Street E to George Street W	R		\$ 235,000			
Second Avenue from Bancroft Drive to Railway	R		\$ 205,000			



Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE
 R (Renewal)
 E (Expansion)
 N (New)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Roy Avenue from Leon Avenue to Rinfret Street		\$ 105,000			
Fourth Avenue from Bancroft Drive to Greenwood Avenue			\$ 485,000		
Birch Street from Donald Street to Notre Dame East			\$ 350,000		
Mumford Drive from Vagnini Court to Duhamel Road			\$ 285,000		
Scenic Drive from Valleyview Drive to South End			\$ 255,000		
Leon Avenue from Roy Avenue to Lamothe Street			\$ 195,000		
Rheat Street from Donald Street to Estelle Street			\$ 140,000		
Cedar Street from Elgin Street to Durham Street			\$ 135,000		
Westmount Avenue from Hawthorne Street to Fielding Street			\$ 120,000		
Arnold Street from Moonrock Avenue to South End			\$ 75,000		
SUBTOTAL Local Roads	\$ 4,610,000	\$ 4,450,000	\$ 3,715,000	\$ 4,075,000	\$ 4,075,000
Bridges/Culverts					
Various Bridge / Culvert Repairs	\$ 3,200,000 ³	\$ 3,000,000	\$ 3,000,000	\$ 4,500,000	\$ 10,800,000
MR55 - Vermilion River Bridge	\$ 2,600,000 ³				
Bowlands Bay Road Bridge	\$ 1,500,000 ³				
William Avenue Bridge	\$ 1,100,000 ¹				
Nelson Lake Road Bridge	\$ 750,000 ³				
Coniston Creek Pedestrian Bridge	\$ 600,000 ³				
Bridge Inspections / Evaluations	\$ 200,000		\$ 200,000		\$ 200,000
Spanish River Bridge		\$ 3,200,000			
Douglas Street Bridge		\$ 3,000,000			
CNR Overpass (Falconbridge Road)		\$ 2,300,000			
Allan Street Bridge		\$ 1,500,000			
Beatty Street Bridge		\$ 1,000,000			
High Falls Road Bridge			\$ 3,000,000		
Vermilion River Bridge (Moose Mountain)			\$ 2,400,000		
Ironside Lake Road Bridge			\$ 1,500,000		
Old Soo Road Bridge			\$ 1,500,000		
Walter Street Bridge			\$ 1,500,000		
Frappler Road Bridge			\$ 900,000		
Kalmo Road Bridge			\$ 3,300,000		
CPR Overhead (Lasalle Boulevard)			\$ 1,000,000		
Fielding Road Bridge			\$ 800,000		
Dufferin Street Bridge			\$ 800,000		
SUBTOTAL Bridges/Culverts	\$ 9,950,000	\$ 14,000,000	\$ 14,000,000	\$ 10,400,000	\$ 11,000,000
Streetlighting					
Miscellaneous Streetlight Upgrades	\$ 100,000	\$ 305,000	\$ 305,000	\$ 305,000	\$ 305,000
New Streetlights	\$ 55,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
SUBTOTAL Streetlighting	\$ 155,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000
Traffic - New Lights					
Traffic System Improvements	\$ 200,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000
SUBTOTAL Traffic - New Lights	\$ 200,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000
Cycling Infrastructure					



Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Miscellaneous Improvements	\$ 800,000 ⁹	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
SUBTOTAL Cycling Infrastructure	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Sidewalk/Curb					
Various Projects	\$ 400,000 ⁹	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
SUBTOTAL Sidewalk/Curb	\$ 400,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Surface Treatment					
Single Surface Treatment Various Locations	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Grassy Lake Road (1.5 km)	\$ 165,000				
Montpellier Road (1.5 km)	\$ 165,000				
McCharles Lake Road (1.2 km)	\$ 132,000				
West Bay Road (1.1 km)	\$ 121,000				
Dupuis Road (0.9 km)	\$ 99,000				
Montee Rouleau Rd (0.8 km)	\$ 88,000				
MR 4 (0.8 km)	\$ 88,000				
Stinson Road (0.7 km)	\$ 77,000				
Horeshoe Lake Road (0.7 km)	\$ 77,000				
Tilton Lake Road (0.3 km)	\$ 33,000				
Various Locations	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
SUBTOTAL Surface Treatment	\$ 1,245,000	\$ 1,200,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Other Road Programs/Projects					
Elgin Greenway Complementary Works	\$ 1,414,000 ⁵				
Development Subdivision Surface Asphalt	\$ 1,000,000 ²	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Consulting Services - Future Projects	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Crack Sealing	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Capital Project Delivery Resources (Contribution to Operating)	\$ 225,321	\$ 229,827	\$ 234,424	\$ 239,112	\$ 243,894
Railway Crossings	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Property Acquisition	\$ 250,000 ¹				
GIS	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Asset Management Coordinator (Contribution to Operating)	\$ 80,000 ⁴	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Guide Rail Installations	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Rockfall Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Pavement Management Updates	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Contingency	\$ 1,000,000	\$ 1,165,491	\$ 1,065,052	\$ 1,164,663	\$ 1,100,993
SUBTOTAL Other Road Programs/Projects	\$ 5,619,321	\$ 4,825,318	\$ 4,529,476	\$ 5,083,775	\$ 4,824,887
PROJECT COSTS	\$ 100,054,142	\$ 42,015,015	\$ 42,519,173	\$ 43,033,472	\$ 43,552,673

Notes:

- 1) Capital Financing Reserve Fund - Roads
 William Avenue Bridge \$ 1,788,933
 Depot & Public Work Administration Upgrades \$ 500,000
 Property Acquisition \$ 250,000
- 2) Subdivision Deposits Obligatory Reserve Fund
 Development Subdivision Surface Asphalt (portion will be funded from this Reserve Fund) \$ 850,000
- 4) OCIF Funding
 Dominion Drive \$ 2,400,000
 Beatty Street \$ 1,700,000
 Elm Street (Ethelbert) \$ 1,200,000
 Elm Street (Frood) \$ 300,000
 Kelly Lake Road \$ 125,000
 Brookside Road \$ 240,418



Drainage Detail

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
PREVIOUS COUNCIL APPROVALS						
Mountain Street Storm Outlet	N	\$ 400,000	\$ 400,000			
Minnow Lake Stormwater Treatment Station	N	\$ 350,000	\$ 300,000			
Green Ave Stormwater Conveyance Improvements	N	\$ 2,100,000 ¹				
SUBTOTAL PREVIOUS COUNCIL APPROVALS		\$ 2,850,000	\$ 700,000	\$ -	\$ -	\$ -
Municipal Drainage & Stormwater Management						
Subwatershed Planning	N	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Various Storm Sewer Improvements and Consulting Fees	N	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Capreol Combined Sewers EA	N	\$ 150,000				
Whitson River Stormwater Management	N	\$ 275,300	\$ 275,300	\$ 400,000	\$ 608,000	\$ 500,000
Junction Creek Stormwater Management	N	\$ 486,000	\$ 486,000	\$ 400,000	\$ 500,000	\$ 863,160
Azilida Stormwater Management	N	\$ 250,000	\$ 250,000	\$ 250,000	\$ 450,000	
Whitson River Tributary 3 Stormwater Management (Chelmsford)	N	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 500,000
Ramsey Lake Stormwater Management	N	\$ 250,000	\$ 250,000	\$ 109,200	\$ 500,000	\$ 500,000
Countryside Arena Lands Drain	N			\$ 850,000		
SUBTOTAL Municipal Drainage & Stormwater Management		\$ 500,000	\$ 1,961,300	\$ 2,709,200	\$ 2,758,000	\$ 2,813,160
PROJECT COSTS		\$ 3,350,000	\$ 2,661,300	\$ 2,709,200	\$ 2,758,000	\$ 2,813,160

1) A portion of this project will be funded from the Drain & Stormwater Reserve Fund (\$736,000)



PROJECT DESCRIPTION

PROJECT TYPE

R (Renewal)
E (Expansion)
N (New)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Sudbury Landfill & Waste Diversion Site						
Stormwater, Leachate, Wells & Miscellaneous Items	R/E	\$ 240,000	\$ 232,000	\$ 190,000		
Compost Pad & Diversion Areas	R/E	\$ 205,250				
Landfill Gas	R/E			\$ 340,000		
SUBTOTAL - Sudbury Landfill & Waste Diversion Site		\$ 445,250	\$ 232,000	\$ 530,000	\$ -	\$ -
Hammer Landfill & Waste Diversion Site						
Compost Pad & Diversion Areas	R/E	\$ 142,000				
Stormwater, Leachate, Wells & Miscellaneous Items	R	\$ 13,000	\$ 282,000	\$ 10,000	\$ 2,000	\$ 200,000
Cell Closure	R/E					\$ 700,000
SUBTOTAL - Hammer Landfill & Waste Diversion Site		\$ 155,000	\$ 282,000	\$ 10,000	\$ 2,000	\$ 900,000
Azilida Landfill & Waste Diversion Site						
Compost Pad & Diversion Areas	R	\$ 20,000				
Stormwater, Leachate, Wells & Miscellaneous Items	R	\$ 10,000	\$ 280,000	\$ 10,000	\$ 2,000	\$ 12,000
Cell Closure	R		\$ 1,010,000			
Funding From Future Years Envelopes (2020, 2021)			\$ (864,068)	\$ 15,331	\$ 848,737	
SUBTOTAL - Azilida Landfill & Waste Diversion Site		\$ 30,000	\$ 1,290,000	\$ 10,000	\$ 2,000	\$ 12,000
Walden Small Vehicle Transfer Station						
Stormwater, Leachate, Wells & Miscellaneous Items	R	\$ 20,000		\$ 280,000	\$ 2,000	\$ 2,000
SUBTOTAL - Walden Small Vehicle Transfer Station		\$ 20,000	\$ -	\$ 280,000	\$ 2,000	\$ 2,000
Recycling Processing Facility - Structural Repairs	R	\$ 150,000				
Long Term Organic Processing Plan	R	\$ 90,000				
Waste Depots, Scales & Scale Houses - Miscellaneous Repairs	R	\$ 20,000			\$ 20,000	
Litter Containers, Signs	R	\$ 9,683			\$ 10,000	
Update Waste Management System Master Plan - Commence in 2021	R			\$ 95,000	\$ 95,000	\$ 88,361
Various Solid Waste Sites - Assessments/Plans/Reports	R			\$ 20,000		
Monitoring, Contingencies & Miscellaneous	R	\$ 80,000	\$ 80,000	\$ 80,000	\$ 81,401	\$ 80,000
PROJECT COSTS		\$ 999,933	\$ 1,884,000	\$ 1,025,000	\$ 212,401	\$ 1,082,361
PROJECT FINANCING						
Capital Envelopes: Future Years Financing		\$ -	\$ (864,068)	\$ 15,331	\$ 848,737	\$ -
CAPITAL ENVELOPE (Tax Levy)		\$ 999,933	\$ 1,019,932	\$ 1,040,331	\$ 1,061,138	\$ 1,082,361

Priority Setting:

Priority is based on need or initiatives.



PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST		2019 OUTLOOK		2020 OUTLOOK		2021 OUTLOOK		2022 OUTLOOK	
		R (Renewal) E (Expansion) N (New)									
Mapping/Ortho Photography (Update of Existing Data)	R	\$	104,403	\$	131,991	\$	134,631	\$	137,324	\$	140,070
GPS Equipment	R	\$	25,000								
PROJECT COSTS		\$	129,403	\$	131,991	\$	134,631	\$	137,324	\$	140,070
CAPITAL ENVELOPE (Tax Levy)		\$	129,403	\$	131,991	\$	134,631	\$	137,324	\$	140,070

Priority Setting:

Priority is based on need as relating to equipment, mapping/ortho photography, and other plans/studies. The needs of the next five years are planned to update mapping and orthophotography of various areas of the City. In 2018, new GPS equipment to keep up with new technologies and standards is scheduled as well as some photography.



PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Growth Related Projects/City's Share of Development Cost Sharing Policy	E	\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156	\$ 243,939
PROJECT COSTS		\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156	\$ 243,939
CAPITAL ENVELOPE (Tax Levy)		\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156	\$ 243,939

Notes:

1) Contribution to Capital Financing Reserve Fund - Planning (Committed) to be used for the City's tax levy share of growth related projects in accordance with the Development Cost Sharing Policy. These funds are not used towards Water or Wastewater cost sharing as those would be funded from Water/Wastewater user fees as opposed to the tax levy.



Citizen & Leisure Services Summary

CATEGORY DESCRIPTION

(For detailed project listing see attached)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Leisure					
Previous Council Approvals	\$ 644,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
Parks / Playgrounds	\$ 2,126,000	\$ 300,000	\$ 275,000	\$ 625,000	\$ 775,000
Parks Equipment	\$ 100,000	\$ 85,000	\$ 115,000	\$ 115,000	\$ 100,000
Total Leisure	\$ 2,870,732	\$ 789,732	\$ 794,732	\$ 1,144,732	\$ 1,279,732
Citizen Services					
Previous Council Approvals	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000
Library, Citizen Services and Museums	\$ 315,000	\$ 425,000	\$ 435,000	\$ 450,000	\$ 450,000
Cemetery	\$ 270,000	\$ 220,000	\$ 230,000	\$ 230,000	\$ 230,000
Total Citizen Services	\$ 908,000	\$ 968,000	\$ 988,000	\$ 1,003,000	\$ 1,003,000
Leisure Facilities					
Roofing	\$ 195,000	\$ 200,000	\$ 1,525,000	\$ 750,000	\$ 300,000
Equipment Replacement	\$ 60,000	\$ 140,000	\$ 185,000	\$ 550,000	\$ 717,000
Structural Repairs & Upgrades	\$ 385,000	\$ 1,110,000	\$ 230,000	\$ 33,000	\$ 25,000
Heating & Ventilation	\$ 515,000	\$ 775,000	\$ -	\$ -	\$ 345,000
Interior Renovations	\$ 155,000	\$ 80,000	\$ -	\$ 175,000	\$ -
Upgrades & Improvements	\$ 627,401	\$ 505,864	\$ 958,756	\$ 1,020,106	\$ 900,000
Health & Safety	\$ 50,000	\$ 50,000	\$ 40,000	\$ 155,000	\$ 330,000
Total Leisure Facilities	\$ 1,987,401	\$ 2,860,864	\$ 2,938,756	\$ 2,683,106	\$ 2,617,000
PROJECT COSTS	\$ 5,766,133	\$ 4,618,596	\$ 4,721,488	\$ 4,830,838	\$ 4,899,732
PROJECT FINANCING					
Reserves: Capital Reserves	\$ (450,000) ¹	\$ (465,000)	\$ (495,000)	\$ (530,000)	\$ (523,057)
Reserves: Development Charges	\$ (225,000)	\$ (225,000)	\$ (225,000)	\$ (225,000)	\$ (225,000)
Reserves: Obligatory	\$ (100,000) ²	\$ -	\$ -	\$ -	\$ -
Grants (Provincial and Federal)	\$ (934,000)	\$ -	\$ -	\$ -	\$ -
Third Party Recoveries	\$ (200,000)	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)	\$ 3,857,133	\$ 3,928,596	\$ 4,001,488	\$ 4,075,838	\$ 4,151,675
Components of Total Capital Envelope:					
Citizen and Leisure - Capital Envelope	\$ 3,573,133	\$ 3,644,596	\$ 3,717,488	\$ 3,791,838	\$ 3,867,675
South Branch Library Loan (Annual Contribution from South Branch Library Operating Cost Centre for Debt Repayment)	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Countryside Arena (Annual Contribution from Countryside Arena Operating Cost Centre for Debt Repayment)	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000
Total Capital Envelope	\$ 3,857,133	\$ 3,928,596	\$ 4,001,488	\$ 4,075,838	\$ 4,151,675

Notes:

- 1) Parks Equipment Replacement Reserve Fund (\$100,000), Capital Financing Reserve Fund - Leisure (\$200,000), Cemeteries Reserve Fund (\$150,000)
- 2) Parks Section 50 Reserve Fund

Priority Setting:

Priority setting for Leisure is based on renewal, health and safety, and new facilities. For new facilities, priority is based on Parks/Open Space Leisure Master Plan in order to implement identified priority projects. Priority setting for Facilities is based on aging facilities and need in areas of building shell, roofs, mechanical, electrical, and health and safety. Priority setting for Citizen Services is based on building renewal and expansion. In regards to Facility priority, it is based on building age (repair roof, replace lighting, replace boiler etc) as well as expansion.



PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Leisure						
Previous Council Approvals (Internal Borrowing)						
Gerry McCrory Countryside Arena - New Ice Pad (2011 to 2035)	N	\$ 404,732 ¹	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
Capreol CIP Waterfront Project	N	\$ 240,000 ⁴				
SUBTOTAL Previous Council Approvals		\$ 644,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
Parks / Playgrounds						
Elgin Street Greenway	N	\$ 1,601,000 ^{2,3}				
Sports Field Upgrades - Fencing, Bleachers, Player Benches	R	\$ 120,000		\$ 125,000	\$ 125,000	\$ 125,000
Playground / Outdoor Rinks / Play Structure / General Upgrades	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Garson Splash Pad	N	\$ 100,000 ⁷				
Moonlight Beach Upgrades	R	\$ 75,000			\$ 150,000	
Outdoor Court Resurfacing / Repairs / Retrofit for Multisport Usage	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Copper Cliff Splash Pad	N	\$ 50,000 ⁸				
Bear Bins / Waste Receptacles at Parks	N	\$ 30,000				
Upgrade / Develop Bike Path / Community Trails	N		\$ 150,000		\$ 150,000	
Adanac / Lively Equipment Upgrades	N				\$ 50,000	
Pools / Arenas Redevelopment	N					\$ 500,000
SUBTOTAL - Parks / Playgrounds		\$ 2,126,000	\$ 300,000	\$ 275,000	\$ 625,000	\$ 775,000
Parks Equipment						
Farm Tractor / Mower	R	\$ 30,000				\$ 30,000
OverSeeder	R	\$ 25,000				\$ 25,000
Aerator	R	\$ 20,000				\$ 20,000
Utility Vehicle	R	\$ 10,000	\$ 20,000	\$ 10,000		\$ 10,000
Spreader	R	\$ 5,000	\$ 10,000			\$ 5,000
Toro Walk Behind Mowers	R	\$ 5,000		\$ 5,000		\$ 5,000
Trimmers	R	\$ 5,000				\$ 5,000
Sweeper	R		\$ 50,000			
Field Liner	R		\$ 5,000	\$ 5,000		
Mower (16")	N			\$ 80,000		
Yard Rakes	R		\$ 15,000	\$ 15,000	\$ 35,000	
Tractor Attachments	R				\$ 45,000	
Groomers (2)	R				\$ 35,000	
SUBTOTAL - Parks Equipment		\$ 100,000 ⁵	\$ 85,000	\$ 115,000	\$ 115,000	\$ 100,000
TOTAL Leisure		\$ 2,870,732	\$ 789,732	\$ 794,732	\$ 1,144,732	\$ 1,279,732
Citizen Services						
Previous Council Approvals (Internal Borrowing)						
South Branch Library (2012 to 2031)	N	\$ 278,000 ¹	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000
Civic Mausoleum Phase 5 (2013 to 2022)	N	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
SUBTOTAL Previous Council Approvals		\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000



Citizen & Leisure Services Detail

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Library, Citizen Services & Museum Projects						
Children's Area Renovations - All Locations	R	\$ 50,000			\$ 25,000	
Capreol Citizen Service Centre (CSC) - Boiler Replacement	R	\$ 50,000				
Chelmsford CSC - Boiler Replacement	R	\$ 50,000				
Capreol CSC - Windows	R	\$ 50,000				
Library Shelving & Furniture - All Locations	R	\$ 35,000	\$ 35,000	\$ 55,000	\$ 45,000	\$ 50,000
City Museums - Capital Repairs	R	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Flour Mill Museum - Relocation	R	\$ 25,000				
Coniston Library - HVAC	N	\$ 20,000				
Landscaping and Exterior Repairs - Various Libraries and CSC	R	\$ 15,000				
New Main Library Proposal	N	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Garson CSC - HVAC	N	\$ 35,000				
Valley East CSC - Carpet Replacement	N	\$ 20,000				
Dowling CSC - Roof	N	\$ 15,000		\$ 35,000		
Capreol CSC - Carpet Replacement	N	\$ 10,000				
Other CSC Locations - Interior Renovations	N	\$ 10,000		\$ 10,000	\$ 10,000	\$ 50,000
Health & Safety Retrofits - Library & Citizen Services Facilities	R	\$ 5,000	\$ 5,000	\$ 25,000	\$ 35,000	\$ 35,000
South End Library - Capital Repairs	N	\$ 10,000				
Technology Upgrades - All Locations	N	\$ 10,000				
Contingency	R	\$ 15,000	\$ 15,000	\$ 20,000	\$ 30,000	\$ 35,000
SUBTOTAL - Library, Citizen Services & Museum Projects		\$ 315,000	\$ 425,000	\$ 435,000	\$ 450,000	\$ 450,000
Cemetery						
Valley East - Columbarium Niche Wall	N	\$ 80,000 ⁶			\$ 80,000	
Civic Memorial Mausoleum - Roof Repair	R	\$ 65,000 ⁶				
Civic Memorial Cemetery Office - HVAC Upgrade	N	\$ 50,000 ⁶				
Cemetery Monument Repairs	R	\$ 50,000				
General Maintenance - Trees / Irrigation / Fence Repair	R	\$ 25,000	\$ 50,000	\$ 30,000	\$ 15,000	
Mini Excavator	R	\$ 50,000	\$ 50,000	\$ 50,000		
Utility Tractor	R	\$ 50,000	\$ 50,000	\$ 45,000		
St. Joseph, Chelmsford - Monument Strip Foundations	N	\$ 35,000				
Ruff Cemetery - Fencing & Road Repair	N	\$ 35,000				
Civic Memorial - Columbarium Niche Wall	N	\$ 65,000		\$ 65,000		
St. Joseph, Chelmsford - Columbarium Niche Wall	N	\$ 40,000		\$ 40,000		
Civic Memorial - In Ground Lot Expansion	N	\$ 100,000				
Road / Driveway Repair- Various Cemeteries	N	\$ 35,000				
Civic Memorial Mausoleum - Interior Niche Room Phase 6	N					\$ 230,000
SUBTOTAL - Cemetery		\$ 270,000	\$ 220,000	\$ 230,000	\$ 230,000	\$ 230,000
TOTAL Citizen Services		\$ 908,000	\$ 968,000	\$ 988,000	\$ 1,003,000	\$ 1,003,000
Leisure Facilities						
Roofing						
Howard Armstrong Recreation Complex (HARC)	R	\$ 150,000				



PROJECT DESCRIPTION

PROJECT TYPE

		2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Gatchell Pool Roof	R	\$ 15,000				
Chelmsford Arena - Main Rink Roof	R	\$ 15,000		\$ 200,000		
Garson Arena - Main Roof	R	\$ 15,000				
McClelland Arena - Re-roofing	R		\$ 200,000			
Sudbury Community Arena	R			\$ 625,000		
Capreol Arena - Main Roof	R			\$ 250,000		
Raymond Plourde Arena - Main Rink Roof	R			\$ 250,000		
Toe Blake Arena - Re-roofing	R			\$ 200,000		
Roofing - Leisure Facilities	R				\$ 500,000	
Centennial Arena	R				\$ 250,000	
Dowling Leisure Centre	R					\$ 150,000
Onaping Falls Community Centre	R					\$ 150,000
SUBTOTAL - Roofing		\$ 195,000	\$ 200,000	\$ 1,525,000	\$ 750,000	\$ 300,000
Structural Repairs & Upgrades						
Chelmsford Arena - Drainage, Exterior Wall Repairs	R	\$ 150,000				
Sudbury Arena - Structural Repairs, Waterproofing	N	\$ 125,000				
Onaping Falls Community Centre - Window Replacement	R	\$ 75,000				
T.M. Davies Arena - Door Replacement	R	\$ 25,000				
Garson Arena - Exterior Wall Restoration	R	\$ 10,000	\$ 1,100,000			
Gatchell Pool - Structural Repairs	R		\$ 10,000			
Raymond Plourde Arena - Exterior Wall Restoration	R					
Carmichael Arena - Water Infiltration, Drainage	R			\$ 90,000		
Onaping Falls Pool - Exterior Restoration	R			\$ 60,000		
I.J. Coady Arena - Exterior Wall Restoration	R			\$ 70,000		
Centennial Arena - Zamboni Entrance	R			\$ 10,000		
Centennial Arena - Door Replacement	R				\$ 33,000	
Onaping Community Centre - Door Replacement	R					
SUBTOTAL - Structural Repairs & Upgrades		\$ 385,000	\$ 1,110,000	\$ 230,000	\$ 33,000	\$ 25,000
Heating & Ventilation						
Various Pools - HVAC Replacement	R	\$ 300,000				
Garson Arena - Dehumidifier	R	\$ 80,000				
T.M. Davies Arena - Ventilation Improvement	R	\$ 75,000				
Arena Exhaust Systems	R	\$ 60,000				
Howard Armstrong Recreation Centre (HARC) - HVAC	R		\$ 750,000			
Chelmsford Arena - Ventilation	R		\$ 25,000			
Onaping Community Centre - Replace Heating Units	R					\$ 130,000
Carmichael Arena - Dehumidifier	R					\$ 80,000
Chelmsford Arena - Dehumidifier	R					\$ 80,000
Garson Arena - HVAC	R					\$ 25,000
Centennial Arena - HVAC	R					\$ 20,000
Cambrian Arena - HVAC	R					\$ 10,000



Citizen & Leisure Services Detail

PROJECT DESCRIPTION

PROJECT TYPE

R (Renewal)
E (Expansion)
N (New)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
SUBTOTAL - Heating & Ventilation		\$ 515,000	\$ 775,000	\$ -	\$ -	\$ 345,000
Interior Renovations						
Arena Upgrades - Mechanical & Interior Upgrades	R	\$ 80,000	\$ 80,000		\$ 125,000	
Pools Upgrades - General Interior Upgrades	R	\$ 50,000			\$ 50,000	
Fieldhouses / Community Centres - Interior Upgrades & Privacy	R	\$ 25,000				
SUBTOTAL - Interior Renovations		\$ 155,000	\$ 80,000	\$ -	\$ 175,000	\$ -
Upgrades & Improvements						
Therapeutic/Leisure Pool (Seed Funding for Project)	N	\$ 300,000	\$ 350,000	\$ 350,000		
Energy Retrofits - Various Leisure Facilities	R	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
Building Condition Assessments (Arenas and Pools)	R	\$ 75,000				
Facility Shower Upgrades	N	\$ 50,000				
Leisure Facility Septic Systems Upgrades	R	\$ 40,000	\$ 40,000			
Studies and Engineering Studies Various Locations	NE	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000
Parking Lot Improvements (Various Leisure Facilities)	R			\$ 250,000	\$ 250,000	\$ 250,000
Accessibility (Various Locations)	R			\$ 200,000	\$ 200,000	\$ 200,000
Arena Ice Plants - Energy Retrofits	R				\$ 200,000	\$ 200,000
Retrofit Pool Lighting	R				\$ 100,000	\$ 100,000
Contingency	R	\$ 37,401	\$ 40,864	\$ 83,756	\$ 120,106	
SUBTOTAL - Upgrades & Improvements		\$ 627,401	\$ 505,864	\$ 968,756	\$ 1,020,106	\$ 900,000
Equipment Replacement						
I.J. Coady Arena Boiler	R	\$ 45,000				
Dr. Edgar Leclair Arena Boiler	R	\$ 15,000				
Furnace Replacements - Various Arenas	R		\$ 115,000			
Oil Separators - Various Arenas	R		\$ 25,000	\$ 25,000		
Chelmsford Arena Chiller Replacement	R			\$ 90,000		
Chelmsford Arena Compressor Replacement	R			\$ 50,000		
McClelland Arena Boiler	R			\$ 10,000		
Toe Blake Arena Boiler	R			\$ 10,000		
Arena Dasherboards & Shielding Systems (McClelland, TM Davies)	R				\$ 550,000	\$ 550,000
Arena Dasherboards & Shielding Systems (Azilda, Capreol #2)	R					\$ 93,000
Pool Equipment	R					\$ 16,000
Dr. Edgar Leclair Arena Boiler	R					\$ 16,000
T.M. Davies Arena - Replace Space Heaters	R					\$ 14,000
T.M. Davies Arena - Hot Water Tank for Zamboni	N					\$ 14,000
Dr. Edgar Leclair Arena - Hot Water Tank for Zamboni	N					\$ 14,000
Garson Arena - Hot Water Tank for Zamboni	N					\$ 14,000
SUBTOTAL - Equipment Replacement		\$ 60,000	\$ 140,000	\$ 185,000	\$ 550,000	\$ 717,000
Health & Safety						
Health & Safety Retrofits - Leisure Facilities	R	\$ 50,000	\$ 50,000	\$ 40,000	\$ 155,000	\$ 50,000
Bell Park Health & Safety Retrofit - Boardwalk / Walkways	R					\$ 200,000



Citizen & Leisure Services Detail

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Sports Flooring Replacement - Countryside Arena		\$ 50,000	\$ 50,000	\$ 40,000	\$ 155,000	\$ 80,000
SUBTOTAL - Health & Safety		\$ 1,987,401	\$ 2,860,864	\$ 2,938,756	\$ 2,683,106	\$ 2,617,000
TOTAL Facilities		\$ 5,768,133	\$ 4,618,596	\$ 4,721,488	\$ 4,830,838	\$ 4,899,732

Notes:

- 1) Development charges partially fund the internal debt repayments for Gerry McCrory Countryside Arena (\$115,000) and the South Branch Library (\$110,000).
- 2) Project amount of \$1,501,000 based on Council report and consists of \$100,000 from Greater Sudbury Development Corporation (GSDC), grant applications to the Federal and Provincial Governments at \$467,000 each, as well as \$100,000 from the Downtown Sudbury Business Improvement Area (BIA) Board that was approved during 2017 for street furniture. Also, includes \$467,000 from the City (for a 1/3 share) and will be partially funded through the Capital Financing Reserve Fund - Leisure (\$200,000). If the government grants and/or GSDC application are not successful, then project will return to Council for direction and/or other funding sources.
- 3) Elgin Street Greenway (Phase 1) project will require an operational budget increase of \$67,500 annually (\$60,000 labour/\$5,000 materials/\$2,500 contract services).
- 4) Capreol CJP Waterfront project will require an operational budget increase of \$72,500 annually (\$65,000 labour/\$5,000 materials/\$1,000 energy/\$1,500 contract services).
- 5) Parks Equipment funded from the Equipment and Vehicle Replacement Reserve Fund - Parks (\$100,000).
- 6) The following projects will be funded from the Cemeteries Reserve Fund:

Valley East - Columbarium Niche Wall	\$ 80,000
Civic Memorial Mausoleum - Roof Repair	65,000
Civic Memorial Cemetery Office - HVAC Upgrade	5,000
	\$ 150,000
- 7) Garson Splash Pad will be funded from the Parks Section 50 Reserve Fund and will require an operational budget increase of \$10,000 annually when the asset is put into service.
- 8) Copper Cliff Splash Pad will require an operational budget increase of \$10,000 annually when the asset is put into service.



Health & Social Services

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

		2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Pioneer Manor						
Therapeutic Equipment ¹	N	\$ 105,000 ¹	\$ 97,000	\$ 89,000	\$ 97,000	\$ 74,000
Repairs to Sidewalks and Resident Walkways	N	\$ 70,000				
Tubs ²	R	\$ 62,000 ²	\$ 62,000	\$ 62,000	\$ 62,000	\$ 50,000
Boilers	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Office Renovations & Furniture	N	\$ 50,000	\$ 150,000	\$ 50,000	\$ 175,000	\$ 230,000
Air Handling Units	R	\$ 50,000	\$ 20,945		\$ 30,000	
Laundry and Housekeeping Equipment	R	\$ 30,000				
Scheduling System Upgrade	E	\$ 26,475	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Ventilation Upgrades in Tub Rooms	N	\$ 30,000	\$ 30,000			
Upgrades to Resident Lounges	R	\$ 20,000				
EIFS & Window Replacement	R	\$ 20,000		\$ 40,000		
Kitchen Equipment	R	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000
Energy Efficient Lighting	R	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Building Automation System Upgrade	R	\$ 100,000		\$ 100,000		\$ 100,000
Steam Kettle	R	\$ 15,000				
Sprinkler System - Fire Code Compliance	N	\$ 50,000	\$ 50,000	\$ 15,744	\$ 4,879	\$ 32,357
Contingency	R	\$ 543,475	\$ 559,945	\$ 516,744	\$ 563,879	\$ 581,357
Total Pioneer Manor						
Social Services						
Population Health Initiatives / Community Hubs ³	N	\$ 200,000 ³	\$ 280,000	\$ 340,000	\$ 310,000	\$ 310,000
Office Renovations Children and Social Services ⁴	R	\$ 160,000 ⁴				
Total Social Services		\$ 360,000	\$ 280,000	\$ 340,000	\$ 310,000	\$ 310,000
PROJECT COSTS		\$ 903,475	\$ 839,945	\$ 856,744	\$ 873,879	\$ 891,357
Grants: Provincial		\$ (80,000) ⁴	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)		\$ 823,475	\$ 839,945	\$ 856,744	\$ 873,879	\$ 891,357

Notes:

- 1) Therapeutic equipment consist of mattresses, lifts, exercise equipment for residents and beds.
- 2) Ten tubs will reach or have reached life expectancy by 2022 in sections not slated for redevelopment. Tubs in section slated for redevelopment will only be replaced if no possible alternative.
- 3) Populations Health Initiatives includes items such as sun shades and creation of community hubs. For 2018, the priority is sunshades in Parks with splashpads.
- 4) Carpet and workstation replacements as identified by health and safety issues and employee survey. These expenditures would be eligible for 50/50 Provincial funding from Children & Social Services.

Priority Setting:

Based on strategic priorities for Health and Social Services such as infrastructure in Housing, Child Care, Social Services and Pioneer Manor. Capital expenditures at Pioneer Manor are prioritized taking into consideration health & safety of residents, staff and visitors to Pioneer Manor as well as legislative requirements, best practice and community needs.



PROJECT DESCRIPTION

PROJECT TYPE
 R (Renewal)
 E (Expansion)
 N (New)

		2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Previous Council Approvals (Internal Borrowing)						
Various PTIF Projects ¹ (2018 to 2022)	R	\$ 747,626 ¹	\$ 747,626	\$ 747,626	\$ 747,626	\$ 747,626
Vans/Cars/Light Fleet	R	\$ 100,000 ²	\$ 130,000	\$ 30,000	\$	\$
Bus Rebuilds	R	\$ 60,000	\$ 70,000	\$ 80,000	\$ 90,000	\$ 100,000
Bus Shelters (Contribution to Reserve Fund)	E	\$ 13,000	\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000
Transit Buses	R	\$	\$	\$	\$	\$ 3,120,000
PROJECT COSTS		\$ 920,626	\$ 960,626	\$ 872,626	\$ 852,626	\$ 3,982,626
PROJECT FINANCING						
Reserves Obligatory: Provincial Gas Tax		\$ (800,439) ²	\$ (638,036)	\$ (747,584)	\$ (725,084)	\$ (3,852,533)
CAPITAL ENVELOPE (Tax Levy)		\$ 120,187	\$ 122,590	\$ 125,042	\$ 127,542	\$ 130,093

Notes:

- Internal future financing relates to the City's share from the Provincial Gas Tax Obligatory Reserve Fund for the following PTIF related projects (which are to be completed by March 31, 2018):
 - Garage Improvements - Lorne Street
 - Transit Buses
 - Accelerated Rebuild Program
 - Terminal Improvements - Elm Street
 - Route Optimization Study & Infrastructure Improvements
 - AVL Modern Upgrade
 - Scheduling Software Upgrade

2) Following project partially funded from Provincial Gas Tax Obligatory Reserve Fund:

Various PTIF Projects (as listed in Note #1 above)	\$ 747,626
Vans/Cars/Light Fleet	\$ 52,813
	<u>\$ 800,439</u>



Healthy Community Initiative Fund (HCI)

PROJECT DESCRIPTION	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Healthy Community Initiatives Fund	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
PROJECT COSTS	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
CAPITAL ENVELOPE (Tax Levy)	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

In accordance with Section 5 of the By-Law 2016-18 on the Healthy Community Initiative Fund, the HCI funds form part of the City's Capital Fund and therefore the unspent balance at the end of each fiscal year, can be carried forward to be spent in future years on eligible capital projects in accordance with Section 7.

Priority Setting:

The Healthy Community Initiative (HCI) Fund supports one of Council's strategic priorities, supporting the promotion of Greater Sudbury as a healthy community. HCI funds allocate \$50,000 annually to each of the 12 wards, with 75 per cent of the funds going to capital projects and 25 per cent to community grants. Funds will be issued to projects that promote community growth and contribute to the quality of life in Greater Sudbury as outlined in the approved By-Law 2016-18.

Healthy Community Initiative Fund Policy - Eligible Expenditures:

As per By-Law 2016-18, the sum of eligible expenses in the categories of grants and donations, community event expenses, gifts and promotions for community events cannot exceed 25% of the HCI annual allocation per annum. The remaining 75% of the annual allocation is available only for eligible Capital projects to build, replace, repair or purchase municipally owned assets. A capital asset or expenditure may be defined as any expenditure to acquire or improve buildings or structures, playground structures, machinery or equipment, extension of utilities to or within a city property.

Note 1: Each approved request must positively advance at least one of the HCI priorities and at least one Sustainable Development Challenge as indicated below:

Healthy Community Initiative Priorities	Sustainable Development Challenge
(A) Human Health & Well-Being	Health Status
(B) Civic Engagement / Social Capital	Safety
(C) Environmental Sustainability	Poverty
(D) Economic Vitality	Educational Achievement
	Homelessness
	Ecosystems
	Lake Water Quality
	Youth Out-migration
	Employment
	Arts and Culture
	Infrastructure



PROJECT DESCRIPTION

PROJECT TYPE

- R (Renewal)
- E (Expansion)
- N (New)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
PREVIOUS COUNCIL APPROVALS					
Aerial Fire Truck (2018 - 2024)	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797
SUBTOTAL PREVIOUS COUNCIL APPROVALS	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797	\$ 173,797
Front-Line Response Vehicles (Pumper x1 & Tanker x1)	\$ 962,063	\$ 1,006,095	\$ 778,216	\$ 1,130,069	\$ 1,096,659
Specialized Firefighting Equipment	\$ 153,436	\$ 142,486	\$ 144,892	\$ 69,167	\$ 130,003
Primary Firefighting Equipment	\$ 17,361	\$ 10,412	\$ 71,232	\$ -	\$ -
Communication & Technology	\$ -	\$ -	\$ 191,309	\$ 13,602	\$ 13,908
PROJECT COSTS	\$ 1,306,657	\$ 1,332,790	\$ 1,359,446	\$ 1,386,635	\$ 1,414,368
CAPITAL ENVELOPE (Tax Levy)	\$ 1,306,657	\$ 1,332,790	\$ 1,359,446	\$ 1,386,635	\$ 1,414,368

Priority Setting:

Fire project priorities are based on a 10 year tangible capital asset plan using vehicle / equipment life cycles and current utilization strategies.



PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

		2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
PARAMEDIC SERVICES						
Vehicles x 4 (Ambulances x3 & Emergency Response Unit x1)	R	\$ 559,798	\$ 657,916	\$ 672,719	\$ 509,026	\$ 520,479
Technology	R	\$ 240,000	\$ 178,080	\$ -	\$ -	\$ -
Medical Equipment	R	\$ 30,000	\$ 30,675	\$ 249,982	\$ 32,071	\$ 1,627,848
TOTAL - PARAMEDIC SERVICES		\$ 829,798¹	\$ 866,671	\$ 922,701	\$ 541,097	\$ 2,148,327
EMERGENCY MANAGEMENT						
Emergency Operation Centre Renewal	R	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	\$ 12,440
TOTAL - EMERGENCY MANAGEMENT		\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	\$ 12,440
CLELC						
Previous Council Approvals (Internal Borrowing)						
Lionel E Lalonde Centre Improvements (2007 - 2021) ²	R	\$ 431,233	\$ 431,233	\$ 431,233	\$ 431,233	\$ 431,233
Equipment Upgrades	R	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	\$ 12,440
TOTAL - CLELC		\$ 442,726	\$ 442,956	\$ 443,190	\$ 443,429	\$ 443,673
PROJECT COSTS		\$ 1,284,017	\$ 1,321,350	\$ 1,377,848	\$ 996,722	\$ 2,604,440
PROJECT FINANCING						
Reserves: Capital ³		\$ (829,798)	\$ (866,671)	\$ (922,701)	\$ (541,097)	\$ (2,148,327)
CAPITAL ENVELOPE (Tax Levy)		\$ 454,219	\$ 454,679	\$ 455,147	\$ 455,625	\$ 456,113
CAPITAL ENVELOPES						
Emergency Management		\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	\$ 12,440
CLELC		\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	\$ 12,440
Lionel E Lalonde Centre Internal Borrowing		\$ 431,233	\$ 431,233	\$ 431,233	\$ 431,233	\$ 431,233
Total Capital Envelopes		\$ 454,219	\$ 454,679	\$ 455,147	\$ 455,625	\$ 456,113

Notes:

- 1) Paramedic Services (EMS) 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 are used for capital projects.
- 2) The capital envelope funding of \$431,233 in year 2022 will be part of the overall capital envelopes in 2022 when the capital budget policy will be revised in time for the 2019 Budget.
- 3) Year five of the five year Capital Budget includes an additional contribution from the Capital Financing Reserve Fund - Emergency Medical Services versus the contribution to reserves per the annual Operating Budget in order to meet lifecycle requirements.

Priority Setting:

Paramedic Services project priorities are based on a 10 year tangible capital asset plan using vehicle / equipment life cycles and utilization strategies.



Facilities Summary (Excl. Citizen & Leisure)

CATEGORY DESCRIPTION

(For detailed project listing see attached)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Previous Council Approvals	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
Tom Davies Square Complex Building	\$ 1,210,000	\$ 340,000	\$ 85,000	\$ 200,000	\$ 660,000
EMS and Fire Halls	\$ 250,000	\$ 60,000	\$ 500,000	\$ 240,000	\$ 400,000
Lionel E Lalonde Centre	\$ 220,000	\$ 160,000	\$ 50,000	\$ 235,000	\$ -
Infrastructure Buildings	\$ 175,000	\$ 545,000	\$ 590,000	\$ 240,000	\$ -
Transit Buildings	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Other Buildings	\$ 278,060	\$ 196,211	\$ 110,025	\$ 154,516	\$ 344,696
PROJECT COSTS	\$ 2,522,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017	\$ 1,794,197
PROJECT FINANCING					
Reserves: Capital	\$ (865,000)				
CAPITAL ENVELOPE (Tax Levy)	\$ 1,657,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017	\$ 1,794,197

Priority Setting:

Each facility project was analyzed using a reference matrix which takes into account both end user input (projects viewed as Health and Safety by staff on site, etc) and also were prioritized regarding impact versus probability (ie. impact of a serious failure on the facility versus how likely is the failure to occur).



PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal)					
	E (Expansion)					
	N (New)					
Previous Council Approvals (Internal Borrowing)						
Tom Davies Square - Courtyard Project (2016 to 2022)	R	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
SUBTOTAL Previous Council Approvals		\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
Tom Davies Square Complex Building ¹						
Heating & Ventilation						
Replace Pumps, Motors and Accessories (TDS)	R	\$ 80,000				
HVAC Air Handlers Replacements (190 Brady)	R	\$ 50,000				
HVAC Smoke Exhaust Fans (200 Brady)	R	\$ 50,000				
Smoke Seal & Firestop	R	\$ 25,000	\$ 15,000	\$ 25,000	\$ 25,000	\$ 50,000
Interior Plumbing Upgrades & Refurbishments	R	\$ 25,000	\$ 25,000			
Various Mechanical Upgrades	R	\$ 15,000				
HVAC Air Balancing and redistribution (200, 190 Brady)	R	\$ 100,000				
Water Heater Replacement (190 Brady)	R	\$ 50,000				
Water Heater Replacement (200 Brady)	R	\$ 30,000				
Emergency Lighting in Garage - Review and Replace	R	\$ 20,000				
HVAC Cooling Tower Replacement	R					\$ 250,000
Interior Renovations						
Interior Finishes (200 Brady) - Lobby Interior	R	\$ 45,000		\$ 60,000	\$ 175,000	\$ 60,000
Interior Finishes (200 Brady)	R					\$ 150,000
Building Shell / Exterior Renovations						
Courtyard Project (additional funds)	R	\$ 800,000 ²				
Caulking Replacement	R	\$ 70,000				
Window Upgrades	R	\$ 50,000				
Exterior Window & Door Replacement (200 Brady)	R		\$ 100,000			\$ 150,000
SUBTOTAL - Tom Davies Square Complex Building		\$ 1,210,000	\$ 340,000	\$ 85,000	\$ 200,000	\$ 660,000
EMS & Fire Halls						
Heating & Ventilation						
Fire and EMS Stations - HVAC	R	\$ 105,000				
Building Shell / Exterior Renovations						
Various Firehall - Window/Door Replacement	R	\$ 75,000	\$ 10,000			
Various Fire Halls - Health and Safety	R	\$ 70,000	\$ 50,000			\$ 400,000
Other Projects & Studies						
General Repairs and Upgrades to Fire Halls (from CCI BCA report)	R			\$ 500,000	\$ 240,000	
SUBTOTAL - EMS & Fire Halls		\$ 250,000	\$ 60,000	\$ 500,000	\$ 240,000	\$ 400,000
Lionel E Lalonde Centre						
Building Shell / Exterior Renovations						
Window Refurbishment	R	\$ 150,000				
Interior Renovations						
Interior Door Refurbishment	R	\$ 35,000				
Accessibility Provisions	R				\$ 235,000	
Heating & Ventilation						



Facilities Detail (Excl. Citizen & Leisure)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal)	\$ 35,000	\$ 100,000	\$ 50,000		
	E (Expansion)	\$ -	\$ 60,000			
	N (New)	\$ -	\$ 160,000	\$ 50,000	\$ 235,000	\$ -
SUBTOTAL - Lionel E Lalonde Centre		\$ 220,000	\$ 160,000	\$ 50,000	\$ 235,000	\$ -
Infrastructure Buildings						
Building Shell / Exterior Renovations						
Various Public Works - Building Shell Upgrades	R	\$ 110,000	\$ 345,000	\$ 90,000	\$ 240,000	
Various Public Works Facility - Overhead Door Replacement	R	\$ -	\$ 50,000			
Interior Renovations						
Various Public Works Buildings - Interior Improvements	R	\$ -	\$ 70,000			
Other Projects & Studies						
Various Repairs and Upgrades to PW Depots (from CCI BCA report)	R	\$ 65,000 ³	\$ 80,000	\$ 500,000		
SUBTOTAL - Infrastructure Buildings		\$ 175,000	\$ 545,000	\$ 590,000	\$ 240,000	\$ -
Transit Buildings						
1160 Lorne - HVAC Automation	N	\$ -	\$ -	\$ -	\$ 300,000	\$ -
SUBTOTAL - Transit Buildings		\$ -	\$ -	\$ -	\$ 300,000	\$ -
Other Buildings						
Various Locations - DSS & BCA reports ^{4,5}	R	\$ 185,000	\$ 120,000		\$ 50,000	\$ 200,000
Energy Incentives & Programs	R	\$ 50,000				
Contingency		\$ 43,060	\$ 76,211	\$ 110,025	\$ 104,516	\$ 144,696
SUBTOTAL - Other Buildings		\$ 278,060	\$ 196,211	\$ 110,025	\$ 154,516	\$ 344,696
PROJECT COSTS		\$ 2,522,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017	\$ 1,794,197

Notes:

- 1) Tom Davies Square Complex Building consists of 200 Brady Street - TDS and 190 Brady Street - Police; excludes 199 Larch Street - Provincial Tower as separate capital budget.
- 2) Project will be funded from Capital Financing Reserve Fund - Buildings (\$300,000) and the Parking Improvements Reserve Fund (\$500,000).
- 3) Project will be funded from Capital Financing Reserve Fund - Buildings (\$65,000).
- 4) The DSS reports are required to be performed per legislation for each facility. Insufficient resources are available to complete all reports
- 5) BCA reports are ideally performed on a 5 year cycle.



CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Heavy Duty Trucks (Equipped for Winter Control)	\$ 1,070,000	\$ 1,090,000	\$ 1,100,000	\$ 1,150,000	\$ 1,375,000
Garbage Packers	\$ 660,000	\$ 700,000	\$ -	\$ -	\$ -
Specialty Equipment (Sweepers, Flushers, Vacators etc)	\$ 310,000	\$ -	\$ 475,000	\$ 610,000	\$ 320,000
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)	\$ 205,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 350,000
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)	\$ 235,000	\$ 290,000	\$ 250,000	\$ 300,000	\$ 350,000
Vehicle/Equipment Rebuilding	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Software/Business Process Improvements	\$ 70,000	\$ -	\$ -	\$ -	\$ -
Shelving Improvements	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -
Heavy Duty Equipment (Graders, Loaders, Backhoes etc)	\$ -	\$ 180,000	\$ 300,000	\$ -	\$ 200,000
Zamboni	\$ -	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Heavy Duty Trucks (Not Equipped for Winter Control)	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -
PROJECT COSTS	\$ 2,760,000	\$ 2,815,000	\$ 2,895,000	\$ 2,880,000	\$ 2,890,000

PROJECT FINANCING	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Reserves: Capital	\$ (2,760,000)	\$ (2,815,000)	\$ (2,895,000)	\$ (2,880,000)	\$ (2,890,000)
CAPITAL ENVELOPE (Tax Levy)	\$ -	\$ -	\$ -	\$ -	\$ -

Annual Contribution to Reserve Fund	\$ 2,671,617	\$ 2,725,049	\$ 2,779,550	\$ 2,835,141	\$ 2,891,844
Additional Draw from Equipment and Vehicle Replacement Reserve Fund - Fleet	\$ 88,383	\$ 89,951	\$ 115,450	\$ 44,859	\$ (1,844)
Total Funding from Reserve Fund	\$ 2,760,000	\$ 2,815,000	\$ 2,895,000	\$ 2,880,000	\$ 2,890,000

Notes:

- 1) The annual operating budget includes a contribution to the Equipment and Vehicle Replacement Reserve Fund - Fleet of \$2,671,617 in 2018 with a 2% increase in future years.
- 2) This 5 year capital budget includes an additional contribution from (to) the Equipment and Vehicle Replacement Reserve Fund - Fleet of various amounts per year to meet the fleet life cycle replacement requirements.

Priority Setting:

Priority setting is based on review of each vehicle for its age and condition (ie. mileage, body condition, etc). Based on available funding, the most urgent vehicles required to be replaced based on age/conditions are recommended in the budget on a yearly basis.



Fleet Detail

PROJECT DESCRIPTION

PROJECT TYPE
 R (Renewal)
 E (Expansion)
 N (New)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Heavy Duty Trucks (Equipped for Winter Control)						
Tandem Multi-Function	R	\$ 1,070,000	\$ 1,090,000	\$ 1,100,000	\$ 1,150,000	\$ 1,375,000
SUBTOTAL - Heavy Duty Trucks (Equipped for Winter Control)		\$ 1,070,000	\$ 1,090,000	\$ 1,100,000	\$ 1,150,000	\$ 1,375,000
Garbage Packers						
	R	\$ 660,000	\$ 700,000			
Specialty Equipment (Sweepers, Flushers, Vactors etc.)						
Trackless MT5	R	\$ 310,000		\$ 155,000	\$ 310,000	\$ 320,000
Asphalt Equipment	R			\$ 120,000		
Compressors	R			\$ 100,000		
Boilers / Steamers	R			\$ 100,000		
Street Sweeper	R			\$ 100,000		
SUBTOTAL - Specialty Equipment (Sweepers, Flushers, Vactors etc.)		\$ 310,000	\$ -	\$ 475,000	\$ 610,000	\$ 320,000
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)						
Mini Vans	R	\$ 75,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
1/2 Ton Pickups	R	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000
Cars	R	\$ 60,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
SUBTOTAL - Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)		\$ 205,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 350,000
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)						
Vans	R	\$ 95,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000
3/4 Ton 4x4 Pickup / Crew Cabs	R	\$ 85,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 150,000
1 Ton Dump	R	\$ 55,000	\$ 140,000	\$ 100,000	\$ 100,000	\$ 100,000
SUBTOTAL - Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)		\$ 235,000	\$ 290,000	\$ 250,000	\$ 300,000	\$ 350,000
Vehicle / Equipment Rebuilds	R	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Software/Business Process Improvements	N	\$ 70,000				
Shelving Improvements	R	\$ 10,000	\$ 10,000			
Heavy Duty Equipment (Graders, Loaders, Backhoes etc)						
Grader/Loader	R	\$ -	\$ 180,000	\$ 300,000	\$ -	\$ 200,000
SUBTOTAL - Heavy Duty Equipment (Graders, Loaders, Backhoes etc)		\$ -	\$ 180,000	\$ 300,000	\$ -	\$ 200,000
Zamboni	R	\$ -	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Heavy Duty Trucks (Not Equipped for Winter Control)						
Single Axle Dump Truck	R	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -
SUBTOTAL - Heavy Duty Trucks (Not Equipped for Winter Control)		\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -
PROJECT COSTS		\$ 2,760,000	\$ 2,815,000	\$ 2,895,000	\$ 2,880,000	\$ 2,890,000

Please refer to the next page for a detailed list of vehicles/equipment that are planned to be replaced during 2018.



Fleet Planned Replacements

UNIT #	DESCRIPTION	REPLACEMENT VALUE	EXPECTED LIFE CYCLE
	Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)		
	8 Light Duty Vehicles to be replaced	\$ 205,000	7 Years (Note 1)
	Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)		
S550	2003 Ford F250 4x4 Pickup Truck (being replaced with a full size van)	\$ 40,000	
S469	2004 Ford F250 Pickup	\$ 35,000	
S039	2007 Ford F250 Pickup	\$ 50,000	
S056	2007 Ford F350 Crew Cab c/w racking	\$ 55,000	
S007	2005 Chevrolet Express Van c/w Racking	\$ 55,000	8-10 Years
		<u>\$ 235,000</u>	
	Heavy Duty Trucks (Equipped for Winter Control)		
S625	2006 International Tandem Multi-Function Truck	\$ 267,500	
S616	2005 International Tandem Multi-Function Truck	\$ 267,500	
S617	2006 International Tandem Multi-Function Truck	\$ 267,500	
S615	2005 International Tandem Multi-Function Truck	\$ 267,500	10 Years
		<u>\$ 1,070,000</u>	
	Garbage Packers		
S835	2007 32 Yard, Dual stream Garbage Packer	\$ 330,000	
S836	2007 32 Yard, Dual stream Garbage Packer	\$ 330,000	
		<u>\$ 660,000</u>	8 years
	Specialty Equipment (Sweepers, Flushers, Vactors, etc)		
S239	2004 Trackless MT5	\$ 155,000	
S247	2004 Trackless MT5	\$ 155,000	12 Years
		<u>\$ 310,000</u>	
	Vehicle/Equipment Rebuilds Shelving Improvements		
		\$ 200,000	Extends Life of Existing Units
		\$ 10,000	20 Years
	Total Funds for Fleet Capital - 2018	<u><u>\$ 2,690,000</u></u>	

Note 1 - A total of 8 light duty vehicles will be replaced during 2018. Fleet management determines actual replacements based on year, mileage and assessing overall condition



PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Parking						
Previous Council Approval - Tom Davies Square Parking Garage Roof	R	\$ 330,000 ¹	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000
Lot Surface Improvements	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
PROJECT COSTS		\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
PROJECT FINANCING						
Reserves: Capital		\$ (430,000) ²	\$ (430,000)	\$ (430,000)	\$ (430,000)	\$ (430,000)
CAPITAL ENVELOPE (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

- 1) Internal debt repayments from 2017 to 2023 towards the roof waterproofing of Tom Davies Square Parking Garage.
- 2) Parking Improvements Reserve Fund.

Priority Setting:

Projects for 2017 Parking Improvements include resurfacing/asphalting parking lots and upgrading pay and display machines.



Corporate Services Summary

CATEGORY DESCRIPTION

(For detailed project listing see attached)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Information Technology					
Network and Wireless Infrastructure	\$ 250,000	\$ 140,000	\$ 280,000	\$ 140,000	\$ 320,000
Software, Applications and Licences	\$ 200,000	\$ 200,000	\$ 240,000	\$ 200,000	\$ 700,000
Telephone Upgrades	\$ 71,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
Servers	\$ -	\$ 25,000	\$ -	\$ -	\$ 400,000
Total Information Technology	\$ 521,835	\$ 438,272	\$ 594,737	\$ 416,232	\$ 1,497,757
Corporate Infrastructure	\$ 110,669	\$ 112,882	\$ 115,138	\$ 117,442	\$ 119,791
ERP Peoplesoft Projects	\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616	\$ 114,868
Clerks Services	\$ 46,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
By-Law Services	\$ 25,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS	\$ 810,460	\$ 732,669	\$ 895,021	\$ 722,522	\$ 1,810,173
PROJECT FINANCING					
Reserves: Capital - IT	\$ (208,638)	\$ (118,811)	\$ (268,886)	\$ (83,864)	\$ (1,158,741)
CAPITAL ENVELOPE (Tax Levy)	\$ 601,822	\$ 613,858	\$ 626,135	\$ 638,658	\$ 651,432

Priority Setting:

Priority setting for Corporate Services is based on lifecycle replacement of equipment and software.



Corporate Services Detail

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal)					
	E (Expansion)					
	N (New)					
Information Technology						
Network and Wireless Infrastructure						
SAN (Storage Area Network) Replacement	R	\$ 200,000 ¹		\$ 200,000		\$ 200,000
Network / Wireless / Security Infrastructure	R	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Mobile / Remote Desktop Infrastructure	R	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Network OS (Operating System) / Mail Licences	R	\$ 10,000 ²	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Server Room Air Conditioner	R	\$	\$ 40,000			\$ 40,000
SAN (Storage Area Network) Storage Upgrades	R	\$	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Server Room UPS (Uninterruptible Power Supply)	R	\$	\$ 20,000	\$ 60,000		
SUBTOTAL - Network and Wireless Infrastructure		\$ 250,000	\$ 140,000	\$ 280,000	\$ 140,000	\$ 320,000
Software, Applications and Licences						
Business Applications Implementation	R	\$	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Database Licences	R	\$		\$ 40,000		
Microsoft Office Suite	R	\$	\$ 200,000	\$ 240,000	\$ 200,000	\$ 500,000
SUBTOTAL - Software, Applications and Licences		\$ 200,000	\$ 200,000	\$ 240,000	\$ 200,000	\$ 700,000
Telephone Upgrades						
Telephone Upgrades	R	\$ 71,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
SUBTOTAL - Telephone Upgrades		\$ 71,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
Servers						
Library Servers	R	\$	\$ 25,000			\$ 300,000
VMware Cluster Servers and Licensing (Central Site)	R					\$ 100,000
VMware Cluster Servers and Licensing (Backup Site - LEL Centre)	R					\$ 400,000
SUBTOTAL - Servers		\$ -	\$ 25,000	\$ -	\$ -	\$ 1,497,757
TOTAL - Information Technology		\$ 521,835	\$ 438,272	\$ 594,737	\$ 416,232	\$ 1,497,757
Corporate Infrastructure						
Corporate Infrastructure (ie. Security Upgrades and related Equipment)	R	\$ 60,669	\$ 61,882	\$ 63,119	\$ 64,382	\$ 65,670
Ergonomic Furniture and Equipment Upgrades (Human Resources)	R	\$ 50,000	\$ 51,000	\$ 52,019	\$ 53,060	\$ 54,121
TOTAL - Corporate Infrastructure		\$ 110,669	\$ 112,882	\$ 115,138	\$ 117,442	\$ 119,791
ERP PeopleSoft Projects						
Various ERP Projects	R	\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616	\$ 114,868
TOTAL - ERP PeopleSoft Projects		\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616	\$ 114,868
Clerks Services						
TDS Committee Rooms Electronic Equipment and Refurbishments	R	\$ 46,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
TOTAL - Clerks Services		\$ 46,835	\$ 73,272	\$ 74,737	\$ 76,232	\$ 77,757
By-law Services						
By-law Enforcement Equipment	R	\$ 25,000				
TOTAL - By-law Services		\$ 25,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 810,460	\$ 732,669	\$ 895,021	\$ 722,522	\$ 1,810,173



PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal) E (Expansion) N (New)					

Notes:
 1) Funded through the Capital Financing Reserve Fund - Information Technology
 2) Partially funded through the Capital Financing Reserve Fund - Information Technology (\$8,638).



Police

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Police Building Renovations	R \$ 597,348 ¹	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Equipment - Fleet	R \$ 557,400 ²	\$ 727,200	\$ 1,302,800	\$ 1,038,220	\$ 1,040,200
Automation	R \$ 188,393 ³	\$ 188,392	\$ 208,393	\$ 261,890	\$ 260,000
Communications	R \$ 150,000 ³	\$ 150,000	\$ 170,000	\$ 70,000	\$ 70,000
Police Equipment and Supplies	R \$ 140,000 ³	\$ 140,000	\$ 125,387	\$ 171,889	\$ 186,855
Leasehold Improvements	R \$ 112,678 ³	\$ 125,000	\$ 112,180	\$ 125,000	\$ 125,000
Security	R \$ 25,000 ³	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
PROJECT COSTS	\$ 1,770,819	\$ 2,255,592	\$ 2,843,760	\$ 2,591,999	\$ 2,607,055
PROJECT FINANCING					
Reserves: Capital	\$ (1,173,471)	\$ (1,355,592)	\$ (1,943,760)	\$ (1,691,999)	\$ (1,707,055)
CAPITAL ENVELOPE (Tax Levy)	\$ 597,348	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000

Notes:

- 1) Police Building Renovations project is to set aside funds from the annual 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.
- 2) Equipment & Vehicle Replacement Reserve Fund - Police
- 3) Capital Financing Reserve Fund - Police



Communication Infrastructure (Public Safety)

PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
Previously Approved Capital Communication Infrastructure Internal Financing - 2014 to 2021	R (Renewal) E (Expansion) N (New)	\$ 950,640 ¹	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
PROJECT COSTS		\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
PROJECT FINANCING Reserves: Capital		\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)
CAPITAL ENVELOPE (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -
Annual Contribution to Communication Infrastructure Reserve Fund (Included in Operating Budget)		\$ 1,021,094	\$ 1,041,516	\$ 1,062,346	\$ 1,083,593	\$ 1,105,265
Additional Contribution to Reserve Fund		\$ 70,454	\$ 90,876	\$ 111,706	\$ 132,953	\$ 154,625

Notes:

1) Communication Infrastructure Reserve Fund