

# FINANCE COMMITTEE AGENDA

to be held on  
Tuesday, March 30, 2004

at

**5:30 p.m.**

**Councillor  
Ted Callaghan  
Chair**



**Councillor  
Eldon Gainer  
Vice-Chair**



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Sudbury™**  
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## **Finance Committee Revised AGENDA**

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**TENTH MEETING OF THE FINANCE COMMITTEE  
TO BE HELD ON TUESDAY, MARCH 30, 2004 AT 5:30 P.M.  
IN THE COUNCIL CHAMBER, TOM DAVIES SQUARE**

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**(DINNER WILL BE SERVED AT 5:00 P.M. IN THE COUNCILLORS' LOUNGE)**

***(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)***

The Council Chamber of Tom Davies Square is wheelchair accessible. Please speak to the City Clerk prior to the meeting if you require a hearing amplification device. Persons requiring assistance are requested to contact the City Clerk's Office at least 24 hours in advance of the meeting if special arrangements are required. Please call (705) 671-2489, extension 2475. Telecommunications Device for the Deaf (TTY) (705) 688-3919. Copies of Agendas can be viewed on the City's web site at [www.greatersudbury.ca](http://www.greatersudbury.ca).

### **COUNCILLOR CALLAGHAN, CHAIR**

1. Declarations of Pecuniary Interest

**2004 BUDGET REVIEW**

**PAGE NO.**

2. The Chair of the Finance Committee will continue the review of the reduction and enhancement options, starting at Page 36 of Reduction Options.
  - ▶ Councillor Ted Callaghan, Chair, Finance Committee
3. The Chair will invite Councillors to introduce any further (final) Reduction and Enhancement Options for inclusion in the voting packages.

**PRESENTATIONS/DELEGATIONS**

{NONE}

**CORRESPONDENCE - INFORMATION ONLY**

4. City of Greater Sudbury Organizational Charts with Reporting Relationships.  
**(FOR INFORMATION ONLY) (CHARTS TO BE TABLED)**  
  
(The Organizational Charts were requested by the Finance Committee on 2004-03-22.)
5. Report dated 2004-03-26 from the General Manager of Corporate Services regarding Legal Services Overview.  
**(FOR INFORMATION ONLY) (REPORT TO BE TABLED)**
6. Report dated 2004-03-26 from the General Manager of Corporate Services regarding Use of Consultants - 2003.  
**(FOR INFORMATION ONLY) (REPORT TO BE TABLED)**
7. Report dated 2004-03-29 from the General Manager of Corporate Services regarding Update on Tax Policy.  
**(FOR INFORMATION ONLY) (REPORT TO BE TABLED)**

**MOTIONS**

{NONE}

**2004 CURRENT BUDGET REVIEW**

8. Voting on Reduction Options.
9. Review of Reduction Vote and Determination of Funding Line.
10. Voting on Enhancement Options.
11. Review of Enhancement Vote.

## **2004 CURRENT BUDGET REVIEW (continued)**

12. Review and Redrawing of Funding Line in conjunction with Approved Enhancements.
13. Finalization of Current Budget pending outcome of Capital Budget Review.

**RECOMMENDATION:** THAT the 2004 Current Budget be approved in the gross amount of \_\_\_\_\_, and in the net amount of \_\_\_\_\_;

AND THAT City Council accept the following Board's budgets:

- ▶ The Nickel District Conservation Authority's operating budget in the amount of **\$254,410**;
- ▶ The City's share of the Sudbury & District Health Unit's operating budget in the amount of **\$6,265,339**;
- ▶ The Greater Sudbury Police Service's operating budget in the amount of **\$33,189,222**.

## **2004 CAPITAL BUDGET REVIEW**

### **CORRESPONDENCE - INFORMATION ONLY**

14. Report dated 2004-03-26 from the General Manager of Corporate Services regarding Capital Freeze.  
**(FOR INFORMATION ONLY)                      (REPORT TO BE TABLED)**

## 2004 CAPITAL BUDGET REVIEW (continued)

### REFERRED AND DEFERRED MATTERS

PAGE NO.

15. Report dated 2004-01-24, with attachments, from the General Manager of Corporate Services regarding Capital Financing Alternatives.

1 - 74

(This report was deferred at the 2004-01-24 Finance Committee meeting.)

**RECOMMENDATION:** WHEREAS Council has adopted the Long Term Financial Plan which identified the need to have a Capital Levy and which recommended the use of a managed debt program; and

WHEREAS the Long Term Plan has now been updated, identifying a greater funding gap;

NOW THEREFORE BE IT RESOLVED THAT:

Annual inflation be applied to all capital envelopes;

Option \_\_\_\_\_ of a Managed Debt Program be undertaken, as outlined in this report, contingent upon the implementation of a Capital Levy;

An annual Capital Levy of 2.27% of the previous years net levy be implemented;

The Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) program, where available, be utilized for any debenturing and the regular market be used where necessary;

Application be made to OMEIFA to participate in the 2004 funding scheme;

The City of Greater Sudbury obtain a credit rating, to be funded from the Capital Financing Reserve Fund - General, at an approximate cost of \$25,000 with an annual maintenance fee of approximately \$10,000; and

WHEREAS Council has requested capital financing alternatives in order to address infilling of Water and Waste Water services;

## **2004 CAPITAL BUDGET REVIEW (continued)**

### **REFERRED AND DEFERRED MATTERS (continued)**

**PAGE NO.**

15. Report dated 2004-01-24, with attachments, from the General Manager of Corporate Services regarding Capital Financing Alternatives (continued):

**1 - 74**

(This report was deferred at the 2004-01-24 Finance Committee meeting.)

#### **RECOMMENDATION (continued):**

**NOW THEREFORE BE IT RESOLVED THAT:**

Option \_\_\_\_\_ of the Capital Financing Alternatives for Water/Wastewater extensions, as outlined in the report from the General Manager of Corporate Services dated September 19, 2003 be approved and included in the 2005 base budget and the calculation of future Water/Wastewater Rates;

The OMEIFA program be utilized for any debenturing, where possible and the regular market used where necessary;

Application be made to OMEIFA to participate in the 2004 funding scheme;

Council policy to maintain existing infrastructure only, and not build new infrastructure be suspended for Water and Wastewater projects on the approved priority list, in order to address these servicing needs; and

The policy on Water and Wastewater extensions be amended as outlined in this report.

## 2004 CAPITAL BUDGET REVIEW (continued)

### MANAGERS' REPORTS

16. Review and adoption of the 2004 Capital Budget.
- a. Report dated 2004-03-26, with attachments, from the General Manager of Corporate Services regarding 2004 Restated Roads, Water and Wastewater Capital Programs.

75 - 84

**RESOLUTION:** WHEREAS Council, by Finance Resolution 2004-02, previously approved the Roads, Water and Wastewater Capital Program to allow those projects to proceed in a timely fashion;

AND WHEREAS the Federal Government has now provided an additional GST recovery which effectively rebates the entire amount of GST to the municipality;

NOW THEREFORE IT IS RECOMMENDED THAT the previous resolution 2004-02 be rescinded; and the 2004 Roads, Water and Wastewater Capital Program be approved as follows:

Roads	\$ 9,029,950
Municipal Road 35	2,037,000
Water	8,008,400
Wastewater	<u>6,198,600</u>
TOTAL ROADS, WATER AND WASTEWATER CAPITAL PROGRAM	\$ <u>25,273,950</u>

with funding provided as follows:

Contribution from Current	
Roads	\$ 11,066,950
Water	7,052,150
Wastewater	6,712,340
Contribution from Capital Financing Reserve Fund - Water	956,250
Contribution to Capital Financing Reserve Fund - Wastewater	<u>(513,740)</u>
TOTAL FUNDING	\$ 25,273,950

## 2004 CAPITAL BUDGET REVIEW (continued)

### MANAGERS' REPORTS (continued)

- b. Report dated 2004-03-26, with attachments, from the General Manager of Corporate Services regarding 2004 Capital Programs (Other than Roads, Water and Wastewater).

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<b>RESOLUTION:</b> WHEREAS the Finance Committee has already approved the 2004 Roads, Water and Wastewater Capital Programs;		
IT IS THEREFORE RECOMMENDED THAT the balance of the 2004 capital programs for Citizens and Leisure, Corporate Services, Economic Development and Planning, Emergency Services, Health and Social Services, Police Services and Public Works: Buildings, Solid Waste and Fleet and Equipment be approved as follows:		
Citizens and Leisure	Library	\$ 325,000
	Community Improvement Plan	200,000
	Neighbourhood Participation Projects	150,000
	General	538,280
	Cemetery	250,000
	Transit	180,000
	Parking	110,000
Corporate Services	Corporate Infrastructure	302,040
	Information Technology	98,900
	Community Support Projects	1,000,000
Economic Development & Planning		813,890
Emergency Services		1,560,960
Health & Social Services		1,072,940
Police Services		1,852,160
Public Works	Buildings	1,882,650
	Solid Waste	2,889,400
	Fleet & Equipment	<u>3,052,000</u>
<b>TOTAL CAPITAL PROGRAMS</b> (Other than Roads, Water and Wastewater)		<u><b>\$ 16,278,220</b></u>

## 2004 CAPITAL BUDGET REVIEW (continued)

### MANAGERS' REPORTS (continued)

- b. Report dated 2004-03-26, with attachments, from the General Manager of Corporate Services regarding 2004 Capital Programs (Other than Roads, Water and Wastewater) continued:

85 - 117

<b>RESOLUTION (continued):</b>		
with funding to be provided as follows:		
Current Fund - Capital Envelopes		\$ 7,426,580
Reserves & Reserve Funds		
1. Library Reserve Fund	125,000	
2. Cemetery Reserve Fund	250,000	
3. Reserve Fund - Equipment Replacement	3,627,000	
4. Parking Reserve Fund	110,000	
5. Reserve Fund - Emergency Services Ambulance	932,739	
6. Reserve Fund - Equipment Replacement - Police	1,038,500	
Capital Financing Reserve Fund - Police	140,000	
9. Capital Financing Reserve Fund - Solid Waste	<u>1,900,000</u>	8,123,239
Grant or Subsidies		78,401
Reallocated Capital		600,000
Other Recoveries		<u>50,000</u>
<b>TOTAL FUNDING</b>		<b><u>\$ 16,278,220</u></b>

**2004 CAPITAL BUDGET REVIEW (continued)**

**MANAGERS' REPORTS (continued)**

- c. Report dated 2004-03-26, with attachments, from the General Manager of Corporate Services regarding Roads Capital Funding. **118 - 125**

**RESOLUTION:** WHEREAS Finance Committee resolution 2004-05 directed that staff prepare a report detailing how capital contributions for roads can be doubled over the next three years;

AND WHEREAS Council has adopted a Long Term Financial Plan, the principles and policies of which provide direction to the development of this plan;

AND WHEREAS the Finance Committee has targeted a 2004 tax increase of 7 percent;

THEREFORE BE IT RESOLVED THAT Option \_\_\_\_ be adopted as outlined in the report from the General Manager of Corporate Services dated March 30, 2004, including the introduction of a capital levy of 2.27% of the previous year's levy commencing in 2005.

17. 2004 Capital Budget Options (if any):

**RESOLUTION: (TO BE TABLED)**

18. Finalization of the 2004 Capital Budget. Amendment to Current Budget if required.

**2004 PARKING LOT REVIEW**

19. The Chair of the Finance Committee will review each of the items placed in the Parking Lot during the meeting. The consensus of Council will be required for each item listed in the Parking Lot.
- a. Outstanding requests from the Parking Lot March 30, 2004
    - Councillor Ted Callaghan, Chair, Finance Committee

**10:00 P.M. ADJOURNMENT**

**(RESOLUTION PREPARED)**

***(TWO THIRDS (2/3) MAJORITY REQUIRED TO PROCEED PAST 10:00 P.M.)***

**NEXT FINANCE COMMITTEE MEETING**

**DATE: MONDAY, APRIL 5, 2004**  
**TIME: 5:30 P.M.**  
**PLACE: COUNCIL CHAMBER**

Section 291 of the Municipal Act, 2001 requires public notice before Council may hold a meeting to adopt a budget, or to amend one.

The public notice was published in the Sudbury Star and Le Voyageur on Wednesday, March 24, 2004 and posted on the City's internet website [www.greatersudbury.ca](http://www.greatersudbury.ca)

Should City Council not adopt its 2004 Budget at the Finance Committee meeting on Tuesday, March 30, 2004, the Chair, prior to adjournment, will announce the date when Council intends to adopt the 2004 Budget.

**2004-03-26**

**COUNCILLOR TED CALLAGHAN  
CHAIR, 2004 FINANCE COMMITTEE**

**CORRIE-JO CAPORALE  
COUNCIL SECRETARY**

# Request for Recommendation Finance Committee



Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 29, 2004			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority		High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

## Report Title

**Organizational Charts**

### Policy Implication + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.

**N/A**


Background Attached

### Recommendation

**FOR INFORMATION ONLY**

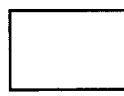
Recommendation Continued

### Recommended by the General Manager

  
 D. Wukosinic  
 General Manager of Corporate Services

### Recommended by the C.A.O.

M. Mieto  
 Chief Administrative Officer



**Report Prepared By**

Name  
and Title

**Division Review**

Name  
and Title

**BACKGROUND**

Council, at its March 22<sup>nd</sup> Finance Committee meeting requested organizational charts for the City of Greater Sudbury. Attached you will find organizational charts by department, colour-coded to reflect those positions that are non-union in nature and the number of individuals the supervisory positions are responsible for.



# Referred and Deferred Matters

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# Request for Recommendation Finance Committee



## Type of Decision

Meeting Date	January 24, 2004				Report Date	January 22, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

## Report Title

Capital Financing Alternatives

### Policy Implication + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.

N/A

Background Attached

### Recommendation

WHEREAS Council has adopted the Long Term Financial Plan which identified the need to have a Capital Levy and which recommended the use of a managed debt program; and

WHEREAS the Long Term Plan has now been updated, identifying a greater funding gap;

NOW therefore be it resolved that:

Annual inflation be applied to all capital envelopes;

Option \_\_\_ of a Managed Debt Program be undertaken, as outlined in this report, contingent upon the implementation of a Capital Levy;

Recommendation Continued

### Recommended by the General Manager

D. Wuksnic  
General Manager of Corporate Services

### Recommended by the C.A.O.

M. Mieto  
Chief Administrative Officer

Date: January 22, 2004

**Report Prepared By**



C. Mahaffy  
Manager of Financial Planning & Policy/Deputy Treasurer

**Division Review**



S. Jonasson  
Director of Finance/City Treasurer

**RECOMMENDATION CONTINUED**

An annual Capital Levy of 2.27% of the previous years net levy be implemented;

The Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) program, where available, be utilized for any debenturing and the regular market be used where necessary;

Application be made to OMEIFA to participate in the 2004 funding scheme;

The City of Greater Sudbury obtain a credit rating, to be funded from the Capital Financing Reserve Fund - General, at an approximate cost of \$25,000 with an annual maintenance fee of approximately \$10,000; and

WHEREAS Council has requested capital financing alternatives in order to address infilling of Water and Waste Water services;

NOW therefore be it resolved that:

Option \_\_\_ of the Capital Financing Alternatives for Water/Wastewater extensions, as outlined in the report from the General Manager of Corporate Services dated September 19,2003 be approved and included in the 2005 base budget and the calculation of future Water/Wastewater Rates;

The OMEIFA program be utilized for any debenturing, where possible and the regular market used where necessary;

Application be made to OMEIFA to participate in the 2004 funding scheme;

Council policy to maintain existing infrastructure only, and not build new infrastructure be suspended for Water and Wastewater projects on the approved priority list, in order to address these servicing needs; and

The policy on Water and Wastewater extensions be amended as outlined in this report.

**BACKGROUND**

The attached report went to the previous Council in September, 2003 and was deferred to the incoming Council. Of the recommendations contained in that report, the capital levy of \$2.9 million and the addition of inflation to each of the capital envelopes has been included in the 2004 base budget. Both the capital levy and adding inflation to the envelopes are essential parts of implementing the Long Term Financial Plan in order to prevent the capital funding gap from increasing.

Date: January 22, 2004

### ***Part 1 - Implementation of Long Term Financial Plan Recommendations***

Since that report, an update to the Long Term Financial Plan has been presented to Council in December. Because the plan was not implemented in 2003, and because further capital needs have been identified since the original Plan was presented at the end of 2002, the capital funding gap has widened.

The original 2002 Plan identified how the City could meet its annual capital funding needs by the end of 10 years and at the same time achieve funding for 70% of the outstanding capital needs. The understanding was that the senior levels of government would be petitioned to provide the other 30% funding required to meet all outstanding capital needs.

When the Plan was updated at the end of 2003 it was apparent that achieving funding for 70% of the outstanding capital needs within 10 years was now impossible. This is illustrated on Table 7 of the updated Plan. Council was advised that a way would be found to again reach this 70% goal. A revised Table 7 from the LTFP is found on the following page. It shows that greater debenturing (\$32 million) over a slightly longer time frame (2 years) will bring the City to almost 70% by the end of year 12. The original Plan recommended \$61 million in debenturing over a 10 year period. The revised means to achieve the 70% goal has \$93 million in debenturing over a 12 year period. There is no change to the recommended Capital Levy; it continues for the same ten year period as in the original recommendation.

Council had requested information on borrowing \$100 million up-front from OMEIFA. This was the first option to investigate. OMEIFA does not provide up-front funding; thus Option 1 is not viable.

Table 7 has three different scenarios representing two options:

- ▶ Option 2 - borrowing from OMEIFA over 12 years
- ▶ Option 2 - borrowing at market rates over 12 years
- ▶ Option 3 - borrowing from OMEIFA over 4 years

The results of the three scenarios illustrate that spreading the borrowing out over the longer period, either through OMEIFA or the market (a combination of the two would also be a possibility, thus they are presented as one option) brings the City closer to the 70% goal than does an accelerated borrowing program through OMEIFA. Accelerated borrowing at market rates would result in an even lower percentage addressed after 12 years. As a result, accelerated borrowing is not being recommended.

Date: January 22, 2004

CITY OF GREATER SUDBURY  
TEN-YEAR FINANCIAL PLANTABLE 7  
amended Jan. 2004CAPITAL GAP FINANCING PLAN  
(\$000)

## Option 2 OMEIFA

\$7 million in debentures per year for 11 years and one issue of \$16 million in OMEIFA debentures (15 years @ 3%)

	FORECAST PERIOD											TOTAL	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015
Capital Financing Gap	41,455	42,352	54,095	37,536	38,394	39,105	40,385	41,381	42,585	43,942	44,821	45,718	511,770
Capital Financing Sources													
Increased contributions to capital envelopes from Capital Levy	2,915	6,209	9,698	13,379	17,245	21,305	25,565	30,031	34,708	39,605	40,397	41,205	282,262
Portion for new debt repayment	(586)	(1,172)	(2,512)	(3,098)	(3,684)	(4,270)	(4,856)	(5,442)	(6,028)	(6,614)	(7,200)	(7,786)	(53,248)
Inflation on capital envelopes	374	769	1,175	1,590	2,016	2,450	2,894	3,348	3,811	4,284	4,712	5,136	32,558
New Debt Issued	7,000	7,000	16,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	93,000
Total Capital Financed in Year	9,702	12,806	24,361	18,870	22,577	26,486	30,603	34,937	39,491	44,275	44,910	45,556	354,573
% Capital Completed	23.4%	30.2%	45.0%	50.3%	58.8%	67.7%	75.8%	84.4%	92.7%	100.8%	100.2%	99.6%	69.3%

## Option 2 Market

\$7 million in debentures per year for 11 years and one issue of \$16 million in market-rate debentures (15 years @ 5.75%)

	FORECAST PERIOD											TOTAL	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015
Capital Financing Gap	41,455	42,352	54,095	37,536	38,394	39,105	40,385	41,381	42,585	43,942	44,821	45,718	511,770
Capital Financing Sources													
Increased contributions to capital envelopes from Capital Levy	2,915	6,209	9,698	13,379	17,245	21,305	25,565	30,031	34,708	39,605	40,397	41,205	282,262
Portion for new debt repayment	(709)	(1,418)	(3,039)	(3,748)	(4,457)	(5,166)	(5,875)	(6,584)	(7,293)	(8,002)	(8,711)	(9,420)	(64,422)
Inflation on capital envelopes	374	769	1,175	1,590	2,016	2,450	2,894	3,348	3,811	4,284	4,712	5,136	32,558
New Debt Issued	7,000	7,000	16,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	93,000
Total Capital Financed in Year	9,579	12,560	23,834	18,220	21,804	25,590	29,584	33,795	38,226	42,887	43,399	43,922	343,399
% Capital Completed	23.1%	29.7%	44.1%	48.5%	56.8%	65.4%	73.3%	81.7%	89.8%	97.6%	96.8%	96.1%	67.1%

## Option 3 OMEIFA

\$20 million in debentures per year for 3 years and one issue of \$33 million in OMEIFA debentures (15 years @ 3%)

	FORECAST PERIOD											TOTAL	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015
Capital Financing Gap	41,455	42,352	54,095	37,536	38,394	39,105	40,385	41,381	42,585	43,942	44,821	45,718	511,770
Capital Financing Sources													
Increased contributions to capital envelopes from Capital Levy	2,915	6,209	9,698	13,379	17,245	21,305	25,565	30,031	34,708	39,605	40,397	41,205	282,262
Portion for new debt repayment	(1,675)	(3,350)	(6,114)	(7,790)	(7,790)	(7,790)	(7,790)	(7,790)	(7,790)	(7,790)	(7,790)	(7,790)	(81,249)
Inflation on capital envelopes	374	769	1,175	1,590	2,016	2,450	2,894	3,348	3,811	4,284	4,712	5,136	32,558
New Debt Issued	20,000	20,000	33,000	20,000	0	0	0	0	0	0	0	0	93,000
Total Capital Financed in Year	21,613	23,628	37,759	27,178	11,471	15,966	20,669	25,589	30,729	36,099	37,320	38,552	326,572
% Capital Completed	52.1%	55.8%	69.8%	72.4%	29.9%	40.8%	51.2%	61.8%	72.2%	82.2%	83.3%	84.3%	63.8%

## Notes:

- 1) OMEIFA lending rate at January 20, 2004 is 2.62% for 15 years
- 2) Bank debenture rate is between 5.35 and 5.8% at January 20, 2004
- 3) The delay in implementing the plan together with the identification of increased capital needs made the goal of achieving 100% funding for annual capital needs, plus funding to address 70% of outstanding capital projects within ten years impossible to achieve
- 4) The changes necessary in order to bring the capital addressed up close to the 70% identified in the original long term financial plan are higher debenture issues (\$93 million as opposed to the original \$61 million) and longer debenturing (12 years of issues rather than 10).

Date: January 22, 2004

### ***Key Elements of the Long Term Financial Plan***

When the original Plan was presented at the end of 2002 a number of key elements to the plan were identified. Three of those elements are addressed with approval of the recommendations in this report:

- ▶ Implementation of a 2.27% per year Infrastructure Renewal Levy
- ▶ Inflation Protection by adding inflation (2%) to the existing Capital Allocations
- ▶ Undertaking a Managed Debt Program, as illustrated on the revised Table 7.

### ***Allocation of Debenture Proceeds***

One of the recommendations in the Long Term Financial Plan is to undertake a managed debt program, when certain conditions exist. These conditions include debenturing "projects where the cost of deferring expenditures exceeds debt servicing costs". Clearly our roads fall into this category. Therefore, it is recommended, that for 2004, the full debenture proceeds of \$7 million be allocated to roads. The General Manager of Public Works has provided three print-outs, also attached, as follows:

- ▶ ASET\_ART - is a ten year program for Arterial Roads which totals almost \$45 million
- ▶ ASET\_COLL - is a ten year program for Collector Streets which totals almost \$94 million
- ▶ ASET\_LOC - is a ten year program for local roads which totals \$91 million.

These projects total \$230 million and represent the \$23 million per year that the Long Term Plan shows as needed for Roads. There is no shortage of projects to be undertaken with the additional \$7 million in debenture proceeds. If debenturing is approved, the General Manager of Public Works will provide Council with a recommended additional roads program.

For 2004, any debenturing could be delayed until late in the year, so no repayments would be required this year. However, Council would have to commit to implementation of the Capital Levy in 2005 in order to fund repayments. However, delaying the implementation of the levy will result in an increased funding gap.

### ***Allocation of Capital Levy***

It is recommended for 2004 that the Capital Levy implemented be allocated to fleet. There is a shortfall of adequate fleet in Public Works, Fire, and Transit. The total shortfall identified in these three areas is almost \$37 million. Again, a report would come from the General Managers recommending specific fleet purchases.

Should the levy not be implemented, these requirements would have to be deferred to future years. As pointed out above, delaying the implementation of the levy results in a wider funding gap.

The allocation of Capital Levies of future years can be brought forward to Council later in 2004, and Council can prioritize projects.

Date: January 22, 2004

### ***OMEIFA Financing***

At present, it is unknown whether OMEIFA will continue, with the change in governments. Assuming it does continue, it is too late to apply for participation in the 2003 program, and no announcements have been made for the 2004 program to date. Last year's limit was \$100 million for any municipality, but OMEIFA could provide no estimates as to what, if any, limit there would be this year. They did, however, explain roughly what the process is at present:

- ▶ OMEIFA makes announcement as to amounts available, eligible projects, maximum allocations, and interest rates (usually half of market rates)
- ▶ Municipalities apply for funding for specific projects
- ▶ OMEIFA makes announcement as to applications approved, some months later
- ▶ OMEIFA sends out draft agreements
- ▶ Municipalities get Council authorization to enter into agreements
- ▶ Agreements are signed and returned to OMEIFA
- ▶ As invoices come in, Treasurers present invoices and a Treasurer's Statement to OMEIFA by either the 10<sup>th</sup> or 20<sup>th</sup> of the month
- ▶ OMEIFA forwards funds to municipalities by the 5<sup>th</sup> working day after receipt of the Treasurer's Statement
- ▶ Funding can also be delayed until the end of the project to avoid interest costs if there are sufficient funds on hand to self-finance.

### ***Debenturing in the Open Market***

The City debentured just last spring, through the open market process, and the Royal Bank of Canada has been appointed the City's fiscal agent. If OMEIFA financing is not available, the City can debenture in this manner. Usually, the funds are not up-front, but at the end of a project. However, interim financing settlement dates can be established and funds transferred as scheduled.

It should be pointed out that OMEIFA funds are available for only water, wastewater, roads, solid waste, and transit projects. Should the City wish to undertake other major capital projects and debenture them, the open market would be the only choice for debenturing.

As illustrated on Table 7, using either OMEIFA or the market will still bring us close to achieving the 70% target by the end of 2015.

### ***Bond Rating***

If it becomes apparent that the open market will be the debenturing vehicle, it is also recommended that the City obtain a bond rating. Having a rating could well mean savings of as much as one quarter of a percent on borrowing. Over 15 years, this would be about \$25,000 per \$1 million debentured. If we borrow up to the \$93 million illustrated on Table 7, savings could be substantial. The initial rating would cost in the neighbourhood of \$25,000 with the annual maintenance fee being between \$10,000 and \$15,000. It is recommended that the initial rating be funded from the Capital Financing Reserve Fund - General. Funding for the maintenance will be identified at a later date.

Date: January 22, 2004

## ***Part 2 - Financing Alternatives - Water and Wastewater Projects***

### **Capital Financing Alternatives - Water / Wastewater Projects**

#### ***Water/Wastewater Priority List***

In 1998 a priority list for Water / Wastewater projects was approved by the former Region (copy attached - Appendix A). At that time this list totaled \$28 million. To allow for changes and inflation since that time, a total of \$35 million has been used for the purpose of this report.

Two options have been developed to finance Water and Wastewater projects in order for the City to begin addressing the priority list for these services. The first option would allow the City to address half of the projects, while the second allows for the full priority list to proceed. For this report, and for illustrative purposes only, it has been assumed that wastewater projects will cost about 16% more than water projects. However, each project will have different costs. Some will affect both rates, some will affect only water rates, while others will affect only wastewater rates.

#### ***Amendments to Existing Policies***

If Council decides to proceed with these projects, two existing policies must be addressed. The first is Council's policy to maintain infrastructure only and not expand services. If the priority list is to proceed, this policy should be suspended for water/ wastewater projects until the priority list (or a portion thereof) has been serviced.

The second policy is "Policy on Sewer and Water Extensions" and is attached to the September report.

The recommended revised policy is as follows:

#### ***Policy on Water/Wastewater Extensions***

- That the authority provided in the Municipal Act be used for projects initiated by City Council;
- That each lot (parcel) at the time of project initiation be provided with one standard size service connection from main to lot line. Any lot (parcel) requiring a service larger than standard size must pay the difference up-front between the size required and standard size. Any additional connections requested will be paid for up-front, at actual costs;
- That any lot (parcel) created through the severance or subdivision process following project initiation be required to pay the appropriate per lot charge, plus the actual cost of any water and/or wastewater connection at that time;
- That the interest rate to be charged on repayments for those properties not paid up-front be the interest rate to be charged on debentures for the project; and

Date: January 22, 2004

- That water and/or wastewater extension projects proceed, subject to the availability of capital funding or financing, based on the following criteria:
  - Every effort will be made to proceed with any project which receives Provincial subsidy
  - Projects must be on the Water/Wastewater Priority list, as adopted in March 1987, and as amended from time to time. It is further recommended that Council review this list annually, or as required, in order that any projects resulting from health-related issues may be added to or moved up on this list. Where possible, projects will proceed in priority order
  - Per policy, all benefitting property owners must connect to newly constructed water and/or wastewater services
  - Those benefitting property owners not providing up-front funding will be subject to the same per lot (parcel) charges, to be repaid annually over a period not to exceed fifteen (15) years, or the debenture period of the project, with the established rate of interest being used to calculate the repayment amount
  - The annual repayments will be credited back to the appropriate cost centres in the current budget (either Water or Wastewater or both, depending on the project), in order to repay the debentured amounts.

The September report gave two alternatives for Water and Wastewater projects. The first was to borrow \$17.5 million from either OMEIFA or the market and proceed with about one half of the water and wastewater priority list over the next ten years. The second was to borrow \$35 million and proceed with the entire priority list over the next ten years. A third is to finance the Priority list through OMEIFA for 40 years. The open market does not have 40 year money available.

The following three pages present the financial details of each of these options.

Date: January 22, 2004

Option 1 - W/WW

**CITY OF GREATER SUDBURY**  
**Capital Financing Alternatives - Water / Wastewater Projects**  
**Option 1 - \$17.5 million over 10 Years and Debenturing at Market**

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2005	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2006	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2007	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2008	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2009	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2010	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2011	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2012	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387
2013	1,750,000	875,000	875,000	1,750,000	180,200	90,100	90,100	41,713	48,387

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on financing at market rates (6%, 15 years)

Option 1 - W/WW

**CITY OF GREATER SUDBURY**  
**Capital Financing Alternatives - Water / Wastewater Projects**  
**Option 1 - \$17.5 million over 10 Years using OMEIFA financing**

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2005	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2006	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2007	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2008	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2009	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2010	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2011	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2012	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365
2013	1,750,000	875,000	875,000	1,750,000	146,600	73,300	73,300	33,935	39,365

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3%, 15 years)

Date: January 22, 2004

Option 2 - W/WW

CITY OF GREATER SUDBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 2 - \$35 million over 10 Years and Debenturing at Market

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2005	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2006	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2007	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2008	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2009	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2010	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2011	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2012	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774
2013	3,500,000	1,750,000	1,750,000	3,500,000	360,400	180,200	180,200	83,426	96,774

- \* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water
- \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years
- \*\*\* Annual repayments are based on financing at market rates (6%, 15 years)

Option 2 - W/WW

CITY OF GREATER SUDBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 2 - \$35 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2005	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2006	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2007	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2008	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2009	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2010	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2011	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2012	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730
2013	3,500,000	1,750,000	1,750,000	3,500,000	293,200	146,600	146,600	67,870	78,730

- \* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water
- \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years
- \*\*\* Annual repayments are based on OMEIFA financing (3%, 15 years)

Date: January 22, 2004

Option 3a - W/WW

CITY OF GREATER SUDBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 3 - \$17.5 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2005	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2006	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2007	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2008	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2009	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2010	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2011	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2012	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327
2013	1,750,000	875,000	875,000	1,750,000	75,700	37,850	37,850	17,523	20,327

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3%, 40 years)

Option 3b - W/WW

CITY OF GREATER SUDBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 3 - \$35 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2005	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2006	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2007	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2008	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2009	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2010	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2011	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2012	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654
2013	3,500,000	1,750,000	1,750,000	3,500,000	151,400	75,700	75,700	35,046	40,654

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3%, 40 years)

**Repayments**

In accordance with policy, benefitting landowners would be responsible for 50% of the cost of the projects. It has been assumed that both the City and the landowners would simply pay their respective shares over the term of the borrowing. The total annual repayments for each year of debenturing is shown below, for each option. Half of the repayments would come from per lot (frontage) charges and the remainder would be raised through water/wastewater rates.

	\$		Total Annual Repayments
			\$
Option 1	1.75 million / yr	Market	180,200
Option 1	1.75 million / yr	OMEIFA	146,600
Option 2	3.5 million / yr	Market	360,400
Option 2	3.5 million / yr	OMEIFA	293,200
Option 3a	1.75 million / yr	OMEIFA	75,700
Option 3b	3.5 million / yr	OMEIFA	151,400

**Rates**

In order to finance the City's share of the projects, water rates would have to be increased. The following chart shows how each option would affect the rates, by percentage and by dollar value for the average customer, consuming 240 cubic meters of water annually.

	\$		Water and Wastewater Annual Increase		Water and Wastewater Cumulative Increase	
			%	\$	%	\$
Option 1	1.75 million / yr	Market	.22	1.46	2.22	14.64
Option 1	1.75 million / yr	OMEIFA	.18	1.19	1.80	11.91
Option 2	3.5 million / yr	Market	.44	2.93	4.43	29.29
Option 2	3.5 million / yr	OMEIFA	.36	2.38	3.61	23.82
Option 3a	1.75 million / yr	OMEIFA	.09	0.62	0.93	6.15
Option 3b	3.5 million / yr	OMEIFA	.19	1.23	1.86	12.30

Any increase to the water rates would be in addition to the increased rates for inflation, maintenance of the Sustainable Capital Assets Management Plan and the implementation of any legislated water and wastewater programs.

**Total Costs**

The total costs to the City are shown below:

	\$		\$
Option 1	1.75 million / yr	Market	13,515,000
Option 1	1.75 million / yr	OMEIFA	10,995,000
Option 2	3.5 million / yr	Market	27,030,000
Option 2	3.5 million / yr	OMEIFA	21,990,000
Option 3a	1.75 million / yr	OMEIFA	15,140,000
Option 3b	3.5 million / yr	OMEIFA	30,280,000

Clearly, the longer term is more expensive.

**Summary**

In summary, it is recommended that Council implement the Long Term Financial Plan recommendations and address the Water/Wastewater priority list by:

- Directing the existing Capital Envelopes to be further increased by inflation
- Adopting an option from the Capital Financing Alternatives for implementation of the Long Term Financial Plan recommendations
- Adopting an option from the Capital Financing Alternatives for Water/Wastewater extensions
- Applying to the Ontario Municipal Economic Infrastructure Financing Authority to participate in this funding scheme, it being understood that OMEIFA financing will be utilized by the City wherever possible and that the open market will be used where necessary
- Obtaining a credit rating
- Suspending the moratorium on constructing new infrastructure for the Water/Wastewater priority list projects; and
- Adopting a revised policy on Water and Wastewater extensions.

Regardless of which of the recommendations of this report are adopted, the end result will be increased funding available to address our capital needs. Until the end of the twelve year forecast, needs still outweigh funding, and the funds should be allocated on a priority basis.

# Request for Recommendation Finance Committee



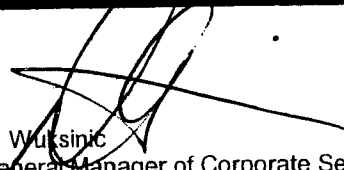
Type of Decision									
Meeting Date	September 22, 2003				Report Date	September 19, 2003			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Capital Financing Alternatives

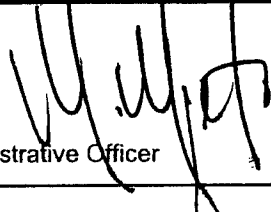
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
N/A	
<input checked="" type="checkbox"/>	Background Attached

Recommendation
<p>WHEREAS Council has adopted the Long Term Financial Plan which identified the need to have a Capital Levy and which recommended the use of a managed debt program;</p> <p>NOW THEREFORE BE IT RESOLVED THAT:</p> <ul style="list-style-type: none"> <li>▶ Inflation be applied to all existing Capital Envelopes</li> <li>▶ Option ____ of the Capital Financing Alternatives for implementation of the Long Term Financial Plan recommendations, as outlined in the report from the General Manager of Corporate Services dated September 19, 2003 be included in the 2004 Base Budget;</li> </ul>
<input checked="" type="checkbox"/> Recommendation Continued

**Recommended by the General Manager**

  
 D. Wuksinic  
 General Manager of Corporate Services

**Recommended by the C.A.O.**

  
 M. Mieta  
 Chief Administrative Officer

**Report Prepared By**



C. Mahaffy  
Manager of Financial Planning & Policy / Deputy Treasurer

**Division Review**



S. Jonasson  
Director of Finance/City Treasurer

**RECOMMENDATION CONTINUED**

- ▶ The Ontario Municipal Economic Infrastructure Financing Authority program, where available, be utilized for any debenturing and the regular market be used if necessary;
- ▶ The General Managers of Public Works and Corporate Services make application to the Ontario Municipal Economic Infrastructure Financing Authority to participate in the funding scheme (if above options are approved);
- ▶ A report be prepared before the end of the year recommending capital envelope priorities, based on the additional capital funding approved.

WHEREAS Council has requested capital financing alternatives in order to address infilling of Water and Wastewater services;

NOW THEREFORE BE IT RESOLVED THAT:

- ▶ Option      W/WW of the Capital Financing Alternatives for Water/Wastewater extensions as outlined in the report from the General Manager of Corporate Services dated September 19, 2003 be included in the 2004 Base Budget and the calculation of future Water/Wastewater rates;
- ▶ The Ontario Municipal Economic Infrastructure Financing Authority program, where available, be utilized for any debenturing and the regular market be used if necessary;
- ▶ The General Managers of Public Works and Corporate Services make application to the Ontario Municipal Economic Infrastructure Financing Authority to participate in the funding scheme (if above options are approved);
- ▶ Council policy to maintain existing infrastructure only, and not build new infrastructure be suspended for Water and Wastewater projects on the Priority List, in order to address these servicing needs;
- ▶ The Policy on Water and Wastewater Extensions be amended as outlined in this report.

## BACKGROUND

In December of 2002, Council approved the Long Term Financial Plan (LTFP), prepared by Hemson Consulting, which identified significant capital funding gaps in excess of \$40 million per year. The consultants also suggested three alternatives to funding these capital needs. The recommended option, (Option #2 found on page 27 of the LTFP) was:

“Implement an Infrastructure Renewal Levy which will generate sufficient tax dollars in 2012 to meet the annual capital gap, combined with managed use of debt financing in order to complete 70 percent of the identified Capital Financing Gap of \$343.6 million. No debt would be issued after 2012.”

This option recommended the use of debt financing of approximately \$6 million per year for 10 years for some of the infrastructure needs, together with the implementation and continuation of an annual Infrastructure Renewal Levy in the amount of 2.27% of the previous year's levy. The annual debt repayments are included in the recommended Capital Levy.

As Council is aware, every municipality in Ontario has an Annual Repayment Limit (ARL) which is a calculation provided by the Province annually, and which must be updated by the Treasurer throughout the year. All of the debt repayments calculated for the options presented in this report are well within the City of Greater Sudbury's ARL, which is in the vicinity of \$40 million.

Another component of the LTFP was to automatically increase the existing capital envelopes each year by an inflation amount. Without incorporating this increase, the funding gap will widen each year as project costs increase while capital contributions remain constant.

Although the LTFP was adopted by Council, none of the capital levy, the managed debt program, nor the inflation increases to the existing envelopes were implemented in 2003. Council did permanently increase the roads capital envelope by \$588,000 in 2003, and some of the other issues identified in the LTFP were addressed on a one-time basis, such as the contribution to the Social Housing, Ontario Works and the Sick Leave Reserves.

Since the adoption of the Plan, the Province of Ontario has introduced the Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) financing. Under this program, municipalities may finance certain infrastructure renewal projects at a rate considerably less than that available on the open market. Were the City to take advantage of this opportunity, basically only Roads, Solid Waste, Transit, Water and Wastewater projects could be debentured. Funding the gap for other capital needs would occur through the new annual capital levy, debenturing through the regular market, and the inflation applied to each envelope. Only Roads, Solid Waste, or Transit projects can be addressed under the OMEIFA options in the first part of the report, while Water and Wastewater projects are the topic of the second part.

At the June 25<sup>th</sup> meeting of the Priorities Committee, through recommendation 2003-45, a Financing Plan was to be brought back to Council in the Fall of this year outlining various options in keeping with the LTFP for funding Capital infrastructure. The recommendations were to include a capital levy and use of the OMEIFA financing.

**Date: September 19, 2003**

This report will present two options to fully implement the LTFP recommendations to fund the capital gap, as adopted by Council. Each of these options includes both the annual capital levy and the inflation of existing capital envelopes. The options are:

- ▶ \$6.1 annual debenture issue for 10 years, for Roads, Solid Waste and/or Transit projects only, utilizing OMEIFA funding, if possible,
- ▶ \$15.25 annual debenture issue for 4 years, for Roads, Solid Waste and/or Transit projects only, utilizing OMEIFA funding, if possible .

In addition, during the 2003 budget process Councillor Davey requested funding options which would allow water and wastewater extensions in accordance with the approved priority list. A further two options have been developed to address this need in the second part of the report. These options also involve debenturing, again using OMEIFA funding, if possible.

The two issues are separated because water and wastewater capital needs are funded through the water and wastewater rates while all other capital is funded through the taxation levy.

***All of the charts in the report are attached, in larger print.***

Date: September 19, 2003

**Implementation of the Long Term Financial Plan Recommendations**

*(For all options, it should be noted that all debt repayments are included in the 2.27% Capital Levy, not in addition to it)*

**Option 1 - Implement a Capital Levy of 2.27% of the previous year's Net Levy and have a managed debt program of debenturing approximately \$6.1 million per year for the next 10 years, at market rates**

This is the recommendation from the Long Term Financial Plan, as adopted by Council last December. The recommendation was not implemented in 2003, but implementing the program in 2004 will achieve the same results by 2013, rather than 2012 as indicated in the study.

The chart below shows that over the ten year period, the cumulative capital levy is estimated to be about \$40 million (column 2), which will fully address the annual funding gap identified in the LTFP, and brings the capital component of the budget to the amount necessary to meet the projected annual needs at the end of ten years. It also allows for about 70% of the outstanding capital needs to be addressed during the period.

Column 9 in each of the charts illustrates the amount of capital which can be undertaken during each of the ten years, including the amount to be debentured.

CITY OF GREATER SUDBURY Long Term Financial Plan - Capital Financing Alternatives Option 1 - 2.27% Capital Levy and Debentures at Market									Option 1
Year	1 Estimated * 2.27% Capital Levy \$	2 Cumulative Cap Levy \$	3 Portion for** Debt Repay. \$	4 (1-3) Net Cum. New Capital \$	5 10-Year *** Capital Policy Incr. To Env. \$	6 Est. Infla- tion - 2% \$	7 Est **** Existing Envelopes \$	8 (4+7) Total Capital Excl Debt \$	9 Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	648,800	2,266,016	750,000	393,846	20,836,121	23,102,137	29,202,137
2005	3,279,168	6,193,984	1,297,600	4,896,384	749,235	416,722	22,002,078	26,898,462	32,998,462
2006	3,492,314	9,686,298	1,946,400	7,739,898	127,000	440,042	22,569,119	30,309,017	36,409,017
2007	3,687,884	13,374,182	2,595,200	10,778,982	139,279	451,382	23,159,781	33,938,763	40,038,763
2008	3,887,029	17,261,211	3,244,000	14,017,211	46,423	463,196	23,669,399	37,686,610	43,786,610
2009	4,096,929	21,358,140	3,892,800	17,465,340	-	473,388	24,142,787	41,608,127	47,708,127
2010	4,314,066	25,672,206	4,541,600	21,130,606	28,383	482,856	24,654,026	45,784,632	51,884,632
2011	4,542,712	30,214,918	5,190,400	25,024,518	82,713	493,081	25,229,820	50,254,338	56,354,338
2012	4,783,476	34,998,394	5,839,200	29,159,194	-	504,596	25,734,416	54,893,610	60,993,610
2013	5,037,000	40,035,394	6,488,000	33,547,394	-	514,688	26,249,104	59,796,498	65,896,498

\* Based on Long Term Financial Plan recommendations

\*\* \$6.1 million/year debt issued for 10 years for \$61 million in debentures (15 years, 6.5%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

Using the regular market place to issue debentures would make the annual debenture repayments reach their maximum of \$6,488,000 in 2014, and all of the issued debt would be repaid by 2028. Using the regular market place for the debentures means any project could be debentured. The projects to be undertaken as funding becomes available would be decided by Council, on a priority basis.

Date: September 19, 2003

**Option 1 continued - Implement a Capital Levy of 2.27% of the previous year's Net Levy and have a managed debt program of debenturing approximately \$6.1 million per year for the next 10 years through OMEIFA**

The second part of Option 1 illustrates using OMEIFA for debenturing eligible projects. The cost of debenturing the projects is considerably reduced because of the lower interest rates available through OMEIFA. Again, implementing this option in 2004 will achieve the same results indicated in the study, but in 2013 rather than 2012.

The chart below shows that over the ten year period, the cumulative capital levy is still estimated to be about \$40 million, and the capital component of the budget is sufficient to meet the projected annual capital needs at the end of ten years. It also allows for 70% of the outstanding needs to be addressed during the period. The differences are that the maximum annual repayment amount is \$5.2 million rather than the \$6.5 million illustrated in the previous chart, and the total capital, shown in column 8 is \$61.1 million rather than \$59.8 million.

Column 9 shows that the total amount of capital to be undertaken is increased from the first chart, by the difference in the repayment amounts.

Option 1

**CITY OF GREATER SUBURBY**  
**Long Term Financial Plan - Capital Financing Alternatives**  
**Option 1 - 2.27% Capital Levy and Debentures through OMEIFA**

Year	1 Estimated * 2.27% Capital Levy \$	2 Cumulative Cap Levy \$	3 Portion for** Debt Repay. \$	4 (1-3) Net Cum. New Capital \$	5 10-Year *** Capital Policy Incr. To Env. \$	6 Est. Infla- tion - 2% \$	7 Est **** Existing Envelopes \$	8 (4+7) Total Capital Excl Debt \$	9 Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	520,300	2,394,516	750,000	393,846	20,836,121	23,230,637	29,330,637
2005	3,279,168	6,193,984	1,040,600	5,153,384	749,235	416,722	22,002,078	27,155,462	33,255,462
2006	3,492,314	9,686,298	1,560,900	8,125,398	127,000	440,042	22,569,119	30,694,517	36,794,517
2007	3,687,884	13,374,182	2,081,200	11,292,982	139,279	451,382	23,159,781	34,452,763	40,552,763
2008	3,887,029	17,261,211	2,601,500	14,659,711	46,423	463,196	23,669,399	38,329,110	44,429,110
2009	4,096,929	21,358,140	3,121,800	18,236,340	-	473,388	24,142,787	42,379,127	48,479,127
2010	4,314,066	25,672,206	3,642,100	22,030,106	28,383	482,856	24,654,026	46,684,132	52,784,132
2011	4,542,712	30,214,918	4,162,400	26,052,518	82,713	493,081	25,229,820	51,282,338	57,382,338
2012	4,783,478	34,998,394	4,682,700	30,315,694	-	504,596	25,734,416	56,050,110	62,150,110
2013	5,037,000	40,035,394	5,203,000	34,832,394	-	514,688	26,249,104	61,081,498	67,181,498

\* Based on Long Term Financial Plan recommendations

\*\* \$6.1 million/year debt issued for 10 years for \$61 million in debentures (15 years, 3.25%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

It should, however, be pointed out that there is no guarantee that OMEIFA funding will still be available to municipalities for the next ten year period, but that assumption has been made for purposes of this chart. Using OMEIFA to issue debentures would make the annual debenture repayments reach their maximum of \$5,203,000 in 2014, and all of the issued debt would still be repaid by 2028. Using OMEIFA financing for the debentures means only Roads, Solid Waste or Transit projects could be debentured. Other capital needs would be funded through the existing envelopes, debenturing at market, and the portion of the capital levy not required for debt repayment. Again, the other capital needs would be undertaken on a priority basis, as decided by Council.

Date: September 19, 2003

**Option 2 - Implement a Capital Levy of 2.27% of the previous year's Net Levy and have a managed debt program of debenturing approximately \$15.25 million per year for the next 4 years at market rates**

This option modifies the recommendation from the Long Term Financial Plan by accelerating the debenturing program. The total cost of debenturing the projects is identical to that in Option 1, but the debt would be fully repaid 6 years earlier. Again, implementing this option in 2004 will achieve the same results indicated in the study, but in 2013 rather than 2012.

The chart below shows that over the ten year period, the cumulative capital levy is still estimated to be about \$40 million, which fully addresses the annual funding gap, and brings the capital component of the budget to the amount necessary to meet the projected annual needs at the end of ten years. It also allows for 70% of the outstanding needs to be addressed during the period.

Column 9 illustrates the increase in capital which can be undertaken during the first four years, as compared to Option 1, and also shows that total capital undertaken would be less in the later years.

Option 2

**CITY OF GREATER SUDBURY  
Long Term Financial Plan - Capital Financing Alternatives  
Option 2 - 2.27% Capital Levy and Accelerated Debenturing at Market**

Year	1 Estimated * 2.27% Capital Levy \$	2 Cumulative Cap Levy \$	3 Portion for** Debt Repay. \$	4 (1-3) Net Cum. New Capital \$	5 10-Year *** Capital Policy Incr. To Env. \$	6 Est. Infla- tion - 2% \$	7 Est **** Existing Envelopes \$	8 (4+7) Total Capital Excl Debt \$	9 Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	1,621,900	1,292,916	750,000	393,846	20,836,121	22,129,037	37,379,037
2005	3,279,168	6,193,984	3,243,800	2,950,184	749,235	416,722	22,002,078	24,952,262	40,202,262
2006	3,492,314	9,686,298	4,865,700	4,820,598	127,000	440,042	22,569,119	27,389,717	42,639,717
2007	3,687,884	13,374,182	6,488,000	6,886,582	139,279	451,382	23,159,781	30,046,363	45,296,363
2008	3,887,029	17,261,211	6,488,000	10,773,611	46,423	463,196	23,669,399	34,443,010	34,443,010
2009	4,096,929	21,358,140	6,488,000	14,870,540	-	473,388	24,142,787	39,013,327	39,013,327
2010	4,314,066	25,672,206	6,488,000	19,184,606	28,383	482,856	24,654,026	43,838,632	43,838,632
2011	4,542,712	30,214,918	6,488,000	23,727,318	82,713	493,081	25,229,820	48,957,138	48,957,138
2012	4,783,476	34,998,394	6,488,000	28,510,794	-	504,596	25,734,416	54,245,210	54,245,210
2013	5,037,000	40,035,394	6,488,000	33,547,794	-	514,688	26,249,104	59,796,898	59,796,898

\* Based on Long Term Financial Plan recommendations  
 \*\* \$15.25 million/year debt issued for 4 years for \$61 million in debentures (15 years, 6.5%)  
 \*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)  
 \*\*\*\* Excludes Water and Wastewater Envelopes

Using the regular market place to issue debentures would make the annual debenture repayments reach their maximum of \$6,488,000 in 2007, and all of the issued debt would be repaid by 2022. Using the regular market place for the debentures means any project could be debentured. The projects to be undertaken as funding becomes available would be decided by Council, on a priority basis.

Date: September 19, 2003

**Option 2 continued - Implement a Capital Levy of 2.27% of the previous year's Net Levy and have a managed debt program of debenturing approximately \$15.25 million per year for the next 4 years through OMEIFA**

The second part of Option 2 illustrates using OMEIFA for debenturing eligible projects. The cost of debenturing the projects is considerably reduced because of the lower interest rates available through OMEIFA. This is illustrated in the chart below.

CITY OF GREATER SUDBURY Long Term Financial Plan - Capital Financing Alternatives Option 2 - 2.27% Capital Levy and Accelerated OMEIFA Debenturing									Option 2
Year	1 Estimated * 2.27% Capital Levy \$	2 Cumulative Cap Levy \$	3 Portion for** Debt Repay. \$	4 (1-3) Net Cum. New Capital \$	5 10-Year *** Capital Policy Incr. To Env. \$	6 Est. Infla- tion - 2% \$	7 Est **** Existing Envelopes \$	8 (4+7) Total Capital Excl Debt \$	9 Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	1,300,700	1,614,116	750,000	393,846	20,836,121	22,450,237	37,700,237
2005	3,279,168	6,193,984	2,601,400	3,592,584	749,235	416,722	22,002,078	25,594,662	40,844,662
2006	3,492,314	9,686,298	3,902,100	5,784,198	127,000	440,042	22,569,119	28,353,317	43,603,317
2007	3,687,884	13,374,182	5,202,800	8,171,382	139,279	451,382	23,159,781	31,331,163	46,581,163
2008	3,887,029	17,261,211	5,202,800	12,058,411	46,423	463,196	23,669,399	35,727,810	35,727,810
2009	4,096,929	21,358,140	5,202,800	16,155,340	-	473,388	24,142,787	40,298,127	40,298,127
2010	4,314,066	25,672,206	5,202,800	20,469,406	28,383	482,856	24,654,026	45,123,432	45,123,432
2011	4,542,712	30,214,918	5,202,800	25,012,118	82,713	493,081	25,229,820	50,241,938	50,241,938
2012	4,783,476	34,998,394	5,202,800	29,795,594	-	504,596	25,734,416	55,530,010	55,530,010
2013	5,037,000	40,035,394	5,202,800	34,832,594	-	514,688	26,249,104	61,081,698	61,081,698

\* Based on Long Term Financial Plan recommendations  
 \*\* \$15.25 million/year debt issued for 4 years for \$61 million in debentures (15 years, 3.25%)  
 \*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)  
 \*\*\*\* Excludes Water and Wastewater Envelopes

Using OMEIFA to issue debentures on an accelerated program would make the annual debenture repayments reach their maximum of \$5,203,000 in 2007, and all of the issued debt would be repaid by 2022. Again, using OMEIFA financing for the debentures means only Roads, Solid Waste, or Transit projects could be debentured. Public Works indicates that although it would be possible to undertake a Roads program at this accelerated rate, it might well be too disruptive to the public. The differences between the two charts are that maximum repayments are \$5.2 million rather than \$6.5 on the previous chart, while total capital in column 8 is \$61.1 million rather than \$59.8 million.

Column 9 shows the greater amount of total capital to be undertaken, as a result of the lower repayments.

Other capital needs would be funded through the envelopes and the portion of the capital levy not required for debt repayment. Again, the other capital needs would be undertaken on a priority basis, as decided by Council. The timing would be different than in Option 2 since more of the capital levy would be required to repay debt in the earlier years, but the debt would be repaid sooner, freeing up the funding for other capital needs.

## **Capital Financing Alternatives - Water / Wastewater Projects**

### ***Water/Wastewater Priority List***

In 1998 a priority list for Water / Wastewater projects was approved by the former Region (copy attached - Appendix A). At that time this list totaled \$28 million. To allow for changes and inflation since that time, a total of \$35 million has been used for the purpose of this report.

Two options have been developed to finance Water and Wastewater projects in order for the City to begin addressing the priority list for these services. The first option would allow the City to address half of the projects, while the second allows for the full priority list to proceed. For this report, and for illustrative purposes only, it has been assumed that wastewater projects will cost about 16% more than water projects. However, each project will have different costs. Some will affect both rates, some will affect only water rates, while others will affect only wastewater rates.

### ***Amendments to Existing Policies***

If Council decides to proceed with these projects, two existing policies must be addressed. The first is Council's policy to maintain infrastructure only and not expand services. If the priority list is to proceed, this policy should be suspended for water/ wastewater projects until the priority list (or a portion thereof) has been serviced.

The second policy is "Policy on Sewer and Water Extensions". This policy has been attached, as Appendix B. The proposed revised policy is as follows:

#### ***Policy on Water/Wastewater Extensions***

- That the authority provided in the Municipal Act be used for projects initiated by City Council;
- That each lot (parcel) at the time of project initiation be provided with one standard size service connection from main to lot line. Any lot (parcel) requiring a service larger than standard size must pay the difference up-front between the size required and standard size. Any additional connections requested will be paid for up-front, at actual costs;
- That any lot (parcel) created through the severance or subdivision process following project initiation be required to pay the appropriate per lot charge, plus the actual cost of any water and/or wastewater connection at that time;
- That the interest rate to be charged on repayments for those properties not paid up-front be the interest rate to be charged on debentures for the project; and
- That water and/or wastewater extension projects proceed, subject to the availability of capital funding or financing, based on the following criteria:
  - Every effort will be made to proceed with any project which receives Provincial subsidy
  - Projects must be on the Water/Wastewater Priority list, as adopted in March 1987, and as amended from time to time. It is further recommended that Council review this list annually, or as required, in order that any projects resulting from health-related issues may be added to or moved up on this list. Where possible, projects will proceed in priority order

- Per policy, all benefitting property owners must connect to newly constructed water and/or wastewater services
- Those benefitting property owners not providing up-front funding will be subject to the same per lot (parcel) charges, to be repaid annually over a period not to exceed fifteen (15) years, with the established rate of interest being used to calculate the repayment amount
- The annual repayments will be credited back to the appropriate cost centres in the current budget (either Water or Wastewater or both, depending on the project), in order to repay the debentured amounts.

Date: September 19, 2003

**Option 1 W/WW - Addressing approximately one-half of the Water/Wastewater Priority List by debenturing \$1.75 million per year for the next ten years at market rates**

The chart below illustrates financing a total of \$17.5 million in water/wastewater projects, using the market for debenturing.

CITY OF GREATER SUDBURY  
Capital Financing Alternatives - Water / Wastewater Projects  
Option 1 - \$17.5 million over 10 Years and Debenturing at Market

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2005	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2006	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2007	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2008	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2009	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2010	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2011	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2012	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2013	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on financing at market rates (6.5%, 15 years)

In accordance with policy, benefitting landowners would be responsible for 50% of the costs of the project, whether they pay up-front, or over the term of the debentures. It has been assumed that both the City and the landowners would simply pay their respective shares over the 15 year term. The total annual repayments for each year of debenturing would be \$186,000. Of this amount, 50% would come from per lot (frontage) charges while the remainder would be raised through water/wastewater rates. At the end of the ten years, total repayments would be \$1.9 million. This debt would be paid in full by 2028.

In order to finance the City's share of the projects, the water rates would have to be increased. Although each \$1.75 million dollar debenture would result in a water rate increase of about 0.25% or \$1.51 to pay the City's share of the project, the cumulative increase over the ten year period, would result in about a 2.5% increase in rates. For the average residential customer, consuming 240 cubic metres of water annually, the total increase, including both water and wastewater, at the end of ten years would be about \$15.

Any increase would be in addition to the significant increased rates projected for the next few years to maintain the Sustainable Capital Assets Management Plan and implement any legislated water and wastewater programs.

Date: September 19, 2003

**Option 1 W/WW continued - Addressing approximately one-half of the Water/Wastewater Priority List by debenturing \$1.75 million per year for the next ten years through OMEIFA**

The chart below illustrates financing a total of \$17.5 million in water/wastewater projects, using OMEIFA for debenturing. The only difference between the two charts is the difference in repayments due to the interest rates through OMEIFA being considerably less than market. It is not known how long OMEIFA financing will be available, but every effort would be made to finance as much as possible under this financing authority.

Option 1 - W/WW

**CITY OF GREATER SUDBURY**  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 1 - \$17.5 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2005	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2006	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2007	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2008	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2009	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2010	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2011	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2012	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2013	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3.25%, 15 years)

In accordance with policy, benefitting landowners would be responsible for 50% of the costs of the project, whether they pay up-front, or over the term of the debentures. It has been assumed that both the City and the landowners would simply pay their respective shares over the 15 year term. The total annual repayments for each year of debenturing would be just over \$149,000. Of this amount, 50% would come from per lot (frontage) charges while the remainder would be raised through water/wastewater rates. At the end of the ten years, total repayments would be \$1.5 million. This debt would be paid in full by 2028.

In order to finance the City's share of the projects, the water rates would have to be increased. Although each \$1.75 million dollar debenture would result in a water rate increase of about 0.20% or \$1.21 to pay the City's share of the project, the cumulative increase over the ten year period, would result in about a 2.0% increase in rates. For the average residential customer, consuming 240 cubic metres of water annually, the total increase, including both water and wastewater, at the end of ten years would be about \$12.

Any increase would be in addition to the significant increased rates projected for the next few years to maintain the Sustainable Capital Assets Management Plan and implement any legislated water and wastewater programs.

**Option 2 W/WW - Addressing the full Water/Wastewater Priority List by debenturing \$3.5 million per year for the next ten years at market rates**

The chart below illustrates financing a total of \$35 million in water/wastewater projects, using the market for debenturing.

CITY OF GREATER SUDBURY  
Capital Financing Alternatives - Water / Wastewater Projects  
Option 2 - \$35 million over 10 Years and Debenturing at Market

Option 2- W/WW

Year	Gross* Project Cost	Recovery** from Landowner s	Net City Share	Amount to be Debentured	Annual*** Repayments	Recovered from Landowners	Net City Share	Water Portion	Wastewater Portion
	\$	\$	\$	\$	\$	\$	\$	\$	\$
2004	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2005	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2006	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2007	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2008	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2009	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2010	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2011	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2012	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2013	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943

\* Undertake \$35 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefiting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on financing at market rates (6.5%, 15 years)

In accordance with policy, benefitting landowners would be responsible for 50% of the costs of the project, whether they pay up-front, or over the term of the debentures. It has been assumed that both the City and the landowners would simply pay their respective shares over the 15 year term. The total annual repayments for each year of debenturing would be just over \$372,000. Of this amount, 50% would come from per lot (frontage) charges while the remainder would be raised through water/wastewater rates. At the end of the ten years, total repayments would be \$3.7 million. This debt would be paid in full by 2028.

In order to finance the City's share of the projects, the water rates would have to be increased. Although each \$3.5 million dollar debenture would result in a water rate increase of about 0.50% or \$3.02 to pay the City's share of the project, the cumulative increase over the ten year period, would result in about a 5% increase in rates. For the average residential customer, consuming 240 cubic metres of water annually, the total increase, including both water and wastewater, at the end of ten years would be about \$30.

Any increase would be in addition to the significant increased rates projected for the next few years to maintain the Sustainable Capital Assets Management Plan and implement any legislated water and wastewater programs.

Date: September 19, 2003

**Option 2 W/WW continued - Addressing the full Water/Wastewater Priority List by debenturing \$3.5 million per year for the next ten years through OMEIFA**

The chart below illustrates financing a total of \$35 million in water/wastewater projects, using OMEIFA for debenturing. The only difference between the two charts is the difference in repayments due to the interest rates through OMEIFA being considerably less than market. It is not known how long OMEIFA financing will be available, but every effort would be made to finance as much as possible under this financing authority.

CITY OF GREATER SUDBURY  
Capital Financing Alternatives - Water / Wastewater Projects  
Option 2 - \$35 million over 10 Years using OMEIFA financing

Option 2 - W/WW

Year	Gross* Project Cost	Recovery** from Landowner	Net City Share	Amount to be Debentured	Annual*** Repayments	Recovered from Landowners	Net City Share	Water Portion	Wastewater Portion
	\$	\$	\$	\$	\$	\$	\$	\$	\$
2004	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2005	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2006	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2007	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2008	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2009	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2010	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2011	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2012	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2013	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153

\* Undertake \$35 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3.25%, 15 years)

In accordance with policy, benefitting landowners would be responsible for 50% of the costs of the project, whether they pay up-front, or over the term of the debentures. It has been assumed that both the City and the landowners would simply pay their respective shares over the 15 year term. The total annual repayments for each year of debenturing would be almost \$299,000. Of this amount, 50% would come from per lot (frontage) charges while the remainder would be raised through water/wastewater rates. At the end of the ten years, total repayments would be \$3 million. This debt would be paid in full by 2028.

In order to finance the City's share of the projects, the water rates would have to be increased. Although each \$3.5 million dollar debenture would result in a water rate increase of about 0.40% or \$2.42 to pay the City's share of the project, the cumulative increase over the ten year period, would result in about a 4% increase in rates. For the average residential customer, consuming 240 cubic metres of water annually, the total increase, including both water and wastewater, at the end of ten years would be about \$24.

Any increase would be in addition to the significant increased rates projected for the next few years to maintain the Sustainable Capital Assets Management Plan and implement any legislated water and wastewater programs.

**Summary**

In summary, it is recommended that Council implement the Long Term Financial Plan recommendations and address the Water/Wastewater priority list by:

- Directing the existing Capital Envelopes to be further increased by inflation
- Adopting an option from the Capital Financing Alternatives for implementation of the Long Term Financial Plan recommendations
- Adopting an option from the Capital Financing Alternatives for Water/Wastewater extensions
- Applying to the Ontario Municipal Economic Infrastructure Financing Authority to participate in this funding scheme, it being understood that OMEIFA financing will be utilized by the City wherever possible and that the open market will be used where necessary
- Suspending the moratorium on constructing new infrastructure for the Water/Wastewater priority list projects; and
- Adopting a revised policy on Water and Wastewater extensions.

Regardless of which of the recommendations of this report are adopted, the end result will be increased funding available to address our capital needs. Until the end of the ten year forecast, needs still outweigh funding, and the funds should be allocated on a priority basis. A further report, recommending the allocation of the new funding will be prepared before the end of the year.

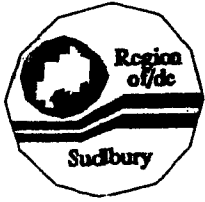
APPENDIX "A"

**PRIORITY LIST  
SEWER AND WATER  
FOR UNSERVICED AREAS  
IN THE REGIONAL MUNICIPALITY OF SUDBURY**

<u>RANK</u>	<u>POINTS</u>	<u>AREA</u>	<u>MUNICIPALITY</u>	<u>MAP PAGE NO.</u>	<u>SEWER OR WATER</u>	<u>UNITS/ VACANT PARCELS</u>	<u>PRELIMINARY ESTIMATED COST 1998</u>
1	109.44	South Shore Lake Ramsey	Sudbury	1	Water	109/35	\$ 1,466,000
2	102.24	Romford Area	Nickel Centre	2	Water	27/9	\$ 828,000
3	77.71	Laberge Lane	Sudbury	3	Sewer	3/1	\$ 185,000
4	49.93	South Shore Lake Ramsey	Sudbury	1	Sewer	116/35	\$ 4,766,000
5	42.69	Romford Area	Nickel Centre	2	Sewer	27/9	\$ 1,146,000
6	23.27	Huron Street	Sudbury	4	Sewer	2/4	\$ 140,000
7	20.78	Hwy. 17E Kingsway	Sudbury	5	Sewer	8/2	\$ 766,000
8	17.54	R.R. #86 South of Metcalf	Nickel Centre	6	Sewer	8/1	\$ 399,000
9	15.45	Skead Road	Nickel Centre	7	Sewer	142/18	\$ 6,104,000
10	15.38	School Lane	Nickel Centre	8	Sewer	3/0	\$ 83,000
11	14.56	Golf Course Road	Rayside-Balfour	9	Water	7/2	\$ 342,000
12	12.87	Valleyview Road	Valley East	10	Sewer	58/32	\$ 3,040,000
13	11.57	Parkside Drive	Walden	11	Water	5/3	\$ 293,000
14	10.72	Brabant Street	Rayside-Balfour	12	Sewer	4/4	\$ 321,000
15	10.21	Brabant Street	Rayside-Balfour	12	Water	4/4	\$ 236,000
16	9.17	Este Drive	Sudbury	13	Sewer	3/0	\$ 335,000
17	8.26	R.R. #15	Rayside-Balfour	14	Sewer	5/0	\$ 158,000
18	8.24	Parkside Drive	Walden	11	Sewer	5/3	\$ 256,000
19	7.45	Ruttan Subdivision	Onaping Falls	15	Water	16/29	\$ 631,000
20	5.87	Golf Course Road	Rayside-Balfour	9	Sewer	20/4	\$ 876,000
21	3.26	Labine Street	Rayside-Balfour	16	Sewer	31/14	\$ 1,703,000
22	2.84	Ruttan Subdivision	Onaping Falls	15	Sewer	16/29	\$ 691,000
23	2.51	Huron Street	Sudbury	4	Water	2/4	\$ 95,000
24	1.38	Este Drive	Sudbury	13	Water	3/0	\$ 286,000
25	1.31	Dominion Drive (Rose Cr. to Roma & Notre Dame to Frost St.)	Valley East	17 18	Water	39/11	\$ 1,620,000
26	0.76	Lesalle Blvd. Extension	Sudbury	19	Sewer	6/10	\$ 472,000
27	0.45	Dominion Drive (Notre Dame to 3,360 ft. Westerly)	Valley East	18	Sewer	7/4	\$ 874,000
					<b>TOTAL</b>	<b>676/267</b>	<b>\$28,112,000</b>

NOTE: Priority established March, 1987  
Costs updated February, 1998

1998/02/16  
Attachments



# Interoffice Correspondence

October 10, 1997

RECEIVED  
OCT 16 1997  
FINANCIAL SERVICE

TO: P. Morrow  
FROM: Angie Haché  
RE: Policy on Sewer and Water Extensions

The following resolution #97-71 was passed by the Corporate Services Committee on September 29, 1997 and ratified by Regional Council on October 8, 1997:

That the per lot (parcel) policy, as approved by Regional Council October 9, 1991 be abandoned;

That the authority provided in the Municipal Act continue to be used for project initiation by Regional Council;

That each lot (parcel) at the time of project initiation be provided with one standard size service connection from main to lot line. Any lot (parcel) requiring a service larger than standard size must pay the difference up front between size required and standard size. Any additional connections requested will be paid for up front, at actual costs;

That any lot (parcel) created through the severance or subdivision process following project initiation would be required to pay the appropriate per lot charge, plus the actual cost of any sewer and water connection at that time;

That the interest rate to be charged on repayments for those properties not paid up-front be the interest rate used by the Ministry of Municipal Affairs and Housing when it establishes the municipal annual repayment limit; and

2. . . . .

Corporate Services Resolution #97-71 (Cont'd)

That sewer and/or water extension projects proceed, subject to the availability of capital funding, based on the following criteria:

- Every effort will be made to proceed with any project which receives Provincial subsidy.

- Projects must be on the Regional Sewer/Water Priority List, as adopted by the Public Works Committee in March 1987, and as amended from time to time. It is further recommended that the Public Works Committee review this list annually, or as required, in order that any projects resulting from health-related issues may be added to or moved up on this list. Where possible, projects will proceed in priority order.

- Before any project proceeds, the participation rate of benefitting property owners must be 100%, with those benefitting property owners funding 50% of the actual net cost of the project, through per lot charges. No less than 80% of the property owners' share must be up-front funding.

- Those benefitting property owners not providing up-front funding will be subject to the same per lot charges, to be repaid annually over a period not to exceed ten (10) years, with the established rate of interest being used to calculate the annual repayment amount.

- The annual repayments will be credited to the appropriate Capital Financing Reserve Fund (either Sewer or Water or both, depending on the project), in order to replenish the reserve funds for use in future capital projects.

That the process must be initiated by property owners submitting a petition to The Regional Municipality of Sudbury.

*A. Haché*

c.c. Doug Wuksinic  
Bill Lautenbach  
Sandra Jonasson ✓  
Ron Swiddle

Option 1

CITY OF GREATER SUDBURY  
 Long Term Financial Plan - Capital Financing Alternatives  
 Option 1 - 2.27% Capital Levy and Debentures at Market

Year	1	2	3	4	5	6	7	8	9
	Estimated * 2.27% Capital Levy \$			(1-3) Net Cum. New Capital \$	10-Year *** Capital Policy Incr. To Env. \$	Est. Infla- tion - 2% \$	Est **** Existing Envelopes \$	(4+7) Total Capital Excl Debt \$	Capital to be Under- taken \$
2003									
2004	2,914,816	2,914,816	648,800	2,266,016	750,000	393,846	20,836,121	19,692,275	29,202,137
2005	3,279,168	6,193,984	1,297,600	4,896,384	749,235	416,722	22,002,078	23,102,137	32,998,462
2006	3,492,314	9,686,298	1,946,400	7,739,898	127,000	440,042	22,569,119	26,898,462	36,409,017
2007	3,687,884	13,374,182	2,595,200	10,778,982	139,279	451,382	23,159,781	30,309,017	40,038,763
2008	3,887,029	17,261,211	3,244,000	14,017,211	46,423	463,196	23,669,399	33,938,763	43,786,610
2009	4,096,929	21,358,140	3,892,800	17,465,340	-	473,388	24,142,787	37,686,610	47,708,127
2010	4,314,066	25,672,206	4,541,600	21,130,606	28,383	482,856	24,654,026	41,608,127	51,884,632
2011	4,542,712	30,214,918	5,190,400	25,024,518	82,713	493,081	25,229,820	45,784,632	56,354,338
2012	4,783,476	34,998,394	5,839,200	29,159,194	-	504,596	25,734,416	50,254,338	60,993,610
2013	5,037,000	40,035,394	6,488,000	33,547,394	-	514,688	26,249,104	54,893,610	65,896,498

\* Based on Long Term Financial Plan recommendations

\*\* \$6.1 million/year debt issued for 10 years for \$61 million in debentures (15 year, 6.5%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

Option 1

CITY OF GREATER SUDBURY  
 Long Term Financial Plan - Capital Financing Alternatives  
 Option 1 - 2.27% Capital Levy and Debentures through OMEIFA

Year	1	2	3	4	5	6	7	8	9
Estimated * 2.27% Capital Levy \$		Cumulative Cap Levy \$	Portion for** Debt Repay. \$	Net Cum. New Capital \$	10-Year *** Capital Policy Incr. To Env. \$	Est. Infla- tion - 2% \$	Est **** Existing Envelopes \$	(4+7) Total Capital Excl Debt \$	Capital to be Under- taken \$
2003									
2004	2,914,816	2,914,816	520,300	2,394,516	750,000	393,846	20,836,121	19,692,275	29,330,637
2005	3,279,168	6,193,984	1,040,600	5,153,384	749,235	416,722	22,002,078	23,230,637	33,255,462
2006	3,492,314	9,686,298	1,560,900	8,125,398	127,000	440,042	22,569,119	27,155,462	36,794,517
2007	3,687,884	13,374,182	2,081,200	11,292,982	139,279	451,382	23,159,781	30,694,517	40,552,763
2008	3,887,029	17,261,211	2,601,500	14,659,711	46,423	463,196	23,669,399	34,452,763	44,429,110
2009	4,096,929	21,358,140	3,121,800	18,236,340	-	473,388	24,142,787	38,329,110	48,479,127
2010	4,314,066	25,672,206	3,642,100	22,030,106	28,383	482,856	24,654,026	42,379,127	52,784,132
2011	4,542,712	30,214,918	4,162,400	26,052,518	82,713	493,081	25,229,820	46,684,132	57,382,338
2012	4,783,476	34,998,394	4,682,700	30,315,694	-	504,596	25,734,416	51,282,338	62,150,110
2013	5,037,000	40,035,394	5,203,000	34,832,394	-	514,688	26,249,104	56,050,110	67,181,498

\* Based on Long Term Financial Plan recommendations

\*\* \$6.1 million/year debt issued for 10 years for \$61 million in debentures (15 years, 3.25%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

Option 2

CITY OF GREATER SUBBURY  
 Long Term Financial Plan - Capital Financing Alternatives  
 Option 2 - 2.27% Capital Levy and Accelerated Debenturing at Market

Year	1	2	3	4	5	6	7	8	9
Estimated * 2.27% Capital Levy \$				(1-3) Net Cum. New Capital \$	10-Year *** Capital Policy Incr. To Env. \$	Est. Infla- tion - 2% \$	Est **** Existing Envelopes \$	(4+7) Total Capital Excl Debt \$	Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	1,621,900	1,292,916	750,000	393,846	20,836,121	22,129,037	37,379,037
2005	3,279,168	6,193,984	3,243,800	2,950,184	749,235	416,722	22,002,078	24,952,262	40,202,262
2006	3,492,314	9,686,298	4,865,700	4,820,598	127,000	440,042	22,569,119	27,389,717	42,639,717
2007	3,687,884	13,374,182	6,487,600	6,886,582	139,279	451,382	23,159,781	30,046,363	45,296,363
2008	3,887,029	17,261,211	6,487,600	10,773,611	46,423	463,196	23,669,399	34,443,010	34,443,010
2009	4,096,929	21,358,140	6,487,600	14,870,540	-	473,388	24,142,787	39,013,327	39,013,327
2010	4,314,066	25,672,206	6,487,600	19,184,606	28,383	482,856	24,654,026	43,838,632	43,838,632
2011	4,542,712	30,214,918	6,487,600	23,727,318	82,713	493,081	25,229,820	48,957,138	48,957,138
2012	4,783,476	34,998,394	6,487,600	28,510,794	-	504,596	25,734,416	54,245,210	54,245,210
2013	5,037,000	40,035,394	6,487,600	33,547,794	-	514,688	26,249,104	59,796,898	59,796,898

\* Based on Long Term Financial Plan recommendations

\*\* \$15.25 million/year debt issued for 4 years for \$61 million in debentures (15 years, 6.5%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

Option 2

CITY OF GREATER SUDBURY

Long Term Financial Plan - Capital Financing Alternatives  
Option 2 - 2.27% Capital Levy and Accelerated OMEIFA Debenturing

Year	1	2	3	4	5	6	7	8	9
Estimated * 2.27% Capital Levy \$		Cumulative Cap Levy \$	Portion for** Debt Repay. \$	(1-3) Net Cum. New Capital \$	10-Year *** Capital Policy Incr. To Env. \$	Est. Infla- tion - 2% \$	Est **** Existing Envelopes \$	(4+7) Total Capital Excl Debt \$	Capital to be Under- taken \$
2003								19,692,275	
2004	2,914,816	2,914,816	1,300,700	1,614,116	750,000	393,846	20,836,121	22,450,237	37,700,237
2005	3,279,168	6,193,984	2,601,400	3,592,584	749,235	416,722	22,002,078	25,594,662	40,844,662
2006	3,492,314	9,686,298	3,902,100	5,784,198	127,000	440,042	22,569,119	28,353,317	43,603,317
2007	3,687,884	13,374,182	5,202,800	8,171,382	139,279	451,382	23,159,781	31,331,163	46,581,163
2008	3,887,029	17,261,211	5,202,800	12,058,411	46,423	463,196	23,669,399	35,727,810	35,727,810
2009	4,096,929	21,358,140	5,202,800	16,155,340	-	473,388	24,142,787	40,298,127	40,298,127
2010	4,314,066	25,672,206	5,202,800	20,469,406	28,383	482,856	24,654,026	45,123,432	45,123,432
2011	4,542,712	30,214,918	5,202,800	25,012,118	82,713	493,081	25,229,820	50,241,938	50,241,938
2012	4,783,476	34,998,394	5,202,800	29,795,594	-	504,596	25,734,416	55,530,010	55,530,010
2013	5,037,000	40,035,394	5,202,800	34,832,594	-	514,688	26,249,104	61,081,698	61,081,698

\* Based on Long Term Financial Plan recommendations

\*\* \$15.25 million/year debt issued for 4 years for \$61 million in debentures (15 years, 3.25%)

\*\*\* As adopted by Council in April, 2001 and since amended (changes to envelopes plus any decreased debt repayments)

\*\*\*\* Excludes Water and Wastewater Envelopes

Option 1 - W/WW

CITY OF GREATER SUBSBURY

Capital Financing Alternatives - Water / Wastewater Projects  
Option 1 - \$17.5 million over 10 Years and Debenturing at Market

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2005	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2006	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2007	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2008	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2009	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2010	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2011	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2012	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944
2013	1,750,000	875,000	875,000	1,750,000	186,000	93,000	93,000	43,056	49,944

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on financing at market rates (6.5%, 15 years)

Option 1 - W/WW

CITY OF GREATER SUBBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 1 - \$17.5 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2005	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2006	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2007	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2008	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2009	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2010	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2011	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2012	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090
2013	1,750,000	875,000	875,000	1,750,000	149,300	74,650	74,650	34,560	40,090

\* Undertake \$17.5 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on OMEIFA financing (3.25%, 15 years)

Option 2- W/WW

CITY OF GREATER SUDBURY  
 Capital Financing Alternatives - Water / Wastewater Projects  
 Option 2 - \$35 million over 10 Years and Debenturing at Market

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2005	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2006	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2007	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2008	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2009	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2010	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2011	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2012	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943
2013	3,500,000	1,750,000	1,750,000	3,500,000	372,200	186,100	186,100	86,157	99,943

\* Undertake \$35 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water  
 \*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years  
 \*\*\* Annual repayments are based on financing at market rates (6.5%, 15 years)

Option 2 - W/WW

CITY OF GREATER SUDBURY

Capital Financing Alternatives - Water / Wastewater Projects  
 Option 2 - \$35 million over 10 Years using OMEIFA financing

Year	Gross* Project Cost \$	Recovery** from Landowners \$	Net City Share \$	Amount to be Debentured \$	Annual*** Repayments \$	Recovered from Landowners \$	Net City Share \$	Water Portion \$	Wastewater Portion \$
2004	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2005	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2006	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2007	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2008	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2009	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2010	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2011	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2012	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153
2013	3,500,000	1,750,000	1,750,000	3,500,000	298,500	149,250	149,250	69,097	80,153

\* Undertake \$35 million of projects over ten years, assuming that costs for wastewater are 116% of costs for water

\*\* Per policy, benefitting landowners will pay 50% of the project costs, either up-front or over the repayment period of 15 years

\*\*\* Annual repayments are based on OMEIFA financing (3.25%, 15 years)

**2002 Programme**

Section	Length (m)	Treatment	Cost
	(m)		
	No Work Scheduled		

**2003 Programme**

Section	Length (m)	Treatment	Cost
	(m)		
	No Work Scheduled		

**2004 Programme**

Section	Length (m)	Treatment	Cost
	(m)		
	No Work Scheduled		

**2005 Programme**

Section	Length (m)	Road	Treatment	Cost
00580-000574	243.00	Barrdowne Rd (Sud)	SSOM	\$158,873
00870-000000	136.00	Birch St (NC - Con)	SDOM	\$80,025
02540-000000	82.00	East St (NC)	SDOM	\$46,788
02985-005238	1,261.00	Falconbridge Hwy (NC)	SSOM	\$294,443
02990-000296	203.00	Falconbridge Hwy (Sud)	OV M	\$98,593
05215-004832	1,265.00	Lasalle Blvd (Sud)	DDOM	\$1,224,474
05215-007238	426.00	Lasalle Blvd (Sud)	DDOM	\$455,758
05215-009665	1,100.00	Lasalle Blvd (Sud)	DDOM	\$306,819
05215-010765	338.00	Lasalle Blvd (Sud)	SSOM	\$104,752
05215-011103	1,315.00	Lasalle Blvd (Sud)	DDOM	\$366,788
04310-002257	1,709.00	Old Hwy 69N (VE)	DDOM	\$953,370
04310-005538	480.00	Old Hwy 69N (VE)	DDOM	\$464,623
04310-006018	1,337.00	Old Hwy 69N (VE)	DDOM	\$745,849
04310-008528	440.00	Old Hwy 69N (VE)	SSOM	\$136,364
07115-000000	9,236.00	Panache Lk Rd (Wal)	OV M	\$985,177
07115-009236	752.00	Panache Lk Rd (Wal)	SSOM	\$106,951
07115-009988	2,880.00	Panache Lk Rd (Wal)	OV M	\$307,201
07115-012868	920.00	Panache Lk Rd (Wal)	OV M	\$98,134
		0.1 km North of Kingsway		
		East St		
		Birch St		
		Spruce St		
		Auger Ave		
		0.030 km West of Holland Rd		
		0.3 km East of Notre Dame Ave		
		Frood Rd		
		0.2 km East Of Snow Dump Rd		
		0.2 km West Of Snow Dump Rd		
		0.07 km North of Thayer Mine Rd		
		0.3 km South of Hubert St		
		Fleming St		
		Fifth St		
		Old Hwy 17		
		South Property Limit of Indian Reserve		
		North Property Limit of Indian Reserve		
		Ojibway Rd		
		Westmount Ave		
		Hwy 17		
		Government Rd		
		RR 89		
		0.18 km North of Auger Ave		
		Montrose Ave		
		Notre Dame Ave		
		0.2 km East Of Snow Dump Rd		
		0.2 km West Of Snow Dump Rd		
		Elm West		
		Donaldson Cr		
		Fleming St		
		0.2 km South of Valleyview Rd		
		Second Ave		
		South Property Limit of Indian Reserve		
		North Property Limit of Indian Reserve		
		Ojibway Rd		
		South End		

**Programme Report by Year (Filtered)**

07155-003752	707.00	Paris St (Sud)	0.1 km South of John St	Van Horne St	DDOM	\$711,364
07815-002796	608.00	Regent St (Sud)	0.1 km North of Loachs Rd	Paris St	DDOM	\$565,291
08210-000000	110.00	RR 24 (Wal)	Old Hwy 17	Cpr Tracks	RCRM	\$87,913
08225-002288	580.00	RR 8 (OF)	Strathcona Mine Entrance	0.9 km North of McCreedy Mine Entrance	SSOM	\$132,968
08225-002868	205.00	RR 8 (OF)	0.9 km North of McCreedy Mine Entrance	Riverview Ave	EXPM	\$50,043
09825-000000	374.00	Westmount Ave (Sud)	Attlee Ave	Barrydowne Rd	RCUM	\$635,120
	26,707.00					\$9,117,681

**2006 Programme**

Section	Length (m)	Road	From	To	Treatment	Cost
00545-004820	808.00	Bancroft Dr (Sud)	Levesque St	Moonlight Ave	RCUM	\$1,392,713
00580-000817	1,070.00	Barrydowne Rd (Sud)	Westmount Ave	CNR Crossing	DDOM	\$1,265,658
00580-001887	443.00	Barrydowne Rd (Sud)	CNR Crossing	Lasalle Blvd	DDOM	\$501,099
02680-000203	99.00	Elgin St (Sud)	Elm St	Cedar St	SDOM	\$76,448
02750-000507	100.00	Elm St (Sud)	Elgin St	Flood Rd	SSOM	\$60,673
02750-000607	240.00	Elm St (Sud)	Flood Rd	Lorne St	SSOM	\$145,614
02990-000000	296.00	Falconbridge Hwy (Sud)	Kingsway	Auger Ave	DDOM	\$251,785
03360-000100	180.00	Flood Rd (Sud)	Beech St	College St	SDOM	\$129,222
05215-004625	207.00	Lasalle Blvd (Sud)	Barrydowne Rd	0.030 km West of Holland Rd	DDOM	\$272,949
05215-007664	90.00	Lasalle Blvd (Sud)	Notre Dame Ave	Grady St	SSOM	\$71,243
05580-000000	344.00	Longyear Dr (RR 89) (NC)	Macdonnel St	Mine Gate	SDOM	\$188,850
05600-000000	926.00	Lorne St (Sud)	Elm St	Douglas St	SSOM	\$640,836
05600-003302	736.00	Lorne St (Sud)	Logan Ave	Kelly Lake Rd	SSOM	\$634,939
05810-000656	550.00	Maley Dr (Sud)	CNR Crossing	0.040 km East of Box Culvert	RCRM	\$446,157
05810-001513	1,319.00	Maley Dr (Sud)	0.247 km West of Box Culvert	Barrydowne Rd	RCRM	\$1,069,966
06435-000000	530.00	Montrose Ave	Lasalle Blvd	Grandview Blvd	SSOM	\$306,492
06435-000530	100.00	Montrose Ave	Grandview Blvd	Thorncliff Court	SSOM	\$63,991
04310-007648	880.00	Old Hwy 69N (VE)	0.1 km North of Valleyview Rd	Fifth St	SSOM	\$634,029
04310-008968	500.00	Old Hwy 69N (VE)	Second Ave	Main St	SSOM	\$447,935
07155-000000	579.00	Paris St (Sud)	Regent St	0.076 km North of Wagner St	DDOM	\$632,480
07815-002546	250.00	Regent St (Sud)	0.1 km South of Loachs Rd	0.1 km North of Loachs Rd	DDOM	\$177,429
09065-000189	250.00	Ste Anne Rd (Sud)	0.073 km East of St Ignatius St	Elgin St	SSOM	\$180,122
	10,497.00					\$9,590,630

**2007 Programme**

Section	Length (m)	Road	From	To	Treatment	Cost
00345-005628	3,110.00	Bancroft Dr (Sud)	Moonlight Ave	Caruso St	RCRM	\$2,560,658
01915-000000	1,430.00	Cote Blvd (VE)	Notre Dame Ave	Old Hwy 69N (Cap)	SSOM	\$1,045,752
02680-000955	571.00	Elgin St (Sud)	Minto St	Nelson St	SDOM	\$384,603

05540-000000	265.00	Lloyd St (Sud)	Kingsway	Brady St	DDOM	\$222,538
05810-000364	292.00	Maley Dr (Sud)	Old Falconbridge Hwy	CNR Crossing	RCUM	\$510,857
06845-000643	444.00	Notre Dame Ave (Sud)	Jogues St	Kathleen St	SSOM	\$467,817
08420-000000	1,267.00	Second Ave (Sud)	Bancroft Dr	0.2 km North of Scarlett Rd	SDOM	\$566,349
08475-000000	834.00	Sellwood Ave (Cap)	Railway Ave	Stull St	SSOM	\$561,750
	8,213.00					\$6,320,324

**2008 Programme**

Section	Length (m)	Location	From	To	Treatment	Cost
00580-003513	531.00	Barrydowne Rd (Sud)	0.07 km North of Lillian Blvd	Maley Dr	RCRM	\$443,764
08230-000000	6,528.00	RR 84 (Cap)	Stull St	Porteance Rd	RCRM	\$5,455,536
	7,059.00					\$5,899,300

**2009 Programme**

Section	Length (m)	Location	From	To	Treatment	Cost
02985-004530	708.00	Falconbridge Hwy (NC)	Goodwill Dr	Spruce St	DDOM	\$209,598
04835-007756	453.00	Kingsway (Sud)	0.9 km West of Bancroft Dr	Argyle St	DDOM	\$428,653
04310-015059	441.00	Old Hwy 69N (VE)	0.2 km East Of Dugas St	0.13 km West Of Philippe St	OV M	\$219,578
08230-013928	6,150.00	RR 84 (Cap)	Milnet Rd	Mine Gate	RCRM	\$5,216,731
	7,752.00					\$6,074,560

**2010 Programme**

Section	Length (m)	Location	From	To	Treatment	Cost
08230-000628	7,400.00	RR 84 (Cap)	Porteance Rd	Milnet Rd	RCRM	\$6,371,198
	7,400.00					\$6,371,198

**2011 Programme**

Section	Length (m)	Location	From	To	Treatment	Cost
08220-008200	500.00	Old Hwy 144 (RB)			SSOM	\$84,719
	500.00					\$84,719

**2012 Programme**

Section	Length (m)	Location	From	To	Treatment	Cost
00545-003793	1,027.00	Bancroft Dr (Sud)	Fourth Ave	Levesque St	SDOM	\$355,668
02680-000597	358.00	Elgin St (Sud)	Durham St	Minto St	SSOM	\$257,915
	1,385.00					\$613,583

**2013 Programme**

Section	Length	From	To	Treatment	Cost
03690-001013	107.00	Government Rd (NC)	East St	SDOM	\$68,776
05810-000000	364.00	Maley Dr (Sud)	Old Falconbridge Hwy	RCUM	\$696,328
	471.00	0.07 km West of East St Falconbridge Hwy			\$765,104

**2014 Programme**

Section	Length	From	To	Treatment	Cost	
	(m)					
		No Work Scheduled				
Grand Total					<u>\$44,837,099</u>	

2002 Programme

Section	Length	Road	From	To	Treatment	Cost
	(m)					
			No Work Scheduled			

2003 Programme

Section	Length	Road	From	To	Treatment	Cost
	(m)					
			No Work Scheduled			

2004 Programme

Section	Length	Road	From	To	Treatment	Cost
	(m)					
			No Work Scheduled			

2005 Programme

Section	Length	Road	From	To	Treatment	Cost
00595-000000	257.00	Bav St (Wal)	Old Hwy 17W	Elizabeth St	OV M	\$73,757
00920-001200	504.00	Blacklake Rd	1.2 km South of Hwy 17	1.7 km South of Hwy 17	OV M	\$94,575
00995-000000	283.00	Bouchard St (Sud)	Regent St	Southview Dr	SDOM	\$185,025
01090-000000	80.00	Broadway St	Brady St	Riverside Dr	SDOM	\$44,696
01210-000000	946.00	Burton Ave (Sud)	Frood Rd	Kelsey Ave	SDOM	\$511,664
01215-000000	335.00	Byng St	Buchanan St	Lorne St	SSOM	\$158,009
01340-000000	500.00	Carmen St (VE)	Pharand St	East End	SSOM	\$97,115
01490-000430	270.00	Centennial Dr	West Park Entrance	Paris St	SSOM	\$126,090
01820-000000	300.00	Colette St	Notre Dame Ave	Dead End	SSOM	\$58,269
02315-000000	3,100.00	Dominion Dr	Notre Dame Ave	Elmview Dr	SDOM	\$683,380
02315-003100	1,593.00	Dominion Dr	Elmview Dr	Old Hwy 69N (Cap)	SDOM	\$351,169
02315-004693	300.00	Dominion Dr	Old Hwy 69N (Cap)	Velma St	SSOM	\$64,000
02315-004993	2,900.00	Dominion Dr	Velma St	Martin Rd	SDOM	\$639,291
02390-000000	408.00	Douglas St (Sud)	Horobin St	Regent St	SSOM	\$198,157
02490-000000	213.00	Dunvegan Court	Shields St	North End	SSOM	\$100,466
03235-000000	555.00	Fourth Ave (Sud)	Bancroft Dr	CPR Crossing	SDOM	\$150,916
03260-000000	900.00	Francis St	Dead End West Of Michelle Dr	Dead End East Of Despatie St	SSOM	\$174,807
03430-000000	925.00	Garv Ave	Lasalle Blvd	Madison Ave	SDOM	\$549,786

Programme Report by Year (Filtered)

Section	Length	Road	From	To	Treatment	Cost
	(m)					
03640-000725	423.00	Godfrey Dr (Sud)	Jones St	Inco Property Limit	RCRM	\$338,064
04150-000328	480.00	Hillcrest Dr (Wal)	Brian St	Polvi Ave	OV M	\$83,449
04150-000808	350.00	Hillcrest Dr (Wal)	Polvi Ave	Mikkola Rd	OV M	\$59,882
04210-000000	570.00	Holland Rd	Lasalle Blvd	Lillian Blvd	SDOM	\$216,824
04290-000401	210.00	Hunter St	0.12km East of Latimer Cr	East End	OV M	\$46,360
04580-000000	389.00	Joseph St (Wal)	Old Hwy 17	Alexander St	SSOM	\$74,317
04985-000000	728.00	Lake Point Court	Ramsey Lake Rd	North End	OV M	\$134,600
05550-000000	1,526.00	Loachs Rd	Regent St	Eden Point Dr	SDOM	\$997,699
05620-000000	600.00	Louis St (VE)	Pierre St	Helene St	SSOM	\$116,538
05685-000000	75.00	Mackenzie St (Sud)	Elgin St	Evergreen St	SDOM	\$58,396
06020-000700	900.00	Martin Rd	0.7 km North Of Valleyview Rd	Main St	SDOM	\$192,001
06220-000238	406.00	Melvin Ave (Sud)	Mabel Ave	Dell St	SDOM	\$243,725
06270-000000	940.00	Mikkola Rd	Kantola Rd	Mikkola Rd Bridge	OV M	\$89,791
06850-001600	500.00	Notre Dame Ave (VE)	Dominion Dr	0.5 km North Of Dominion Dr	RCRM	\$399,603
06850-002100	300.00	Notre Dame Ave (VE)	0.5 km North Of Dominion Dr	0.8 km North Of Dominion Dr	RCRM	\$239,762
06850-003500	1,000.00	Notre Dame Ave (VE)	Colette St	Gravel Dr	SSOM	\$213,334
07020-000000	1,284.00	Onaping Dr	RR 8	Southwest End	SSOM	\$249,391
07715-003262	681.00	Ramsey Lake Rd (Sud)	Kirkwood Dr	Dixon Rd	OV M	\$72,640
07840-000000	1,194.00	Reserve Rd	Old Hwy 17	Indian Reserve	OV M	\$204,284
07965-000000	1,000.00	Riverside Dr (OF)	Oak St	Houle Ave	SSOM	\$191,045
08495-000200	220.00	Serpentine St	Subway St	Garrow Rd	SSOM	\$87,329
08585-000000	174.00	Shields St	Struthers St	North End	SSOM	\$71,507
08605-000000	100.00	Short St (OF)	Onaping Dr	Fraser Ave	SSOM	\$42,964
08735-000000	2,100.00	South Lane Rd	Pioneer Rd	2.1 km South of Pioneer Rd	SSOM	\$271,921
08980-000000	600.00	St Michel St	Carmen St	Old Hwy 69N (Cap)	SSOM	\$116,538
09270-000000	100.00	Tamarack St	Hwy 144	Pine St	SSOM	\$35,492
09330-000000	1,068.00	Theresa Ave	St Jacques St	Spruce St	OV M	\$179,779
09500-000000	300.00	Turner Dr	Anderson Dr	Niemi Rd	SSOM	\$64,000
09975-000000	368.00	Winchester Ave	Hyland Dr	Riverside Dr	SSOM	\$189,042
	32,955.00					\$9,541,449

2006 Programme

Section	Length	Road	From	To	Treatment	Cost
	(m)					
00360-000221	704.00	Armstrong St (Sud)	Hunter St	Regent St	SDOM	\$213,416
00435-000000	692.00	Attlee Ave	Westmount Ave	Gemmell St	SDOM	\$459,216
01825-000000	230.00	College St (Sud)	Elm St	Frood Rd	SDOM	\$177,605
02170-000653	432.00	Dell St (Sud)	Morin Ave	Snowden Ave	SSOM	\$204,770
02240-001605	3,283.00	Desmarais Rd (VE)	Gravel Dr	North End	RCRM	\$2,663,153
02625-000000	385.00	Edward Ave (RB)	Hwy 144	Keith Ave	RCSM	\$379,915
03340-000000	257.00	Front St (Cap)	Queen St	Young St	SSOM	\$134,001
03470-000000	710.00	Gemmell St	Attlee Ave	Barrydowne Rd	SSOM	\$356,736
03560-000000	229.00	Gillman St	Victoria St	Spruce St	SSOM	\$86,838

Programme Report by Year (Filtered)

Section	Length	From	To	Treatment	Cost
	(m)				
03640-000000	725.00	Godfrey Dr (Sud)	Power St	SDOM	\$319,285
03955-000000	1,115.00	Hawthorne Dr	Beatrice Cr	SDOM	\$739,922
04150-000000	328.00	Hillcrest Dr (Wal)	Cuthbertson Dr	RCSM	\$323,668
04320-000000	889.00	Hvland Dr	Regent St	SDOM	\$429,052
04680-000142	1,407.00	Kathleen St (Sud)	Laforest St	SDOM	\$831,837
06850-002400	283.00	Notre Dame Ave (VE)	0.8 km North Of Dominion Dr	SDOM	\$147,558
07040-000400	793.00	Ontario St (Sud)	Regent St	SSOM	\$458,581
08175-000000	570.00	Rov Ave (Sud)	Lasalle Blvd	SDOM	\$364,501
08710-000000	244.00	Snowden Ave	Burton Ave	SSOM	\$113,344
08755-002117	303.00	Southview Dr	Kelly Lake Rd	SSOM	\$157,986
09825-001674	150.00	Westmount Ave (Sud)	Hawthorne Dr	SSOM	\$38,782
10005-000000	846.00	Woodbine Ave	Barrydowne Rd	SDOM	\$530,789
	14,575.00				\$9,130,955

2007 Programme

Section	Length	From	To	Treatment	Cost
	(m)				
00065-000670	306.00	Agincourt Ave	West End	SSOM	\$132,499
00545-000000	985.00	Bancroft Dr (Sud)	0.1 km West of Waterview Apt Entrance	RCUM	\$1,723,267
03815-000000	1,700.00	Guenette Dr	Notre Dame Ave	RCRM	\$1,399,717
04655-002500	2,700.00	Kantola Rd	Makada Dr North	RCRM	\$2,223,079
06840-002043	2,369.00	Notre Dame Ave (RB)	Northwest End RR 35	RCSM	\$2,372,776
06850-000000	1,600.00	Notre Dame Ave (VE)	Dominion Dr	RCRM	\$1,317,380
09700-001576	145.00	Walford Rd (Sud)	Golf Course Entrance	SSOM	\$62,786
09960-000000	148.00	Wilma St (Sud)	Notre Dame Ave	SDOM	\$99,687
	9,953.00				\$9,331,191

2008 Programme

Section	Length	From	To	Treatment	Cost
	(m)				
00920-000000	1,200.00	Blacklake Rd	1.2 km South of Hwy 17	RCSM	\$1,219,942
00960-000000	1,519.00	Bodson Dr	Notre Dame Ave	RCRM	\$1,269,448
01210-000946	570.00	Burton Ave (Sud)	Kathleen St	SDOM	\$322,379
01250-000000	1,117.00	Cambrian Heights Dr	Morin St	SDOM	\$624,807
02240-000060	632.00	Desmarais Rd (VE)	Talon St	SDOM	\$197,380
02390-000408	125.00	Douglas St (Sud)	Lome St	SDOM	\$80,797
03710-000464	797.00	Grandview Blvd	Village Cr	SDOM	\$485,439
04645-000590	961.00	Kalmo Rd	Main St	RCRM	\$803,120
05080-000000	989.00	Landrv St	Albert St	OV M	\$174,085
06025-000917	444.00	Martindale Rd (Sud)	0.093 km South of Gregg Lane	SDOM	\$378,054
06155-000000	537.00	Mcleod St (Sud)	Copper St	SDOM	\$427,203
06270-000940	621.00	Mikkola Rd	Ontario St	SDOM	\$427,203
			Hillcrest Dr	RCSM	\$631,320

Analysis Set: ASET\_COLL

**Programme Report by Year (Filtered)**

Budget Scenario: 10 Mil/yr

07725-000000	190.00	Ramsey View Court	Regent St	Centennial Dr	SDOM	\$106,279
08735-002100	2,900.00	South Lane Rd	2.1 km South of Pioneer Rd	Mcfarlane Lake Rd	RCRM	\$2,423,568
	12,602.00					\$9,143,821

**2009 Programme**

Section	Length (m)	Road	From	To	Treatment	Cost
00065-000000	670.00	Agincourt Ave	Woodbine Ave	0.1 km South of Dorchester Cr	SDOM	\$380,394
01490-000000	430.00	Centennial Dr	Ramsey View Court	West Park Entrance	SSOM	\$213,132
02595-000000	1,300.00	Edison Rd	RR 89	Lindsley St	SDOM	\$272,386
02955-002513	2,100.00	Fairbank Lake Rd (Wal)	Crane Hill	2.1 km West of Crane Hill	RCRM	\$1,781,323
03365-000000	1,600.00	Frost Ave	Old Hwy 69N (Cap)	Dominion Dr East	SSOM	\$329,837
03835-000000	366.00	Gutcher Ave	Mary St	Lorne St	SDOM	\$210,106
04270-000000	317.00	Hudson St	Falconbridge Hwy	East End	SDOM	\$119,985
05150-000851	923.00	Lansing Ave	Madison Ave	Malley Dr	SDOM	\$815,166
05430-000000	768.00	Levesque St	Bancroft Dr	Kingsway	SDOM	\$503,861
05670-000000	297.00	Mabel St (Sud)	Melvin Ave	Morin Ave	SDOM	\$206,094
05960-000251	243.00	Marion St (Sud)	Wembley Dr	Worthington Cr	SDOM	\$150,227
06485-000100	971.00	Morin Ave (Sud)	Mabel St	Wilma St	SDOM	\$673,796
06735-000600	613.00	Niemi Rd	Irene Cr	Santala Rd	RCSM	\$632,535
07590-000831	475.00	Power St (Sud)	Collins Dr	Godfrey Dr	SDOM	\$392,538
07895-000000	370.00	Rideau St	Lasalle Blvd	Grandview Blvd	SDOM	\$233,409
08700-000000	300.00	Smelter Rd	Edward Ave South	0.3 km East	SSOM	\$43,933
08755-000000	942.00	Southview Dr	Martindale Rd	Bouchard St	SSOM	\$424,887
08810-000000	811.00	Spruce St (Sud)	Regent St	Gilman St	SDOM	\$532,072
08825-001800	500.00	St Agnes St	Montee Principale	Brabant St	OV M	\$99,582
09630-000000	823.00	Victoria St (Sud)	Gillman St	Regent St	SDOM	\$524,370
10035-000000	670.00	Worthington Cr	Riverside Dr	Ramsey Rd	SSOM	\$385,224
	15,489.00					\$8,924,857

**2010 Programme**

Section	Length (m)	Road	From	To	Treatment	Cost
00920-001704	1,446.00	Blacklake Rd	1.7 km South of Hwy 17	End Of Pavement At Trailer Park	RCRM	\$1,244,966
02955-004613	4,886.00	Fairbank Lake Rd (Wal)	2.1 km West of Crane Hill	Spanish River Rd	RCRM	\$4,206,712
03160-000000	200.00	Fitzgerald St	Errington Ave	Cote Ave	SSOM	\$76,470
05750-001800	1,800.00	Main St (VE)	Kalmo Rd	Elm St	RCRM	\$1,549,751
06170-000000	799.00	Mcnell Blvd	Beatty St	Anderson Ave	SDOM	\$501,366
08655-000000	2,104.00	Simon Lake Dr	Old Hwy 17 (East)	Old Hwy 17 (West)	RCSM	\$2,203,614
	11,235.00					\$9,782,879

**2011 Programme**

Section	Length Road (m)	From	To	Treatment	Cost
02595-001300	500.00	Edison Rd	Lindsley St	SSOM	\$186,383
03285-000000	1,300.00	Fraser Ave	Fraser Extension	SSOM	\$624,000
05740-000000	507.00	Main St (RB)	RR 15	RCSM	\$538,969
06020-000000	700.00	Martin Rd	Valleyview Rd	RCRM	\$611,721
06410-001593	5,619.00	Montee Rouleau (RB)	St Laurent St	RCRM	\$4,910,372
06455-000955	1,108.00	Moonlight Ave (Sud)	Bancroft Ave	RCRM	\$968,267
09560-002900	1,666.00	Valleyview Rd	Old Hwy 69N (Cap)	RCRM	\$1,771,050
	11,400.00				\$9,610,762

**2012 Programme**

Section	Length Road (m)	From	To	Treatment	Cost
00230-000000	400.00	Anderson Dr	RR 24	SDOM	\$138,527
00705-000000	100.00	Belisle Dr	Main St	SDOM	\$33,147
02955-009499	8,377.00	Fairbank Lake Rd (Wal)	Spanish River Rd	RCRM	\$7,430,362
04585-000000	563.00	Josephine St (Sud)	Gary St	SSOM	\$320,982
04645-000000	590.00	Kalimo Rd	Bodson Dr	RCRM	\$523,327
06840-000000	1,186.00	Notre Dame Ave (RB)	East End RR35	RCRM	\$1,279,695
	11,216.00				\$9,726,040

**2013 Programme**

Section	Length Road (m)	From	To	Treatment	Cost
02835-000000	1,300.00	Errington Ave South (RB)	Lavallee Road	RCRM	\$1,170,391
05385-000000	900.00	Leo St (RB)	Notre Dame St West	OV M	\$187,449
06260-000000	1,100.00	Michelle Dr	Old Hwy 69N (Cap)	SSOM	\$240,678
06455-000000	954.00	Moonlight Ave (Sud)	Kingsway Ave	RCUM	\$1,824,992
09070-000000	219.00	Stephen St (NC)	Edward Ave	SSOM	\$104,841
09600-000000	6,979.00	Vermillion Lake Rd (OF)	Gordon Lake Rd	RCRM	\$6,283,197
	11,452.00				\$9,811,548

**2014 Programme**

Section	Length Road (m)	From	To	Treatment	Cost
00705-000100	1,500.00	Belisle Dr	Valleyview Rd	OV M	\$317,101
02240-000000	60.00	Desmarais Rd (VE)	Kenneth Dr	SDOM	\$52,600
03415-000000	428.00	Garrow Rd	Serpentine St	RCSM	\$475,771

Analysis Set: ASET\_COLL

**Programme Report by Year (Filtered)**

Budget Scenario: 10 Mil/yr

03870-000000	142.00	Hanna Ave (Cap)	Kelly St	Dennie St	SSOM	\$101,602
03955-001115	840.00	Hawthorne Dr	Barrydowne Rd	Auger St	SSOM	\$448,529
04680-000000	142.00	Kathleen St (Sud)	Notre Dame Ave	Laforest St	SDOM	\$175,633
05515-000601	700.00	Lindsley St	Edison Rd (West)	Edison Rd (East)	SDOM	\$466,198
05560-000000	643.00	Logan Ave	Lorne St	Landsend St	SDOM	\$397,648
05575-004489	1,248.00	Long Lake Rd (Sud)	0.65 km North of Sunnyside Rd	Hwy 17 (Southwest Bypass)	OV M	\$152,209
05710-000000	590.00	Madeleine Ave	Lasalle Blvd	South End	SDOM	\$400,958
05935-000000	350.00	Marier St	Notre Dame St East	RR 35	OV M	\$73,990
06385-000000	438.00	Montcalm St	St Agnes St	Laurier St	SSOM	\$217,505
06410-000000	1,593.00	Montee Rouleau (RB)	RR 15	St Laurent St	RCRM	\$1,455,691
07065-000000	900.00	Orell St	Falconbridge Hwy	Desjardins St	SDOM	\$636,096
07465-000479	380.00	Pine St (NC - Gar)	Church St	Mine Gate	SDOM	\$284,068
08825-002300	1,098.00	St Agnes St	Brabant St	Montcalm St	SDOM	\$843,194
09305-000000	945.00	Telstar Ave	Regent St	Moonrock Ave	SSOM	\$454,136
09345-000451	760.00	Third Ave (Sud)	Kennwood St	Kingsway	SSOM	\$405,812
09560-000000	2,900.00	Vallevue Rd	1.55 km East of Montee Rouleau	Evans Rd	SSOM	\$471,586
09825-000374	1,300.00	Westmount Ave (Sud)	Barrydowne Rd	Hawthorne Dr	SSOM	\$694,152
09890-000000	346.00	Wilfred St (Sud)	Bancroft Dr	South End	SSOM	\$73,061
	17,303.00					\$8,597,540
<b>Grand Total</b>	<b>148,180.00</b>					<b>\$93,601,042</b>

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**2002 Programme**

Section	Length	Road	From	To	Treatment	Cost
	(m)					
No Work Scheduled						

**2003 Programme**

Section	Length	Road	From	To	Treatment	Cost
	(m)					
No Work Scheduled						

**2004 Programme**

Section	Length	Road	From	To	Treatment	Cost
	(m)					
No Work Scheduled						

**2005 Programme**

Section	Length	Road	From	To	Treatment	Cost
	(m)					
00040-000000	600.00	Addv Cr	Mederic St West	Mederic St East	OV L	\$100,999
00150-000000	700.00	Alexandre St (VE)	Old Hwy 69N (Cap)	Fernand Ave	OV L	\$117,833
00285-000000	400.00	Annette St	Elmview Dr	Park Ave	OV L	\$67,333
00300-000000	220.00	Anthony St (Wal)	Graham Rd	South End	OV L	\$32,176
00465-000000	200.00	Aurore St	Monique St	East End	OV L	\$35,874
00655-000000	400.00	Beaver St	Old Hwy 69N (Cap)	Katherine St	OV L	\$67,333
01555-000000	500.00	Charles Ct	Richard St	Richard St	OV L	\$84,166
01690-000000	500.00	Clarence St	Richard St	George St	OV L	\$84,166
01725-000000	600.00	Clearview Dr	Percy Ave	Flake St	OV L	\$100,999
01980-000000	2,013.00	Cream Hill Rd	Fairbank Lake Rd	Fairbank East Rd	OV L	\$192,287
02025-000000	320.00	Cross St (Sud)	Riverside Dr	Douglas St	SSOL	\$81,513
02205-000000	300.00	Denis Ave	West End	East End	OV L	\$51,328
02225-000000	1,600.00	Deschenes Rd	Old Hwy 69N (Cap)	Gravel Dr	OV L	\$155,384
02265-000000	1,848.00	Dew Drop Rd	Long Lake Rd	West End	OV L	\$179,468
02460-000000	900.00	Dugas St	Old Hwy 69N (Cap)	East St	OV L	\$151,499
02465-000050	120.00	Duhamel Rd	Mumford Dr	0.12 km East of Mumford Dr	OV L	\$24,174
02605-000000	500.00	Edmond St	St Anthony St	Jeanne Darc St West	OV L	\$84,166
02685-000000	470.00	Elisabella St	Lasalle Blvd	South End	SSOL	\$119,722

Programme Report by Year (Filtered)

02890-000000	600.00	Eva St (VE)	Laura St	Chenier St	OV L	\$100,999
03015-000000	700.00	Fergus Ave	Old Hwy 69N (Cap)	Talon St	SSOL	\$135,961
03025-000000	200.00	Fernand Ave	Eugene St	Alexander St	OV L	\$33,666
03050-000000	309.00	Field St (Wal)	Brian St	Timothy Ave	OV L	\$52,867
03055-002545	397.00	Fielding Rd	Bridge	Hwy 17	OV L	\$69,019
03165-000000	600.00	Flake St	Percy Ave	Frappier Rd	OV L	\$100,999
03170-000000	600.00	Fleming St	Old Hwy 69N (Cap)	North End	OV L	\$100,999
03215-000000	120.00	Foundrv St	Lasalle Blvd	South End	OV L	\$15,284
03280-000000	700.00	Frappier Rd	Main St	North End	OV L	\$117,833
03370-000000	400.00	Gabrielle St	St Isidore St	Colette St	OV L	\$67,333
03515-000000	700.00	Gerard Ct	Frost Ave	Frost Ave	SSOL	\$135,961
03660-000000	1,172.00	Goodview Rd	West End	MTC Rd	OV L	\$125,014
03700-001335	1,867.00	Graham Rd	Leblanc St	Bay St	OV L	\$324,580
03735-001300	1,600.00	Gravel Dr	Desmarais Rd	Deschenes Rd	OV L	\$165,573
03735-002900	1,600.00	Gravel Dr	Deschenes Rd	Land Fill Site Rd	OV L	\$170,667
03735-004500	500.00	Gravel Dr	Land Fill Site Rd	1.1 km West Of Notre Dame Ave	SDOL	\$100,352
03825-000000	200.00	Guimond Ave	Old Hwy 69N (Cap)	Larocque St	OV L	\$33,666
04000-000000	677.00	Helene St	Dead End At Confederation Arena	Dead End West Of Leduc Ave	OV L	\$113,961
04070-000000	500.00	Herve St	Main St	Helene St	OV L	\$84,166
04165-000000	600.00	Hillsdale Court	Flake St	Flake St	OV L	\$100,999
04445-000000	80.00	Janet St	St Antoine St	Morris St	SSOL	\$15,284
04475-000244	488.00	Jean St (Sud)	Frood Rd	Eva St	SSOL	\$182,317
04525-000160	430.00	John St (Sud)	Paris St	Annie St	SSOL	\$160,648
04740-000000	2,300.00	Kenneth Dr	Old Hwy 69N (Cap)	West End	OV L	\$245,334
04965-000000	980.00	Lafontaine St	Old Hwy 69N (Cap)	North End	OV L	\$164,966
05035-000000	340.00	Lakewood Dr (Wal)	Simon Lake Dr	Old Hwy 17	OV L	\$60,048
05190-000200	200.00	Larchwood Ave	Hwy 144	Morgan Rd	OV L	\$49,120
05215-000965	985.00	Lasalle Blvd (Sud)	CNR Tracks	Elisabella St	OV L	\$125,453
05240-000000	600.00	Laura St (VE)	Old Hwy 69N (Cap)	Carmen St	OV L	\$100,999
05305-000502	192.00	Laval St (VE)	Desmarais Rd	West End	OV L	\$32,320
05340-000000	288.00	Leblanc St	Graham Rd	Old Hwy 17	OV L	\$48,480
05470-000000	500.00	Lillian St	Dominion Dr	North End	OV L	\$84,166
05475-000000	700.00	Lina St	Main St	North End	OV L	\$117,833
05545-000000	1,000.00	Lloyd St (Wal)	Old Hwy 17	East End	OV L	\$168,332
05930-000000	500.00	Marie St	Main St	Helene St	OV L	\$84,166
05995-000000	700.00	Marleen Ct	Frost Ave	Frost Ave	OV L	\$117,833
06020-001600	297.00	Martin Rd	Main St	0.3 km North of Main St	OV L	\$49,995
06105-000000	600.00	McCrea Heights Ave	Robin Ave	North End	OV L	\$100,999
06225-000000	350.00	Melvvn Ave	Hillcrest Dr	Timothy Ave	OV L	\$59,882
06255-000000	100.00	Michael St (RB)	Hwy 144	Aurore St	OV L	\$18,765
06475-000000	2,100.00	Morgan Rd (OF)	Hwy 144	Blais Rd	OV L	\$224,001
06570-001000	800.00	Moxam Landing Rd	Gibson Rd	0.8 km South of Gibson Rd	OV L	\$76,418
06580-000000	800.00	Mumford Dr	Duhamel Rd	Southwest End	OV L	\$161,157
06780-000000	400.00	Norman Cr	Harold Cr	West End	SSOL	\$77,692

Programme Report by Year (Filtered)

Analysis Set	Length (m)	Road	From	To	Treatment	Cost
06935-000000	500.00	Odile St	Chenier St	St Jacques St	OV L	\$84,166
07045-000700	1,100.00	Onwatin Lake Rd	Notre Dame Ave North	West End	SSOL	\$213,652
07170-000000	800.00	Park Ave (VE)	Old Hwy 69N (Cap)	South End	OV L	\$134,666
07235-000000	310.00	Patricia St (Wal)	Jessie St	Mikkola Rd	OV L	\$54,749
07265-000000	1,000.00	Paul St (Wal)	Graham Rd	Caroline St	OV L	\$168,332
07375-000000	500.00	Peter St (VE)	Martin Rd	Beverly St	OV L	\$84,166
07385-000000	450.00	Phil St	Bruno St	0.3 km East of Calford St	OV L	\$74,508
07410-000000	305.00	Pierre St	Marie Ave	Herve Ave	OV L	\$51,341
07705-000000	200.00	Railway Dr	Robinson Dr	East End	OV L	\$25,940
07775-000000	400.00	Raymond St (VE)	Elmview Dr	Park Ave	OV L	\$67,333
07830-000000	200.00	Rene St	Addy Cr	Mederic St	OV L	\$33,666
08010-000000	400.00	Road To Tourist Info Boot	Eldon Ave	East End	OV L	\$42,667
08035-000000	592.00	Robin Ave	Old Hwy 69N (Cap)	Hillside Ave	OV L	\$99,653
08100-000000	200.00	Roma St	Dominion Dr East	Pine Court	OV L	\$33,666
08105-000000	800.00	Romeo St	Cecile St	South End	OV L	\$134,666
08180-000000	900.00	Roy Ave (VE)	St Jacques St	Spruce St	OV L	\$151,499
08185-000000	100.00	Roy St	West End	Robinson Dr	SSOL	\$13,373
08845-000600	400.00	St Anthony St	Elmview Dr	Park Ave	OV L	\$67,333
08895-000000	200.00	St Isidore St	Notre Dame Ave	West End	OV L	\$33,666
08960-000000	120.00	St Louis St	Old Hwy 17	Denis Ave	OV L	\$20,862
09125-000000	900.00	Stull St	Sellwood Ave	Lloyd St	OV L	\$178,819
09165-000000	50.00	Sunday St	Geneva St	East End	SSOL	\$9,352
09185-000000	2,898.00	Sunnyside Rd	Long Lake Rd	Jarvi Rd	OV L	\$309,121
09285-000000	300.00	Tate Blvd	Shirley Ave	Ross St	OV L	\$50,500
09405-000000	400.00	Tilly St	Elmview Dr	Park Ave	OV L	\$67,333
09410-000000	2,154.00	Tilton Lake Rd	Long Lake Rd	South Shore Rd	OV L	\$209,185
09410-002154	2,300.00	Tilton Lake Rd	South Shore Rd	Pine Hill Rd	OV L	\$223,364
09425-000000	490.00	Torbay Rd	Second Ave South	West End	OV L	\$33,544
09540-000000	400.00	Vagnini Court	Mumford Dr	West End	OV L	\$80,579
09575-000000	800.00	Velma St	Diane St	Dominion Dr	OV L	\$134,666
09595-000000	600.00	Vera St	Robin Ave	East End	OV L	\$100,999
09830-000601	700.00	Westview Cr	Timothy Ave	Birchglen Ave	OV L	\$133,286
						\$9,527,379

2006 Programme

Section	Length (m)	Road	From	To	Treatment	Cost
00025-000000	100.00	Access Rd	Regent St	Culver Cr	OV L	\$22,408
00305-000300	400.00	Anton Ave	Second St	South End	SSOL	\$78,857
00310-000426	91.00	Antwerp Ave	Ethel St	North End	SSOL	\$23,528
00500-000000	300.00	Baker Ave	Second St	Anton Ave	SSOL	\$59,143
01005-000000	400.00	Bowland Bay Rd	Skead Rd	West Bay Rd	SSOL	\$86,614
01060-000000	350.00	Brian St	Hillcrest Dr	Melvyn Ave	OV L	\$65,682



Programme Report by Year (Filtered)

01155-000000	150.00	Bruno St (Wal)	Phil St	South End	OV L	\$26.049
01165-000000	76.00	Bruvete St (Sud)	Morin Ave	East End	SSOL	\$19.650
01350-000000	329.00	Carol St	Clarence St	Suzanne St	OV L	\$56.212
01595-000000	300.00	Chenier St	Oscar St	Old Hwy 69N (Cap)	SSOL	\$59.143
01680-000000	300.00	Claire St (VE)	John St	Carol St	OV L	\$51.257
01760-000000	400.00	Clifford Cr	Percy Ave	Flake St	SSOL	\$78.857
01915-001551	2,860.00	Cote Blvd (VE)	Radar Rd	Dupuis Dr	OV L	\$309.644
02065-000000	320.00	Cvr St	Denis Ave	North End	OV L	\$55.571
02080-000000	152.00	Damaris Cr	Ronald Ave	Logan Ave	SSOL	\$39.299
02170-000318	335.00	Dell St (Sud)	Notre Dame Ave	Morin Ave	SSOL	\$158.792
02175-000000	200.00	Delores St	Poupore Rd West	South End	OV L	\$20.037
02235-000000	2,400.00	Deslozes Rd	Pioneer Rd	North End	SSOL	\$315.429
02365-000000	320.00	Dora St	Kathleen St	Mary St	OV L	\$55.571
02465-000000	50.00	Duhamel Rd	Old Hwy 17	Mumford Dr	OV L	\$16.806
02465-000170	100.00	Duhamel Rd	0.12 km East of Mumford Dr	Turning Basin	OV L	\$20.167
02650-000000	100.00	Edwin St	Bank St	East End	SSOL	\$16.159
02680-000105	98.00	Elgin St (Sud)	Beech St	Elm St	SDOL	\$75.675
03185-000000	700.00	Foch St	Randolph St	Sellwood Ave	SSOL	\$147.049
03220-000000	300.00	Fournier Dr	Valleyview Rd	North End	SSOL	\$59.143
03345-000000	120.00	Front St (Sud)	Worthington Cr	Oconner St	SSOL	\$31.026
03350-000000	400.00	Frontenac Cr	Desmarais Rd	Laval St	SSOL	\$78.857
03495-000000	300.00	George St (VE)	Clarence St	Henry Ct	OV L	\$51.257
03590-000553	270.00	Glenbow Cr	Hwy 17E	0.3 km South	OV L	\$46.131
03600-000000	427.00	Glendale Courtt	Flake St	Flake St	OV L	\$72.956
03665-000000	400.00	Goodview Rd (Service Rd)	Hwy 69S	Goodview Rd	OV L	\$42.014
03735-005000	1,100.00	Gravel Dr	1.1 km West Of Notre Dame Ave	Notre Dame Ave	SDOL	\$224.086
03780-000000	213.00	Greg Lane	Gino St	Martindale Rd	SSOL	\$37.861
03795-000000	200.00	Greta St	Park Ave	Beaver Ave	SSOL	\$39.429
03850-000669	100.00	Haig St (Sud)	Byng St	West End	OV L	\$19.607
03855-000000	368.00	Hamilton Cr	Edmond St	Jeanne Darc St West	SSOL	\$72.549
03880-000000	300.00	Hardy Heights	Fraser Ave	North End	SSOL	\$71.747
03890-000000	100.00	Hardy View	Fraser Ave	North End	SSOL	\$31.758
03930-000100	46.00	Hartman Ave	Pine St	North End	SSOL	\$11.893
03985-000000	457.00	Hector Cr	Edmond St	Jeanne Darc St West	SSOL	\$90.094
04035-000000	500.00	Henry Ct (VE)	George St	George St	OV L	\$85.429
04100-000300	800.00	High St	High School	0.8 km South	OV L	\$85.321
04185-000000	500.00	Hillside Ave (VE)	Mcrea Heights Ave	West End	SSOL	\$98.571
04675-000000	200.00	Katherine St	Park Ave	Beaver Ave	SSOL	\$39.429
04790-000000	90.00	King St (Cap)	Young St	Lakeshore St	SSOL	\$34.555
04805-000000	478.00	King St (Sud)	Whissell St	Notre Dame Ave	SDOL	\$282.600
04990-000000	460.00	Lake St	Oneil Dr	West End	OV L	\$87.613
05115-000000	100.00	Lane North of Meehan Ave	Morin St	Coulson St	SSOL	\$15.513
05305-000000	502.00	Laval St (VE)	St Therese St	Desmarais Rd	OV L	\$85.770
05390-000000	487.00	Leo St (VE)	Marie Ave	Helene St	SSOL	\$96.009

**Programme Report by Year (Filtered)**

05630-000000	44.00	Lourdes St	Elgin St	North End	SSOL	\$11,376
05730-000000	1,817.00	Magill St	Old Hwy 17	Northeast End	OV L	\$371,519
05865-000000	828.00	Maple St (VE)	Larch St	Durham Ave	SSOL	\$163,234
05915-000000	400.00	Marguerite St	Gabrielle St	Colette St	SSOL	\$78,857
05970-000000	70.00	Mark St (Sud)	Hilldale Cr	South End	OV L	\$17,646
05975-000000	300.00	Mark St (VE)	John St	Carol St	OV L	\$51,257
06020-003194	1,600.00	Martin Rd	Vern Dr	Dominion Dr	SSOL	\$230,970
06230-000000	200.00	Menard St	Main St	North End	SSOL	\$39,429
06305-000000	340.00	Milton St	Old Hwy 17	South End	OV L	\$59,044
06370-000000	97.00	Mont Adam St	Lloyd St	Cochrane St	SSOL	\$36,783
06400-000200	1,200.00	Montee Principale	St Agnes St	RR 35	OV L	\$129,920
06430-004000	2,110.00	Montbellier Rd	4.0 km South of Morgan Rd	Main St West	OV L	\$207,986
06485-000000	100.00	Morin Ave (Sud)	South End	Mabel St	SSOL	\$25,855
06520-000000	108.00	Morris St (Sud)	Nelson St	Howey Dr	SDOL	\$59,290
06565-000000	500.00	Moxam Dr	Old Soo Rd West	Old Soo Rd East	OV L	\$86,829
06595-000000	308.00	Murray Ave	Simon Lake Dr	Old Hwy 17	OV L	\$52,624
06630-000000	610.00	Navanod Rd	Fourth Ave	East End	OV L	\$58,157
06635-000000	400.00	Neal St	Old Hwy 69N (Cap)	East End	SSOL	\$78,857
06750-000000	639.00	Noel St	Labelle St	Labelle St	OV L	\$109,178
06850-004500	1,800.00	Notre Dame Ave (VE)	Gravel Dr	Onwatin Lake Rd	SDOL	\$402,753
06960-000411	410.00	Old Falconbridge Hwy	South End	Maley Dr	SSOL	\$106,005
06980-000000	700.00	Old Soo Rd	RR 24	0.1 km West Of Moxam Dr East	OV L	\$127,443
06980-000700	1,085.00	Old Soo Rd	0.1 km West Of Moxam Dr East	Santala Rd	OV L	\$197,536
07030-000000	150.00	Oneil Dr (Wal)	Lake St	Hwy 17	OV L	\$25,208
07085-000000	469.00	Oscar St	Notre Dame Ave	Carl St	OV L	\$80,132
07095-000000	400.00	Outremont Bl	Gravel Dr	North End	SSOL	\$78,857
07195-000000	200.00	Parkdale Cr	Flake St	Frappier Rd	SSOL	\$39,429
07235-000311	300.00	Patricia St (Wal)	Jessie St	East End	OV L	\$52,097
07260-000000	400.00	Paul St (VE)	Pierre St	Helene St	SSOL	\$78,857
07395-000000	200.00	Philippe St	Old Hwy 69N (Cap)	North End	SSOL	\$39,429
07430-000000	400.00	Pilon St (VE)	Old Hwy 69N (Cap)	East End	SSOL	\$78,857
07810-000000	76.00	Reed St	Dupont St	Jean St	SSOL	\$28,820
07875-000000	400.00	Richard St (VE)	Clarence St	Charles Court	SSOL	\$78,857
07940-000000	300.00	Rita St (VE)	Notre Dame Ave	Oscar St	SSOL	\$59,143
07965-001000	900.00	Riverside Dr (OF)	Houle Ave	0.9 km East	SSOL	\$177,429
08015-000000	400.00	Robert Dr	Talon St	Fergus Ave	SSOL	\$78,857
08110-000000	85.00	Ronald Ave	North Ave	South End	SSOL	\$21,977
08115-000000	423.00	Ronald Court	Laurence St	Laurence St	SSOL	\$83,391
08120-000000	637.00	Ronald Cr	Blacklake Rd	Birch Ave	OV L	\$110,620
08175-000570	160.00	Roy Ave (Sud)	Woodbine Ave	Rinfret St	SSOL	\$41,368
08190-000000	200.00	Rov St (NC)	Robinson Dr	East End	SSOL	\$23,916
08240-000000	61.00	Rudd St	Victoria St	South End	SSOL	\$15,771
08440-000447	700.00	Second Ave South (Sud)	Cpr Tracks	Kormiak St	SSOL	\$110,098
08510-000000	300.00	Service Rd (VE)	Park Ave	Beaver Ave	SSOL	\$59,143

Programme Report by Year (Filtered)

Section	Length (m)	From	To	Treatment	Cost
08520-000000	500.00	Service Rd (Wal)	Old Hwy 17	Agnes St	OV L \$100,834
08540-000000	356.00	Shappert Ave	Bancroft Dr	South End	OV L \$79,771
08615-000000	400.00	Short St (Wal)	Lloyd St	South End	OV L \$68,343
08705-000000	50.00	Smith St	Bancroft Dr	East End	SSOL \$12,927
08900-000000	400.00	St Jacques St	Odile St	Roy St	SSOL \$78,857
08925-000000	300.00	St Jean St (VE)	Old Hwy 69N (Cap)	Main St	SSOL \$59,143
08980-000600	300.00	St Michel St	Old Hwy 69N (Cap)	North End	SSOL \$59,143
09195-000000	300.00	Sunset Dr	Dead End East Of Stanley St	Dead End West Of Tena St	SSOL \$59,143
09210-000000	177.00	Sutherland Ave	Lorne St	North End	SSOL \$45,763
09265-000000	400.00	Talon St (VE)	East End	Desmarais Rd	SSOL \$78,857
09265-000400	300.00	Talon St (VE)	Desmarais Rd	West End	SSOL \$59,143
09355-000746	700.00	Third Ave (Wal)	0.1 km West Of Phillip St	End Of Street South Of Anderson Dr	SSOL \$278,715
09420-000000	410.00	Timothy Ave	Melvyn Ave	Westview Cr	SDOL \$115,015
09455-000000	600.00	Tremblay St	Laval St	Talon St	SSOL \$118,286
09740-000000	300.00	Wavne Cr	Norman Cr	Velma St	SSOL \$59,143
09780-000000	200.00	Wendy St	Simon St	West End	SSOL \$39,429
09830-000201	400.00	Westview Cr	Old Hwy 17	Timothy Ave	SSOL \$89,199
09895-000000	400.00	Wilfred St (VE)	Elimview Dr	West End	SSOL \$78,857
09930-000000	350.00	William St (Wal)	Joseph St	South End	SSOL \$70,131
10075-000000	900.00	Yorkshire Dr	RR 80	West End	OV L \$87,260
					\$9,451,580

2007 Programme

Section	Length (m)	From	To	Treatment	Cost
00045-000000	213.00	Adelaide St	Bank St	Whittaker St	SSOL \$55,897
00060-000000	230.00	Afton Ave	Hawthorne Dr	Gemmell St	SSOL \$60,358
00080-000000	210.00	Agnes St (Wal)	Old Hwy 17	Jacob St	SSOL \$44,777
00095-000000	140.00	Albert St (Cap)	Stull St	Sellwood Ave	OV L \$25,075
00110-000152	84.00	Albert St (Sud)	Whittaker St	West End	SSOL \$22,044
00145-000000	170.00	Alexander St (Wal)	Joseph St	William St	SSOL \$33,459
00175-000000	300.00	Alice St (Wal)	Simon Lake Dr	North End	OV L \$52,026
00190-000000	300.00	Alma St	Mountain View St (East)	Mountain View St (West)	OV L \$52,026
00410-000000	168.00	Ash St (Sud)	Alder St	Beatty St	SSOL \$44,088
00450-000000	200.00	August St	Fergus Av	West End	SSOL \$40,020
00780-000000	91.00	Bessie Ave	Baker St	CPR Crossing	SSOL \$23,881
00780-000515	152.00	Bessie Ave	Nadia St	North End	SSOL \$39,889
00790-000000	549.00	Beverly Dr	Martindale Rd	East End	SSOL \$144,072
00860-000000	500.00	Birch Hill Rd	Long Lake Rd	North End	OV L \$99,503
00900-000000	110.00	Birchglen Ave	Westview Cr North	Westview Cr South	OV L \$19,389
01015-000000	244.00	Boyce St	Nesbit Dr	Martindale Rd	SSOL \$64,032
01140-000000	400.00	Brunet Cr	River Rd	Donald St	SSOL \$80,040
01235-000000	284.00	Calford St	Old Hwy 17	0.27 km Southerly	OV L \$50,866

**Programme Report by Year (Filtered)**

01315-000000	246.00	Carl St (Wal)	Old Hwy 17	North End	OV L	\$41,962
01320-000000	137.00	Carleton St	Larch St	South End	SSOL	\$35,952
01335-000370	320.00	Carmen St (Sud)	Lasalle Blvd	South End	OV L	\$72,780
01435-000000	400.00	Cawthorpe St	Skead End	West End	SSOL	\$104,971
01440-000000	200.00	Cecil St	Skead Rd	Brighton St	SSOL	\$41,988
01445-000000	181.00	Cecile St	Old Hwy 69N (Cap)	East End	OV L	\$31,389
01535-000000	250.00	Chapman St (Sud)	Arthur St	Carmen St	OV L	\$56,859
01600-000000	46.00	Cherry St	Paris St	East End	SSOL	\$12,072
01685-000000	120.00	Clairmont St	Raymond St	South End	SSOL	\$31,491
01705-000000	106.00	Claude St	Moonlight Ave	Ridgemount Ave	OV L	\$24,108
01880-000000	404.00	Copper St (OF)	Second Ave South	South End	OV L	\$87,290
01885-000000	1,383.00	Copper St (Sud)	Martindale Rd	0.26 km North of Zinc St	SDOL	\$677,480
02000-000000	317.00	Crescent Park Rd	Lasalle Blvd	Gordon Ave	OV L	\$63,085
02005-000000	100.00	Cressey St	West End	Edna St	SSOL	\$26,243
02045-000000	400.00	Culver Cr	Field St	Algonquin Rd	OV L	\$90,974
02055-000000	150.00	Cuthbertson Dr	Hillcrest Dr	West End	OV L	\$27,292
02090-000000	300.00	Daniel Ave	River Rd	Felix St	SSOL	\$60,030
02095-000000	180.00	Darby St	Rheal St	Raymond St	OV L	\$40,939
02290-000000	100.00	Division St	Rheal St	Romeo St	SSOL	\$20,010
02295-000061	240.00	Dixon Rd	Old Hwy 69N (Cap)	South End	OV L	\$40,939
02325-000000	440.00	Donald St (Sud)	0.06 km North Ramsey Lake Rd	Yollie St	OV L	\$100,072
02330-000000	200.00	Donald St (VE)	Rheal St	West End	SSOL	\$40,020
02390-000910	148.00	Douglas St (Sud)	River Rd	Riverside Dr	SSOL	\$56,964
02455-000000	305.00	Dufferin St	Brady St	East End	SSOL	\$80,040
02470-000000	61.00	Duke St	Beatty St	North End	SSOL	\$16,008
02495-000000	300.00	Dupont St (RB)	Charlotte St	West End	OV L	\$31,491
02510-000000	200.00	Durham Ave	RR 15	Dead End	SSOL	\$40,020
02520-000000	300.00	Dutrisac Blvd	Elm St	Alexandre St	SSOL	\$60,030
02610-000000	130.00	Edmund St	Old Hwy 69N (Cap)	St Nicholas St	OV L	\$29,567
02680-000000	105.00	Elgin St (Sud)	Homewood Ave	Beech St	SDOL	\$82,297
02710-000000	300.00	Elks Club Rd	Ste Anne Rd	South End	OV L	\$29,523
02805-000000	150.00	Epiphany St	Hwy 144	South End	OV L	\$27,292
02825-000000	180.00	Ernest St (Wal)	Stull St	Foch St	OV L	\$31,727
02840-000000	270.00	Este Dr	Simon Lake Dr	Alice St	OV L	\$46,056
02945-000000	107.00	Facer St	Paris St	East End	OV L	\$28,080
02975-000000	200.00	Falcon St (NC)	Paris St	Ramsey Rd	SSOL	\$40,020
03045-000000	486.00	Field St (Sud)	Brighton St	Skead Rd	SSOL	\$110,534
03075-000000	200.00	Fifth Ave (VE)	Algonquin Rd	Larchwood Dr	OV L	\$34,684
03125-000000	200.00	First Ave (VE)	Old Hwy 69N (Cap)	West End	OV L	\$34,684
03240-000000	200.00	Fourth Ave (VE)	Old Hwy 69N (Cap)	Baker Ave	OV L	\$34,684
03265-000000	150.00	Frank St (Cap)	Old Hwy 69N (Cap)	West End	OV L	\$28,145
03270-000000	120.00	Franklin Ave	Stull St	Foch St	OV L	\$23,618
03380-000000	800.00	Gagnon St	Bancroft Dr	Hargreaves Ave	SSOL	\$138,736
03475-000000	80.00	Geneva St	Montee Rouleau	East End	OV L	\$32,716
			Morris St	Sunday St	SSOL	

**Programme Report by Year (Filtered)**

Budget Scenario: 10 Mil/yr

Analysis Set: ASET\_LOC

03565-000000	98.00	Gino St	Marindale Rd	South End	SSOL	\$25,718
03570-000000	773.00	Gladu Rd	Hwy 69S	South End	OV L	\$175,808
03580-000000	90.00	Glen Ave	Bellevue Ave	Woodlawn St	OV L	\$20,469
03695-000000	260.00	Graham Ave	Simon Lake Dr	Old Hwy 17	OV L	\$45,828
03745-000000	100.00	Gravelle Rd	Field St	East End	OV L	\$22,744
03915-000000	400.00	Harrison Dr	Long Lake Rd	North End	SSOL	\$104,971
04025-000000	1,000.00	Henri St (Sud)	Pioneer Rd	Cawthorpe St	SSOL	\$262,426
04120-000000	500.00	Hill Rd	RR 24	West End	OV L	\$88,132
04220-000121	120.00	Homewood Ave	Edmund St	South End	OV L	\$27,292
04265-000000	100.00	Hubert St	Old Hwy 69N (Cap)	South End	OV L	\$17,342
04345-000000	160.00	Indian Rd	Paris St	East End	SSOL	\$41,988
04380-000000	100.00	Isabelle St	Old Hwy 69N (Cap)	Romeo St	SSOL	\$20,010
04435-000000	150.00	James St	Stull St	Foch St	OV L	\$27,292
04525-000000	160.00	John St (Sud)	West End	Paris St	SSOL	\$41,988
04605-000000	100.00	Jules St	Notre Dame Ave	Lafontaine St	SSOL	\$20,010
04690-000000	360.00	Kathleen St (Wal)	Simon Lake Dr	Old Hwy 17	OV L	\$61,408
04780-000000	90.00	Kilpatrick Ave	Riverside Dr	Creek	SSOL	\$23,618
04805-000478	356.00	King St (Sud)	Notre Dame Ave	Kehoe St	SDOL	\$226,708
04805-000834	249.00	King St (Sud)	Kehoe St	Morin Ave	SDOL	\$158,569
04915-000000	100.00	Kristi Court (Wal)	Melvyn St	West End	SSOL	\$43,300
04940-000000	240.00	Labelle St	Dugas St	Noel St	OV L	\$41,621
04975-000000	300.00	Laforge St	Pioneer Rd	North End	SSOL	\$78,728
04980-000000	220.00	Lahabre St	Alexander St	Eugene St	SSOL	\$44,022
05005-000401	200.00	Lakeshore Dr (VE)	0.1 km East Of Olivia St	Whitson Lake	OV L	\$20,010
05095-000000	200.00	Lane East of Dennie St (C	Hanna Ave	Vaughan St	SSOL	\$30,835
05100-000000	200.00	Lane North of Ford Ave (C	Ford Ave	Young St	SSOL	\$39,364
05105-000000	50.00	Lane North of Hanna Ave (	Lane East of Dennie St	Lane West of Chapman St	SSOL	\$9,021
05130-000000	200.00	Lane West of Chapman St (	Hanna Ave	Vaughan St	SSOL	\$34,771
05225-000260	80.00	Laura Ave (Sud)	Wembley Dr	South End	SSOL	\$20,994
05265-000000	116.00	Laurentian St	Copper St	South End	OV L	\$26,383
05330-000000	107.00	Lawson St	Martindale Rd	North End	SSOL	\$28,080
05360-000000	122.00	Legace St	Murray St	Murray St	SSOL	\$32,016
05335-000000	150.00	Lloyd St (Cap)	Stull St	North End	OV L	\$28,998
05615-000000	379.00	Louis St (Sud)	Notre Dame Ave	St Joseph St	SDOL	\$234,393
05675-000000	150.00	Macdonald St	Robin Ave	McCrae Heights Ave	OV L	\$27,292
05690-000000	100.00	MacKenzie St (VE)	Old Hwy 69N (Cap)	Lina St	SSOL	\$20,010
05745-000000	499.00	Main St (Sud)	Somers St	Madeleine Ave	SSOL	\$109,671
05925-000000	231.00	Marie Ave	Steward Dr	Millwood Cr	SSOL	\$60,620
05945-000000	400.00	Marina Rd	Hwy 144	South End	SSOL	\$80,040
05960-000120	130.00	Marion St (Sud)	Mcnaughton St	North End	SSOL	\$34,115
05965-000000	210.00	Marion St (Wal)	Old Hwy 17	Lake St	OV L	\$40,597
06090-000000	150.00	Mavfair Court	Lavoie St	North End	SSOL	\$39,364
06245-000000	90.00	Michael Ave	RR 24	South End	OV L	\$15,608
06270-001561	100.00	Mikkola Rd	Hillcrest Dr	North End	OV L	\$10,661

**Programme Report by Year (Filtered)**

06295-000000	560.00	Millwood Cr	Loachs Rd	Stewart Dr	SSOL	\$146,959
06355-000000	107.00	Monck St	Dupont St	East End	SSOL	\$28,080
06520-000108	250.00	Morris St (Sud)	Howey Dr	0.080 km East Of Annie St	SSOL	\$125,090
06555-000000	400.00	Mountain View St	Alma St	Alma St	OV L	\$69,368
06625-000000	800.00	National St	Maley Dr	North End	SSOL	\$183,698
06940-000000	284.00	Oia St	Phil St	South End	OV L	\$50,059
06960-000821	400.00	Old Falconbridge Hwy	Maley Dr	Alice St	SSOL	\$93,161
07040-000000	400.00	Ontario St (Sud)	Douglas St	Regent St	SSOL	\$104,971
07130-000000	296.00	Papineau Cr	Carmelo Ave	Emily St	SSOL	\$77,678
07150-000000	340.00	Paris Cr (Sud)	Ramsey Lake Rd	South End	SSOL	\$89,225
07160-000000	170.00	Parisien Ave	Lavoie St West	0.175 km North of Lavoie St	OV L	\$38,664
07160-000171	164.00	Parisien Ave	0.175 km North Lavoie St	Lavoie St	SSOL	\$71,013
07255-000000	81.00	Paul St (Sud)	Notre Dame Ave	West End	OV L	\$18,422
07295-000000	380.00	Peel St	Attlee Ave	East End	OV L	\$86,426
07385-000450	230.00	Phil St	0.3 km East of Calford St	South End	OV L	\$27,463
07390-000000	200.00	Philip Rd	Pioneer Rd	North End	SSOL	\$52,485
07590-000000	305.00	Power St (Sud)	Cpr Tracks	Old Hwy 17	SSOL	\$80,040
07590-001306	213.00	Power St (Sud)	Godfrey Dr	Balsam St	SDOL	\$147,381
07665-000000	70.00	Quimby Court	Cavendish Court	South End	SSOL	\$30,310
07700-000000	550.00	Railway Ave	West End	Sellwood Ave	SSOL	\$138,922
07710-000000	170.00	Ralph St	Bellevue Ave	South End	OV L	\$38,664
07725-000190	690.00	Ramsey View Court	Centennial Dr	Walford Rd	SDOL	\$380,256
07770-000000	475.00	Raymond St (Sud)	West End	Darby St	SSOL	\$124,653
07880-000000	180.00	Richard St (Wal)	Fairbanks Lake Rd	West End	OV L	\$28,657
07910-000138	460.00	Rink St	Union St	East End	SSOL	\$120,716
07990-000000	100.00	Rivest St	Radar Rd	Mountain View St	OV L	\$17,342
08025-000000	61.00	Robert St (Sud)	Spruce St	South End	SSOL	\$16,008
08090-000000	100.00	Roger St (VE)	Roy Ave	Theresa Ave	SSOL	\$20,010
08145-000000	320.00	Rose Marie Ave	Lasalle Blvd	Montfort St	SSOL	\$83,976
08410-000000	493.00	School St (Sud)	Creighton Rd	Godfrey Dr	SSOL	\$129,376
08625-000000	150.00	Silbaa St	Kingsway Blvd	South End	SSOL	\$29,523
08660-000000	100.00	Simon St	Old Hwy 69N (Cap)	South End	OV L	\$17,342
08805-000000	100.00	Spruce St (OF)	Onaping Dr	Pine St	SSOL	\$36,084
08815-000000	100.00	Spruce St (VE)	Roy Ave	Theresa St	SSOL	\$20,010
08850-000000	70.00	St Antoine St	Janet St	Jeanne Darc Ave	SSOL	\$18,370
08860-000000	140.00	St Catherines St	Douglas St	St James St	OV L	\$31,841
08910-000000	60.00	St James St (Sud)	St Catherines St	Riverside Dr	SSOL	\$15,746
08985-000250	50.00	St Nicholas St	Wembley Dr	South End	SSOL	\$13,121
09045-000000	200.00	Stanlev St (VE)	Main St	South End	OV L	\$34,684
09315-000000	200.00	Tena St	Main St	South End	OV L	\$34,684
09350-000000	200.00	Third Ave (VE)	Old Hwy 69N (Cap)	West End	OV L	\$34,684
09675-000000	130.00	Wagner St	Paris St	West End	SSOL	\$34,115
09750-000000	472.00	Webbwood Dr	Lorne St	West End	SSOL	\$123,865
09800-000000	737.00	West Bay Rd (NC)	RR 86	Lorne St	SSOL	\$123,865
				Tower Rd	OV L	\$72,528



Programme Report by Year (Filtered)

09830-000000	200.00	Westview Cr	Community Centre(former School)	0.2 km Easterly To Intersection	SSOL	\$43,956
09955-000000	180.00	Willow St (Wal)	Old Hwy 17	Lake St	OV L	\$31,727
09975-000368	80.00	Winchester Ave	Riverside Dr	Creek	OV L	\$18,195
10015-000000	90.00	Woodland St (Sud)	Glen Ave	South End	OV L	\$20,469
10065-000000	300.00	Yollie St	Kingsway	South End	OV L	\$68,231
	38,255.00					\$9,597,387

2008 Programme

Section	Length (m)	From	To	Treatment	Cost
00230-000400	350.00	Anderson Dr	Philip St	SSOL	\$145,279
00255-000000	80.00	Ann Court	Patricia St	OV L	\$16,621
00345-000100	200.00	Armand St	Notre Dame Ave	SSOL	\$83,016
00380-000000	132.00	Arnold St (Wal)	John St	OV L	\$22,854
00435-001667	300.00	Attlee Ave	Lasalle Blvd	SSOL	\$79,909
00495-000000	91.00	Baikie St	Victoria St	SSOL	\$35,551
00575-000000	276.00	Barry St	Bancroft Dr	SSOL	\$73,516
00635-000000	400.00	Beaudry Cr	Marcel St	SSOL	\$95,891
00780-000092	423.00	Bessie Ave	Bloor St	SSOL	\$165,251
00795-000000	200.00	Beverly St (NC)	Glenbow Cr	OV L	\$35,204
00935-000000	120.00	Blenheim Ave	Lynwood Dr	OV L	\$27,702
01030-000000	91.00	Bradley St	Serpentine St	SSOL	\$35,551
01055-000000	113.00	Brennan Rd	West End	SSOL	\$44,145
01230-000000	198.00	Cabot St	Burton Ave	SSOL	\$77,352
01585-000000	200.00	Chatelaine St	Pioneer Rd	SSOL	\$53,273
01775-000000	193.00	Clvde St (Cap)	Stull St	OV L	\$35,086
01815-000000	500.00	Coleen Ave	Ivan St	SSOL	\$101,551
02005-000100	101.00	Cressey St	Edna St	SSOL	\$39,457
02035-000000	697.00	Crown Ridge Rd	Hwy 69S West	SSOL	\$185,655
02115-000367	183.00	David St (Sud)	Paris St	SSOL	\$48,744
02120-000000	90.00	David St (Wal)	Selma St	OV L	\$14,803
02140-000000	100.00	Deborah St	Field St	SSOL	\$28,634
02150-000000	100.00	Dee St	Shirley St	SSOL	\$20,310
02155-000000	430.00	Delaware Ave	Fielding St	SSOL	\$167,986
02215-000497	558.00	Dennie St (Cap)	Railway Ave	SSOL	\$397,834
02250-000000	400.00	Despatie St	Francis St	SSOL	\$81,241
02260-000000	204.00	Devuona St	Orell St	SSOL	\$60,768
02370-000000	404.00	Dorchester Dr	Agincourt Ave West	SSOL	\$177,557
02485-000000	193.00	Dundas St	Ferndale Ave	OV L	\$44,554
02610-000450	270.00	Edmund St	Paris St	SSOL	\$105,480
02620-000000	274.00	Edna St (Sud)	Buchanan St	SSOL	\$107,042
02660-000000	90.00	Elaine St	Arnold St	OV L	\$15,842
02795-000000	330.00	Emily St (Sud)	Falconbridge Hwy	SSOL	\$87,900

Programme Report by Year (Filtered)

Budget Scenario: 10 Mil/yr

Analysis Set: ASET\_LOC

02820-000000	152.00	Ernest St (Sud)	Ethelbert St	Spruce St	SSOL	\$40,487
02960-000000	340.00	Fairburn St	Barrydowne Rd	East End	SSOL	\$90,563
03000-000000	200.00	Felix St	River Rd	Daniel Ave	SSOL	\$40,620
03030-000000	330.00	Ferdale Ave	Bancroft Ave	Dundas St	SSOL	\$87,900
03105-000000	500.00	Fir St	Wicwas St	Pine St	SSOL	\$183,124
03305-000000	122.00	Fraser St	Charlotte St	West End	SSOL	\$47,661
03400-000000	100.00	Gardenvale Court	Forestdale Dr	North End	SSOL	\$41,508
03810-000092	273.00	Griffith St	Meleod St	South End	SSOL	\$106,652
03840-000000	400.00	Guy Ave	Francis St	Martha St	SSOL	\$81,241
03900-000000	400.00	Hariu Cr	Pennala St	Sunvalley Ave	SSOL	\$106,545
03970-000000	137.00	Hearne Ave	Cabot St	East End	SSOL	\$53,521
04115-000000	260.00	Hildegarde Ave	Hawthorne Dr	Canterbury St	SSOL	\$69,254
04230-000000	100.00	Hope St (VE)	Main St	South End	OV L	\$17,602
04245-000000	412.00	Horobin St	Douglas St	South End	SSOL	\$160,954
04300-000000	375.00	Huron St	North End	East End	OV L	\$86,568
04400-000000	400.00	Ivan St	West End	East End	SSOL	\$81,241
04410-000000	800.00	Jack Pine Cr	Radar Rd	Jack Pine Cr	OV L	\$186,987
04415-000000	180.00	Jacob St	Agnes St	0.04 km East Of Eve St	SSOL	\$38,956
04425-000000	400.00	Jacqueline St	Francis St	Martha St	SSOL	\$81,241
04475-000000	244.00	Jean St (Sud)	Monck St	Frood Rd	SSOL	\$95,322
04475-000732	213.00	Jean St (Sud)	Eva St	North End	SSOL	\$83,212
04575-000000	200.00	Joseph St (Sud)	Rockwood Dr	South End	SSOL	\$53,273
04905-000000	200.00	Kreko St	Skead Rd	East End	SSOL	\$40,620
04970-000000	588.00	Laforest Ave	Kathleen St	St Charles St	SSOL	\$229,711
05180-000000	100.00	Larch St (VE)	Elm St	Maple St	SSOL	\$20,310
05220-000848	318.00	Latimer Cr	0.12 km North of Kaireen St	Kaareen St	OV L	\$73,410
05225-000000	260.00	Laura Ave (Sud)	Edinburgh St	Wembley Dr	SSOL	\$101,573
05380-000000	210.00	Lenox Ave	Weller St	South End	OV L	\$48,478
05495-000000	274.00	Linda St	Marcel St	Regent St	SSOL	\$72,983
05500-000000	450.00	Lindala Rd	Old Hwy 17	West End	OV L	\$49,444
05660-000000	690.00	Lynwood Dr	Atlee Ave	Gemmell St	SSOL	\$183,790
05665-000000	244.00	Mabel Ave	Kathleen St	Suffolk Lane	SSOL	\$95,322
05845-000000	100.00	Maple St (NC)	East St	Albert St	SSOL	\$24,306
05885-000000	183.00	Marcel St	Bouchard St	South End	OV L	\$42,245
05890-000000	500.00	Marcel St (OF)	Arlington Dr East	Omer St	SSOL	\$121,528
05895-000000	804.00	Marcel St (Wal)	Martindale Rd	Bouchard St	RCUL	\$1,079,702
06005-000000	900.00	Martha St	Michelle Dr	Dead End	SSOL	\$182,791
06015-000000	540.00	Martin Ave	Lasalle Blvd	South End	SSOL	\$143,836
06075-000000	200.00	Maureen St	Garson Coniston Rd	West End	SSOL	\$36,625
06225-000350	200.00	Melvyn Ave	Timothy Ave	Field St	SSOL	\$88,876
06375-000000	625.00	Montague Ave	Kathleen St	North End	SSOL	\$244,166
06615-000000	427.00	Nadia St	Montague Ave	Bessie St	SSOL	\$166,814
06755-000000	274.00	Nolin St	West End	Notre Dame Ave	SSOL	\$107,042
07010-000000	250.00	Omer St (OF)	Houle St	East End	SSOL	\$61,596

This Product is Licensed to: City of Greater Sudbury

Programme Report by Year (Filtered)

Analysis Set	Length (m)	Cost	Location	Treatment	Cost
07240-000000	210.00		Hawthorne Dr	SSOL	\$55,936
07280-000220	115.00		0.215 km North	SSOL	\$22,974
07315-000000	400.00		Long Lake Rd	SSOL	\$106,545
07560-000000	352.00		Bellevue Ave	OV L	\$81,258
07625-000000	500.00		Coleen Ave	SSOL	\$101,551
07670-000000	284.00		Ronald Ave	SSOL	\$110,949
07720-000000	123.00		Facer St	OV L	\$28,394
07905-000000	340.00		Agincourt Ave	SSOL	\$90,563
07985-000000	100.00		Riverview Ave	SSOL	\$29,788
08045-000000	106.00		Hwy 17E	SSOL	\$17,294
08065-000000	568.00		Algonquin Rd	SSOL	\$151,294
08125-000000	200.00		Marcel St	SSOL	\$49,943
08170-000000	198.00		Laura Ave	SSOL	\$77,352
08265-000000	170.00		Weller St	OV L	\$39,244
08480-000000	90.00		John St	OV L	\$14,803
08500-000000	300.00		0.2 km West Of Sturgeon St	SSOL	\$60,930
08505-000000	200.00		Service Rd (OF - Lev)	OV L	\$34,627
08545-000000	240.00		Sharon Ave	SSOL	\$63,927
08580-000000	122.00		Shevchenko Ave	SSOL	\$47,661
08870-000000	244.00		St Charles St	SSOL	\$95,322
08940-000000	107.00		St Joseph St (Sud)	SSOL	\$41,801
09115-000000	82.00		Strudwick Ave	SSOL	\$21,842
09120-000000	290.00		Struthers St	SSOL	\$113,293
09150-000000	61.00		Suffolk Lane	SSOL	\$16,248
09220-000000	110.00		Suzanne St (Wal)	OV L	\$19,362
09295-000000	274.00		Tedman Ave	SSOL	\$72,983
09565-000897	105.00		Van Horne St (Sud)	SDOL	\$48,944
09590-000000	122.00		Venice St	OV L	\$29,924
09820-000000	150.00		Westmorland Ave	SSOL	\$58,600
09865-000474	274.00		Whittaker St	SSOL	\$107,042
	29,603.00				\$9,571,553

2009 Programme

Section	Length (m)	Cost	Location	Treatment	Cost
00110-000000	152.00		Albert St (Sud)	SDOL	\$76,710
00135-000000	451.00		Alder St	SDOL	\$227,606
00305-000000	100.00		Anton Ave	OV L	\$24,895
00325-000000	137.00		Argyle Ave	OV L	\$32,101
00370-000000	100.00		Amley St	SSOL	\$27,036
00415-000000	274.00		Ash St (Wal)	OV L	\$99,512
00585-000000	122.00		Basilio St	OV L	\$30,372
00625-000000	999.00		Beatrice Cr	SDOL	\$567,185
			Whittaker St		
			Elm St		
			0.1 km North of Baker St		
			Kingsway Blvd		
			East End		
			South End		
			Craig St		
			Hawthorne Dr (West)		

**Programme Report by Year (Filtered)**

00965-000000	92.00	Boivin St	St Lawrence St	Dell St	SSOL	\$36,480
01085-000000	100.00	Brighton St	Cecil St	Falcon St	SSOL	\$21,629
01100-000000	100.00	Brodie St (NC)	Mcdougal St	Rule St	SSOL	\$39,157
01105-000000	396.00	Brodie St (Sud)	Victoria St	North End	SSOL	\$157,024
01130-000460	200.00	Bruce Ave	0.17 km North of Dell St	Ethel St	SDOL	\$100,934
01175-000000	449.00	Buchanan St	Haig St	0.421 km North	SDOL	\$226,596
01175-000449	366.00	Buchanan St	0.421 km North	Sandra Blvd	SDOL	\$184,709
01330-000000	500.00	Carmelo Ave	Lasalle Blvd	Papineau Cr	SSOL	\$135,179
01430-000000	375.00	Cavendish Court	Algonquin Rd	South End	SSOL	\$167,284
01460-000000	300.00	Cedar St (OF)	Second Ave North	North End	SSOL	\$135,314
01475-000000	100.00	Cedar St (VE)	Elm St	Maple St	SSOL	\$20,615
01530-000000	200.00	Chapman St (Cap)	Hanna Ave	Vaughan St	SSOL	\$103,097
01540-000000	500.00	Charette Ave	Hwy 144	Hill St	SSOL	\$228,002
01750-000000	400.00	Clemow Ave	Mary St	Lome St	SSOL	\$158,610
01860-000000	268.00	Connaught Ave	Wembley Dr	York St	SSOL	\$119,552
02115-000276	91.00	David St (Sud)	Ramsey Rd	Paris St	SSOL	\$36,084
02115-000550	148.00	David St (Sud)	Marion St	West End	SSOL	\$58,686
02610-000130	320.00	Edmund St	St Nicholas St	Paris St	SSOL	\$126,888
02700-000000	405.00	Elizabeth St (Sud)	South End	Edmund St	SSOL	\$160,593
02855-000000	168.00	Ethel St	Melvin St	Bruce St	SSOL	\$66,616
02870-000000	214.00	Eugene St (VE)	Lahabre Ave	Fernand Ave	SSOL	\$44,116
03050-000309	573.00	Field St (Wal)	Timothy Ave	0.5 km East Of Melvyn Ave	SSOL	\$266,971
03065-000000	100.00	Fifth Ave (NC)	North End	South End	SSOL	\$46,592
03145-000000	100.00	First Ave South	Levack Dr	South End	OV L	\$34,268
03190-000000	100.00	Ford Ave	Kelly St	West End	OV L	\$26,946
03485-000000	61.00	Genoa St	Venice St	Diorite St	OV L	\$15,186
03545-000000	100.00	Gill Lane	Gill Ave	East End	OV L	\$18,159
03800-000000	107.00	Grev St	Elgin St	Brady St	SSOL	\$53,035
04040-000000	200.00	Henry St (NC)	Mcdougal St	Rule St	SSOL	\$78,314
04040-000201	100.00	Henry St (NC)	Church St	Poplar St	SSOL	\$37,670
04145-000000	159.00	Hillcrest Cr (Sud)	Willard Ave	Horobin St	SDOL	\$80,242
04155-000000	100.00	Hillcrest St	First Ave North	West End	SSOL	\$62,948
04175-000000	100.00	Hillside Ave (OF)	Pine St	East End	OV L	\$17,866
04220-000000	120.00	Homewood Ave	Edinburgh St	South End	SSOL	\$47,583
04360-000000	200.00	Irene Cr (Wal)	Phillip St	Niemi Rd	SSOL	\$86,244
04440-000000	137.00	Jane St	Walter Ave	Logan Ave	SSOL	\$54,324
04480-000000	270.00	Jeanne Darc Ave	St Antoine St	Cartier Ave	SSOL	\$113,753
04560-000000	200.00	Jones St (NC)	Garson Coniston Rd	East End	SSOL	\$41,230
04720-000150	125.00	Kelly St	Dennie St	Meehan Ave	SSOL	\$65,055
04820-000000	450.00	Kingslea Court	Rinfret St	Holland Rd	SSOL	\$121,661
04825-000000	654.00	Kingsmount Blvd	Wellington Hts	Laura Ave	SSOL	\$259,328
05010-000000	700.00	Lakeshore St	Young St	Front St	SSOL	\$277,568
05045-000000	130.00	Lambton Court	Boland Ave	North End	SSOL	\$51,548
05085-000000	213.00	Landsend St	Walter Ave	East End	SSOL	\$84,460

Programme Report by Year (Filtered)

Budget Scenario: 10 Mil/yr

05425-000000	250.00	Levack Dr	Third Ave	First Ave South	SSOL	\$117,718
05635-000000	300.00	Lucille Ave	Francis St	Martha St	SSOL	\$61,844
05695-000000	229.00	Maclachlan St	South End	North End	SSOL	\$90,804
05920-000000	90.00	Maria St (Wal)	Carl St	West End	OV L	\$21,088
05980-000000	264.00	Market St	Godfrey Dr	Garrow Rd	SSOL	\$104,683
06035-000563	383.00	Mary St (Sud)	Gutcher Ave	East End	SSOL	\$151,869
06110-000000	200.00	Mcdougal St	Young St	Poplar St	SSOL	\$78,314
06165-000000	211.00	Mcnaughton Terrace	Elizabeth St	Annie St	SSOL	\$83,667
06275-000000	61.00	Milan St	Dominico St	West End	OV L	\$15,186
06420-000000	50.00	Montfort St	Colonial Court	0.045 km East of Colonial Court	SDOL	\$25,233
06605-000000	116.00	Myles St	East End	West End	SSOL	\$45,997
06855-000000	320.00	Notre Dame Service Rd	Leslie St	North End	SSOL	\$126,888
06895-000000	350.00	Oak St (Cap)	Hanna Ave	Northeast End	SSOL	\$156,132
06870-000000	240.00	Oconnor St (Sud)	Edinburgh St	Worthington Cr	SSOL	\$95,166
07505-000000	104.00	Place Palisades	Parisien Ave	West End	SSOL	\$43,816
07675-000000	100.00	Racicot Dr	Metcalfe Dr	Springdale Dr	SSOL	\$24,670
07825-000000	150.00	Remington Rd	Regent St	West End	SSOL	\$50,557
08165-000000	131.00	Rowat St	Lorne St	Glover Ave	SSOL	\$35,417
08245-000000	200.00	Rule St	Brodie St	North End	SSOL	\$78,314
08320-000000	523.00	Sandra Blvd	Buchanan St	Willard Ave	SSOL	\$207,383
08645-000000	381.00	Simcoe St	Victoria St	North End	SSOL	\$151,076
08810-000812	208.00	Spruce St (Sud)	Gillman St	Travers St	SDOL	\$78,728
08855-000000	290.00	St Brendan St	Homewood Ave	Marion St	SSOL	\$114,992
08890-000000	457.00	St George St	Morin Ave	Notre Dame Ave	SSOL	\$181,212
08905-000000	100.00	St James St (OF)	RR 8	Fraser Ave	SSOL	\$48,574
08920-000000	700.00	St Jean St (RB)	Alidge St	Junction Ave	OV L	\$131,214
08955-000000	122.00	St Lawrence St	Boivin St	Bruce St	SSOL	\$48,376
08955-000000	250.00	St Nicholas St	Edinburgh St	Wembley Dr	SSOL	\$99,131
09005-000000	432.00	St Raphael St	Howey Dr	West End	SSOL	\$171,299
09105-000000	80.00	Stos Rd (Wal)	Carl St	East End	OV L	\$14,059
09340-000000	422.00	Third Ave (NC - Con)	Cedar St	Balsam St	SSOL	\$211,259
09365-000000	200.00	Third Ave South	RR 8	Carter St	SSOL	\$60,155
09630-000823	267.00	Victoria St (Sud)	Regent St	Lorne St	SSOL	\$105,872
09635-000000	460.00	Village Cr	Drummond Ave	Drummond Ave	SSOL	\$228,002
09715-000000	296.00	Walter Ave	Landsend St	South End	SSOL	\$117,372
09835-000000	300.00	Westview Dr	Sandra Blvd	Willard Ave	SDOL	\$151,401
09905-000000	280.00	Willard Ave	Westview Dr	Horobin St	SDOL	\$141,307
10020-000000	100.00	Woodlawn Ave (RB)	Pinellas Rd	North End	SSOL	\$40,148
10060-000100	131.00	Yarmouth St	Windemere Cr	Dorchester Cr	SDOL	\$74,376
10070-000000	284.00	York St (Sud)	Adelaide St	Regent St	SSOL	\$112,613
10085-000000	200.00	Young St (NC)	Church St	Mcdougal St	SSOL	\$78,314
	23,258.00					\$9,327,759

2010 Programme

Section	Length (m)	Location	Treatment	Cost
00015-000000	200.00	Abbee St	Vaillancourt Cr	\$85,526
00340-000000	400.00	Armand Cr	Edward Ave	\$181,113
00620-000000	250.00	Beaton Ave	South End	\$100,618
00760-000000	90.00	Benny St	Connaught Ave	\$40,750
00875-000000	828.00	Birch St (NC - Gar)	Cedar St	\$329,082
00905-000000	60.00	Birmingham Dr	South End	\$27,167
01120-000000	510.00	Brookside Rd Extension	St Onge St Extension	\$246,314
01275-000000	100.00	Candlewood Court	South End	\$43,266
01355-000000	290.00	Caroline Court	Josephine St	\$131,307
01545-000000	91.00	Charette St	West End	\$41,203
01655-000000	300.00	Church St (OF)	North End	\$137,344
01740-000000	230.00	Clement St (Cap)	Railway Ave	\$120,340
01875-000000	400.00	Copper St (NC)	Parkinson St	\$171,051
01920-000550	350.00	Coulson St	0.1 km South of Aspen Court	\$205,136
01960-000000	100.00	Covington Ave	Parkview Dr	\$49,303
02030-000000	90.00	Cross St (Wal)	Phillip St	\$38,487
02115-000174	101.00	David St (Sud)	West End	\$40,650
02130-000000	701.00	Dean Ave	Landsend St	\$282,134
02270-000230	320.00	Diane St (Sud)	Josephine St	\$160,989
02375-000000	430.00	Dorsett Dr	Nottingham Ave	\$194,696
02560-000000	240.00	Eden Point Dr	West End	\$108,668
02580-000000	183.00	Edgehill Dr	Bouchard St	\$73,653
02740-000000	200.00	Elm Cr	First Ave	\$120,742
02800-000000	200.00	Emilv St (VE)	Dead End	\$41,848
02930-000000	457.00	Eyre St	South End	\$183,930
03135-000000	100.00	First Ave Cr	High St	\$33,204
03235-000555	361.00	Fourth Ave (Sud)	Greenwood Dr	\$499,444
03330-000000	623.00	Frobisher St	East End	\$170,960
03530-000000	200.00	Gilbert St	North End	\$41,848
03550-000000	120.00	Gill St	West End	\$32,930
03630-000000	120.00	Gloucester Court	East End	\$54,334
03785-000000	270.00	Grenadier Dr	Josephine St	\$122,251
03790-000000	240.00	Grenoble St	North End	\$108,668
03870-001443	700.00	Hanna Ave (Cap)	Hwy 69N (RR 84)	\$404,989
03930-000000	100.00	Hartman Ave	Pine St	\$55,340
04485-000000	300.00	Jeanne Darc Dr	Edward Ave	\$138,853
04515-000000	107.00	Jogues St	West End	\$48,448
04635-000000	482.00	Kaireen St	North End	\$132,267
04745-000000	110.00	Kensington Place	North End	\$49,806

Programme Report by Year (Filtered)

Analysis Set	Length (m)	Road	From	To	Treatment	Cost
04770-000000	61.00	Keziah Court	Brady St	East End	SSOL	\$30,689
04775-000000	150.00	Killarney Ave	Kingsmount Blvd	Hyland Dr	SDOL	\$76,836
05315-000000	780.00	Lavoie St	Drummond Ave	Montrose Ave	SSOL	\$353,170
05420-000000	483.00	Leslie St	Myles St	Bridge	SDOL	\$247,411
05525-000000	168.00	Lisgar St	Larch St	Elm St	SSOL	\$92,971
05735-000000	190.00	Magnolia Blvd	Grandview Blvd	North End	SSOL	\$86,029
06160-000000	340.00	Mcnaughton St	Samson Ave	Paris St	SSOL	\$136,841
06160-000340	180.00	Mcnaughton St	Paris St	East End	SSOL	\$49,394
06350-000000	400.00	Mona St	Vaillancourt Cr	Anna St	SSOL	\$171,051
06425-000000	100.00	Montgomery St	Copper St	South End	SSOL	\$38,235
06520-000358	446.00	Morris St (Sud)	0.080 km East Of Annie St	East End	SDOL	\$228,458
06775-000000	250.00	Norman Ave	Lincoln St	West End	SSOL	\$108,165
06860-000000	80.00	Nottingham Dr	Bancroft Dr	South End	SSOL	\$36,223
06925-000000	350.00	Oakwood Ave	Dennie St	Lincoln Cr	SSOL	\$206,016
07050-000000	190.00	Orange Grove Dr	Grandview Blvd	North End	SSOL	\$86,029
07300-000000	100.00	Pella St	Pinellas Rd	North End	SSOL	\$40,247
07365-000000	200.00	Peter Ave	Gaudette St	North End	SSOL	\$82,507
07400-000000	300.00	Phillip St	Third Ave	Cross St	SSOL	\$184,132
07545-000000	100.00	Poplar St (NC - Gar)	Henry St	Pine St	SSOL	\$40,247
07685-000000	140.00	Radclyff Park	Algonquin Rd	East End	SSOL	\$63,390
07785-000000	76.00	Red Cross Blvd	Larch St	North End	SSOL	\$38,235
08305-000000	70.00	Samson Ave	Marion St	Beaton Ave	SSOL	\$28,173
08305-000070	170.00	Samson Ave	Beaton Ave	Mcnaughton St	SSOL	\$46,650
08490-000000	200.00	Serenna Dr	Martha St	North End	SSOL	\$41,848
08610-000000	70.00	Short St (Sud)	Power St	Collins Dr	SSOL	\$28,173
08640-000000	346.00	Silverman St	Van Horne St	Janet St	SSOL	\$71,210
08965-000000	300.00	St Marie St	Gaudette St	Jeanne Darc Dr	SSOL	\$138,853
08970-000000	120.00	St Martial St	St Antoine St	Morris St	SSOL	\$32,930
09055-000000	240.00	Starlight St	Lasalle Blvd	South End	SSOL	\$108,668
09075-000000	177.00	Stephen St (Sud)	Robinson Dr	Southview Dr	SDOL	\$68,000
09400-000000	190.00	Thorncliff Court	Montrose Ave	East End	SSOL	\$86,029
09475-000000	400.00	Tuddenham Ave	Mary St	Lorne St	SDOL	\$204,895
09480-000000	70.00	Tudor Court	Windsor Cr	East End	SSOL	\$31,695
09545-000000	733.00	Vaillancourt Cr	Errington Ave	Mona Ave	SSOL	\$313,451
						\$8,645,510

2011 Programme

Section	Length (m)	Road	From	To	Treatment	Cost
00135-000451	532.00	Alder St	Elm St	Victoria St	SSOL	\$217,328
00240-000000	200.00	Andre St	Jeanne Darc Dr	Pinellas Rd	SSOL	\$86,808
00260-000000	400.00	Anna St (RB)	Errington Ave	West End	SSOL	\$181,787
00305-000100	200.00	Anton Ave	0.1 km North of Baker St	Second St	SSOL	\$97,021

Programme Report by Year (Filtered)

00470-000000	170.00	Austin St	Regent St	East End	SSOL	\$47,350
00580-000000	450.00	Barrdowne Rd (Sud)	South End	Kingsway	SDOL	\$304,155
00880-000000	200.00	Birch St (OF)	0.1 km West Of First Ave North	0.1 km East Of First Ave North	SSOL	\$130,723
01255-000000	643.00	Camelot Dr	Second Ave	North End	SSOL	\$295,506
01640-000000	110.00	Christakos St	Howey Dr	North End	SSOL	\$30,638
01860-000268	240.00	Connaught Ave	York St	South End	SSOL	\$110,298
01875-000400	100.00	Copper St (NC)	Parkinson St	North End	SSOL	\$22,282
01965-000000	213.00	Craig St	Diorite St	Corner	SSOL	\$92,451
01965-000213	183.00	Craig St	Corner	North End	SSOL	\$79,430
02125-000000	137.00	Davidson St	College St	North End	SSOL	\$55,966
02230-000000	200.00	Desjardins St	Alexander St	Mackenzie St	SSOL	\$92,936
02255-000000	160.00	Devon Rd	Howey Dr	Birch St	SSOL	\$73,532
02395-000000	150.00	Downing St	Howey Dr	North End	SSOL	\$41,779
02415-000000	30.00	Druides St	Howey Dr	North End	SSOL	\$8,356
02760-000000	440.00	Elmhurst Court	Westmount Ave	Westmount Ave	SSOL	\$122,553
02925-000000	168.00	Evergreen Lane	Frood Rd	Mackenzie St	SSOL	\$60,051
02970-000000	300.00	Falcon Cr	Falcon St	Falcon St	SSOL	\$137,872
02980-000000	300.00	Falcon St (RB)	Edward Ave	Cote Ave	SSOL	\$140,936
03035-000000	183.00	Fernwood St	Southview Dr	Robinson Dr	SSOL	\$50,971
03175-000000	273.00	Florence St	Craig St	Florence St	SSOL	\$118,494
03290-000000	300.00	Fraser Cr	Fraser Ave	RR 8	SSOL	\$139,404
03295-000000	200.00	Fraser Extension	Juniper St	Fraser Ave	SSOL	\$103,149
03385-000000	380.00	Galaway Court	Westmount Ave	Westmount Ave	SSOL	\$105,841
03635-000000	242.00	Glover Ave	Mary St	South End	RCUL	\$339,830
04110-000000	350.00	Highland Cr	Oakwood Ave	Oakwood Ave	SSOL	\$216,255
04170-000000	502.00	Hillsdale Cr	York St	South End	SSOL	\$230,706
04350-000000	190.00	Inglewood Court	Grandview Blvd	North End	SSOL	\$87,319
04735-000000	290.00	Kennedy St	Barrdowne Rd	East End	SSOL	\$80,774
05065-000000	230.00	Lancaster Dr	York St	North End	SSOL	\$105,702
05155-000000	400.00	Lapointe St (Sud)	Elisabella St	South End	OV L	\$96,557
05170-000000	200.00	Larch St (OF)	First Ave North	High St	SSOL	\$104,449
05220-000000	847.00	Latimer Cr	Loachs Rd	0.07 km North of Hunter St	SDOL	\$330,281
05285-000000	100.00	Laurier St (Sud)	Meadowside Ave	Tulane Ave	SSOL	\$27,853
05585-000537	455.00	Lonsdale Ave	East End	Wessex St	SSOL	\$209,106
06070-000000	220.00	Maureen Cr	Gemmell St	Downland Ave	SSOL	\$61,277
06195-000000	80.00	Medora St	Worthington Cr	Edmund St	SSOL	\$22,282
06510-000000	702.00	Morrice Court	Michelle Dr	Michelle Dr	SSOL	\$149,090
06830-000000	200.00	Northway Ave	Lasalle Blvd	North End	SSOL	\$55,706
07145-000405	521.00	Paquette St (Sud)	Lamothe St	Paquette St	SSOL	\$239,438
07210-000000	300.00	Parkview Dr (NC)	Oneil Dr	Northeast End	SSOL	\$150,128
07405-000000	130.00	Picard St	Downing St	Bellevue Ave	SSOL	\$36,209
07540-000000	400.00	Poplar St (NC - Con)	First Ave	Fifth Ave	SSOL	\$192,000
07605-000000	231.00	Prete St	North End	York St	SSOL	\$106,162
07700-000551	300.00	Railway Ave	Dennie St	East End	SSOL	\$122,205

**Programme Report by Year (Filtered)**

Section	Category	Project	Length (m)	Treatment	Cost	
08250-000000		Rushbrooke Cr	300.00	Brookside Rd Extension	SSOL	\$140,936
08380-000000		Scarlett Rd	196.00	Greenbriar Dr	SDOL	\$114,643
08570-000000		Shellev Dr	670.00	Lillian Blvd South	SSOL	\$342,127
08725-000000		Somerset St	370.00	South End	SSOL	\$170,042
08765-000290		Sparks St	451.00	0.1 km West of Roy Ave	RCUL	\$633,319
08795-000000		Spruce St (NC - Con)	403.00	Fourth Ave	SSOL	\$214,019
09245-000000		Sycamore St	300.00	Brookside Rd Extension	SSOL	\$139,404
09280-000000		Tarneau St	60.00	Howey Dr	SSOL	\$24,511
09550-000000		Valley Rd	200.00	North End	SSOL	\$102,128
09710-000000		Walnut St	273.00	Lome St	SSOL	\$111,523
09785-000000		Wessex St	100.00	Lonsdale Ave	SSOL	\$45,957
09925-000000		William St (RB)	500.00	Charlotte St	SSOL	\$252,766
09980-000000		Windemere Cr	390.00	Dearbourne Dr	SSOL	\$199,149
10060-000000		Yarmouth St	100.00	Windemere Cr	SDOL	\$64,990
						\$8,466,460

**2012 Programme**

Section	Category	Project	Length (m)	Treatment	Cost	
00290-000000		Annie St	70.00	John St	SSOL	\$29,025
00295-000000		Anthony St (Sud)	160.00	Regent St	SSOL	\$45,233
00355-000000		Armstrong Rd (NC - Gar)	100.00	Mine St	SSOL	\$15,196
00520-000000		Balmoral Dr	120.00	Agincourt Ave	SDOL	\$79,158
00530-000000		Balsam St (NC)	314.00	First Ave	SSOL	\$174,138
00560-000000		Barbara St	122.00	Arnold St	SSOL	\$34,490
00675-000000		Beech St (NC)	400.00	Spruce St	SSOL	\$126,465
00755-000000		Bennett St	200.00	Hodge St	SSOL	\$101,586
01190-000000		Bunker St	100.00	Cote Ave	SSOL	\$44,574
01390-000000		Carter St (OF)	100.00	Second Ave South	SSOL	\$41,699
01410-000000		Caswell Dr	130.00	Regent St	SSOL	\$53,903
01415-000000		Catalina Court	287.00	East End	SSOL	\$133,876
01490-000700		Centennial Dr	189.00	Paris Cr	RCUL	\$269,385
01505-000000		Central Lane	250.00	Orell St	SSOL	\$51,241
01570-000000		Charlotte St (RB)	600.00	South End	SSOL	\$289,210
01610-000000		Chesser St	100.00	Cobalt St	SSOL	\$45,610
01715-000000		Claudia Court	610.00	Hawthorne Dr East	OV L	\$149,458
01765-000000		Clinton Ave	460.00	Perreault St	SDOL	\$273,096
01785-000000		Cobalt St (NC)	200.00	Franklin St	SSOL	\$94,330
01910-000000		Cote Ave	452.00	Hill St	SSOL	\$241,299
02075-000000		Dale St	200.00	North End	SSOL	\$56,542
02110-000000		David St (RB)	490.00	Southwest End	SSOL	\$215,871
02160-000000		Delia Court	50.00	East End	SSOL	\$23,323
02180-000000		Delwood Court	384.00	Southview Dr	SSOL	\$179,124

Programme Report by Year (Filtered)

Analysis Set: ASET\_LOC

02275-000000	400.00	Diane St (VE)	Velma St	Harold Cr	SSOL	\$86,226
02310-000000	335.00	Dominico St	Diorite St	North End	OV L	\$87,209
02700-000406	150.00	Elizabeth St (Sud)	0.05 km South of Howey Dr	Lourdes St	SSOL	\$31,805
02745-000000	200.00	Elm St (RB)	Edward Ave	Cote Ave	SSOL	\$100,550
02755-000000	1,200.00	Elm St (VE)	Main St	Larch St	SSOL	\$258,678
02770-000000	700.00	Elvsee Cr	St Mary Blvd	St Mary Blvd	SSOL	\$150,895
02845-000000	447.00	Estelle St	Bancroft Dr	Rheal St	SSOL	\$126,370
02920-000000	200.00	Evergreen Ct	St Mary Blvd	St Anthony St	SSOL	\$43,113
03040-000000	300.00	Field St (Cap)	Hwy 69N (RR 84)	Park Ave	SSOL	\$50,887
03395-000000	50.00	Garden St	Auger Ave	East End	SSOL	\$23,323
03505-000000	307.00	Gerald St	Bancroft Dr	Mildred St	OV L	\$75,219
03685-000000	500.00	Gordon St	Old Skead Rd	North End	SSOL	\$196,953
03920-000000	483.00	Harry Cr	Howey Dr	North Shore Dr	OV L	\$118,341
03955-001956	370.00	Hawthorne Dr	Auger Ave	East End	SSOL	\$128,486
03965-000000	183.00	Hazel St (Sud)	Regent St	Alder St	SSOL	\$75,879
04010-000000	100.00	Hemlock St (OF)	First Ave North	West End	SSOL	\$66,342
04105-000000	270.00	Highgate Rd	Third Ave	Greenbriar Ave	SSOL	\$125,946
04150-001158	344.00	Hillcrest Dr (Wal)	Mikkola Rd	Jessie St	OV L	\$65,321
04525-000590	370.00	John St (Sud)	Annie St	Bayview Lane	SSOL	\$104,602
04530-000000	400.00	John St (VE)	Suzanne St	Clarence St	SSOL	\$86,226
04625-000000	200.00	Juniper St	Onaping Dr	Glenview Ave	SSOL	\$110,916
04630-000000	411.00	Jupiter Court	Telstar Ave	Telstar Ave	SSOL	\$191,718
04685-000000	200.00	Kathleen St (VE)	Vera St	North End	SSOL	\$43,113
04700-000000	120.00	Keen St	First Ave	West End	SSOL	\$33,925
04710-000000	750.00	Keith Ave	Edward St	Pinellas Rd	SSOL	\$353,738
04785-000000	200.00	Kincora Court	Connaught Ave	East End	SSOL	\$93,294
04830-000000	397.00	Kingston Court	Westmount Ave	Westmount Ave	SSOL	\$112,235
04845-000000	560.00	Kipling Court	Westmount Ave	Westmount Ave	SSOL	\$158,316
05000-000000	170.00	Lakeshore Dr (Sud)	Harry Cr	West End	OV L	\$41,652
05275-000000	474.00	Laurier Cr	Centennial Rd	Lapointe St	OV L	\$88,554
05630-000045	386.00	Lourdes St	Van Home St	St Raphael St	SSOL	\$109,125
06185-000000	400.00	Mederic St	Elimview Dr	West End	SSOL	\$86,226
06370-000577	61.00	Mont Adam St	Mountain St	Leslie St	SSOL	\$25,293
06450-000000	225.00	Moonev St (Sud)	Bellevue Ave	South End	SSOL	\$63,609
06760-000000	260.00	Norfolk Court	St Andrews Rd	St Andrews Rd	SSOL	\$73,504
06950-000000	110.00	Old Burwash Rd	Regent St	0.1 km South of Regent St	SSOL	\$76,397
07000-000000	700.00	Olivia St (VE)	Fleming St	Lakeshore Dr	SSOL	\$150,895
07070-000000	412.00	Orford St	Power St	Evans Rd	SSOL	\$170,831
07520-000000	213.00	Poland St	Finland St	Evans Rd	SSOL	\$88,318
07535-000000	300.00	Poole Court	White St	North End	SSOL	\$71,030
07650-000000	250.00	Queen St (Sud)	Notre Dame St	Percy St	SSOL	\$116,617
07845-000000	356.00	Rheal St	Eugene St	Estelle St	OV L	\$87,225
07950-000000	700.00	River Rd (VE)	Main St East	Felix St	SSOL	\$150,895
07980-000000	200.00	Riverview Ave	Nickel St	West End	SSOL	\$132,684

Section	Length	Row	From	To	Treatment	Cost
08620-000000	200.00	Silkwood St	St Onge St Extension	Brookside Rd Extension	SSOL	\$95,367
08685-000000	489.00	Skvward Dr	Telstar Ave	Arnold St	SSOL	\$228,103
08800-000000	100.00	Spruce St (NC - Gar)	West End	Birch St	SDOL	\$44,197
08975-000000	400.00	St Mary Blvd	Old Hwy 69N (Cap)	Elysee Cr	SSOL	\$86,226
09095-000000	255.00	Stonegate Dr	Beatrice Cr	Attlee Ave	SSOL	\$118,949
09215-000000	300.00	Suzanne St (VE)	Carol St	John St	SSOL	\$64,669
09485-000275	260.00	Tulane Ave	0.13 km South of Meadowside Ave	Hudson St	SDOL	\$102,906
09530-000000	197.00	Ursa Court	Brenda Dr	West End	SSOL	\$86,789
09585-000000	500.00	Velvet Court (VE)	Elysee Cr	Dead End	SSOL	\$107,782
09745-000000	200.00	Wayne Rd	St Charles Lake Rd	South End	OV L	\$49,003
09865-000000	381.00	Whittaker St	North End	Haig St	SDOL	\$201,062
09950-000000	168.00	Willow St (Sud)	Regent St	Alder St	SSOL	\$69,659
09990-000000	354.00	Windsor Cr	York St	Lancaster Dr	SSOL	\$165,130
10055-000000	284.00	Yale St	Marcel St	Regent St	SSOL	\$80,289
<b>25,540.00</b>						<b>\$8,900,444</b>

**2013 Programme**

Section	Length	Row	From	To	Treatment	Cost
00225-000000	152.00	Anderson Ave	McNeil Blvd	Ethelbert St	OV L	\$37,801
00250-000000	140.00	Angeline St	Talon St	Falconbridge Hwy	OV L	\$34,816
00505-000000	329.00	Baker St	Flood Rd	College St	SSOL	\$138,462
00565-000000	152.00	Barlow St	Spruce St	Moland St	SDOL	\$81,417
00625-000999	446.00	Beatrice Cr	Hawthorne Dr (West)	Hawthorne Dr East	OV L	\$124,779
00765-000000	340.00	Berkley Court	Madison Ave	Madison Ave	OV L	\$84,554
00800-000000	400.00	Beverlv St (VE)	Peter St	Menard St	SSOL	\$87,519
01045-000350	1,040.00	Brenda Dr	0.1 km South of Ursa Court	0.03 km West of St Charles Lake Rd	SSOL	\$437,692
01080-000000	366.00	Brierwood Court	West End	Kelley Lake Rd	SSOL	\$173,288
01180-000000	230.00	Buckingham Dr	Beatrice Cr	East End	SSOL	\$108,897
01370-000000	152.00	Caron St	Kathleen St	Bond St	SSOL	\$63,970
01455-000000	400.00	Cedar St (NC - Gar)	Pine St	East End	SSOL	\$178,864
01520-000000	200.00	Champlain St	Notre Dame St West	St Agnes St	OV L	\$44,764
01710-000000	200.00	Claudette St	Martin Rd	Langdon St	SSOL	\$43,760
01745-000000	100.00	Clementine St	Ocate St	West End	OV L	\$24,869
01770-000000	152.00	Club Rd	Creighton Rd	West End	SSOL	\$46,342
01780-000000	100.00	Clyde St (VE)	Notre Dame Ave	Dennie St	OV L	\$18,963
01790-000000	591.00	Cobalt St (Sud)	School St	Power St	SSOL	\$248,727
01830-000000	581.00	Collins Dr	Power St	Balsam St	SSOL	\$244,518
02085-000000	1,080.00	Danforth Ave	Fielding St	Barrington St	OV L	\$268,584
02305-000000	230.00	Dollard Ave	Lasalle Blvd	North End	OV L	\$57,198
02420-000000	580.00	Drummond Ave	Lasalle Blvd	North End	SSOL	\$305,122
03055-000000	2,545.00	Fielding Rd	Old Hwy 17	Bridge	OV L	\$561,710
03085-000000	486.00	Finland St	Balsam St	West End	SSOL	\$204,537

Programme Report by Year (Filtered)

03315-000000	100.00	Fredrick St	Van Home St	South End	SSOL	\$28,695
03455-000300	100.00	Gauthier St	Elisabeth St	East St	SSOL	\$21,880
03610-000000	191.00	Glenn St (Cap)	Stull St	Foch St	OV L	\$38,593
03705-000000	31.00	Graham St	Godfrey Dr	South End	SSOL	\$8,895
03765-000000	520.00	Greenbriar Dr	Elderwood Dr	South End	SDOL	\$313,348
03810-000000	91.00	Griffith St	Ontario St	Creek	OV L	\$22,631
04555-000000	213.00	Jones Lane	Jones St	Diorite St	SSOL	\$64,940
04855-000000	168.00	Kitchener St	North End	South End	SSOL	\$48,207
05140-000000	300.00	Langdon St	Martin Rd	Claudette St	SSOL	\$65,639
05160-000000	611.00	Lapointe St (VE)	Glenn St	Centennial Rd	SSOL	\$133,686
05230-000000	700.00	Laura Ave (Wal)	Polvi Ave	Jessie St	OV L	\$134,914
05330-000108	549.00	Lawson St	Martindale Rd	Ontario St	OV L	\$136,530
05350-000000	800.00	Leedale Ave	East End	West End	OV L	\$198,951
05435-000000	300.00	Levina St	Ckso Rd	Ranger Ave	OV L	\$74,607
05460-000000	244.00	Lilac St	Ontario St	South End	OV L	\$60,680
05465-000354	254.00	Lillian Blvd	0.365 km West Barrydowne Rd	Shelley Dr	SDOL	\$170,065
05510-000000	107.00	Linden St	Eihelbert St	West End	SSOL	\$30,703
05700-000000	700.00	Macmillan Dr	Dead End South Of Josephine Dr	North End	SSOL	\$313,013
06055-000000	152.00	Mathew St	Brock St	Lloyd St	SSOL	\$43,616
06080-000000	200.00	Maurice St (Sud)	Algonquin Rd	South End	OV L	\$49,738
06380-000000	300.00	Montcalm Ave	South End	Bloor St	SSOL	\$86,085
06495-000000	500.00	Morin St (RB)	Cote Ave	Vaillancourt Cr	SSOL	\$247,254
06525-000000	390.00	Morrison Ave	Mary St	Lome St	SSOL	\$164,134
06815-000000	520.00	North Shore Dr	Harry Cr	East End	OV L	\$129,318
07190-000000	265.00	Parkdale Ave	Hillsboro Ave	Hargreaves Ave	OV L	\$65,902
07220-000000	100.00	Parkwood St	South End	Pine St	OV L	\$24,869
07415-000000	122.00	Pietro St	Dominico St	Milan St	OV L	\$32,236
07435-000000	700.00	Pilote Rd	Falconbridge Hwy	Oneil Dr	SSOL	\$335,108
07555-000168	122.00	Poplar St (Sud)	Stanley St	West End	SSOL	\$35,008
07615-000000	400.00	Prevost St North	St Agnes St	Shawn St	SSOL	\$193,594
07745-000000	100.00	Ranger Ave	Levina St	North End	OV L	\$24,869
08085-000000	350.00	Roger St (Sud)	Bancroft Dr	Mildred St	OV L	\$87,041
08140-000000	500.00	Rose Court (VE)	Dominion Dr West	Dominion Dr East	SSOL	\$109,399
08440-000000	447.00	Second Ave South (Sud)	Bancroft Dr	Cpr Tracks	RCUL	\$646,674
08565-000000	350.00	Shawn St	Rayside St	Leo St	SSOL	\$169,395
08750-000000	140.00	Southgate Cr	Walford Rd	West End	SSOL	\$66,285
08865-000000	600.00	St Charles Lake Rd	Long Lake Rd	Brenda Dr	OV L	\$149,213
09180-000000	540.00	Sunnvbrae Ave	Lasalle Blvd	South End	OV L	\$134,292
09250-000000	150.00	Sylvio St	Lasalle Blvd	North End	OV L	\$37,303
09260-000000	290.00	Talon St (Sud)	Will St	Josephine St	OV L	\$72,120
09320-000000	76.00	Tennis Club Lane	Park St	Creighton Rd	SSOL	\$23,171
09645-000000	230.00	Vine Ave	Hawthorne Dr	Gemmell St	OV L	\$64,348
09865-000382	91.00	Whittaker St	Ontario St	Creek	OV L	\$22,631
09900-000000	418.00	Will St	Falconbridge Hwy	Josephine St	SSOL	\$119,944

Analysis Set: ASET\_LOC

**Programme Report by Year (Filtered)**

Budget Scenario: 10 Mil/yr

09920-000000	600.00	William St (NC - Gar)	Falconbridge Hwy	Birch St	SSOL	\$268,297
09995-000000	300.00	Winterhave Ave	Clementine St	South End	OV L	\$74,607
10050-000000	122.00	Xavier St	St Anne Rd	East End	SSOL	\$35,008
	26,046.00					\$8,998,589

**2014 Programme**

Section	(m)				Treatment	Cost
00205-000000	200.00	Amanda St	Second Ave	East End	OV L	\$46,066
00290-000071	190.00	Annie St	Sunday St	Cartier Ave	SSOL	\$41,503
00615-000000	150.00	Bayview Lane	John St	East End	SSOL	\$24,574
00845-000000	67.00	Bigwood Dr	Southview Dr	Brierwood Court	SSOL	\$32,198
00945-000564	305.00	Bloor St (Sud)	Mackenzie St	East End	OV L	\$76,988
00975-000294	341.00	Bond St	Notre Dame St	Percy St	SSOL	\$200,290
00985-000000	3,800.00	Bonin St	RR 15	Montee Principale	OV L	\$463,456
01045-001390	600.00	Brenda Dr	0.03 km West of St Charles Lake Rd	St Charles Lake Rd	SSOL	\$256,302
01050-000000	300.00	Brenda St	Lynn St	North End	SSOL	\$152,179
01310-000000	562.00	Carl St (V/E)	Old Hwy 69N (Cap)	Dead End	SSOL	\$124,809
01365-000000	196.00	Caroline St (Wai)	Graham Rd	Old Hwy 17	OV L	\$38,961
01420-000000	900.00	Catherine Dr	Oneil Dr	Oneil Dr	SSOL	\$422,899
01495-000000	300.00	Centennial Rd	Old Hwy 69N (Cap)	Community Centre	OV L	\$57,741
01625-000000	1,526.00	Chief Lake Rd	Long Lake Rd	Forest Lake Rd	OV L	\$169,447
01670-000000	1,700.00	Ckso Rd	Goodview Rd	South End	OV L	\$216,619
02335-001000	200.00	Donaldson Cr	1.0 km North of Hwy 69N (South)	Hwy 69N (North)	OV L	\$38,494
02430-000000	200.00	Dryden Rd West	Hill St	West End	OV L	\$24,028
02480-000000	200.00	Dunbar St	Ester St	South End	OV L	\$50,484
02590-000000	39.00	Edinburgh St	Laura Ave	Homewood Ave	SSOL	\$16,660
02690-000000	700.00	Elizabeth Cr	Old Hwy 69N (Cap)	Gauthier St	OV L	\$134,729
02810-000000	90.00	Eric Court	Gateway Dr	North End	SSOL	\$40,848
02815-000000	137.00	Erie St	Mckim St	Cpr Tracks	SSOL	\$39,902
02850-000000	211.00	Ester St	Hulda St	Long Lake Rd	OV L	\$53,260
02880-000000	200.00	Eva St (NC)	Oneil Dr	South End	SSOL	\$104,657
03410-000000	91.00	Garnier St	Laforest St	West End	SSOL	\$26,504
03435-000000	219.00	Gaston Ave	Alexander St	Eugene St	OV L	\$42,151
03585-000000	210.00	Glen St	Ronald Cr	South End	OV L	\$41,081
03615-000000	200.00	Glenn St (V/E)	Old Hwy 69N (Cap)	Maurice St	OV L	\$38,494
03675-000000	254.00	Gordon Ave	Lasalle Blvd	Crescent Park Rd	OV L	\$56,100
03715-000000	683.00	Granite St	Mckim St	Mckim St	SSOL	\$328,227
03755-000000	320.00	Gravwood Dr	Lansing Ave	West End	SSOL	\$170,868
03760-000000	300.00	Green Ave	Algonquin Rd	South End	SSOL	\$87,376
03870-001142	300.00	Hanna Ave (Cap)	Beech Cr	Balsam Cr	SSOL	\$116,938
03905-000000	500.00	Harold Cr	Diane St	Diane St	OV L	\$96,235
03925-000000	200.00	Harry St	Velma St	West End	OV L	\$38,494

**Programme Report by Year (Filtered)**

03935-000000	100.00	Harty St	Huida St	East End	OV L	\$25,242
03995-000000	200.00	Helens Point	St Charles Lake Rd	South End	OV L	\$50,484
04015-000000	137.00	Hemlock St (Sud)	Regent St	Lorne St	SSOL	\$58,522
04080-000000	91.00	Hickory St	Beatty St	West End	SSOL	\$26,504
04225-000000	100.00	Hope St (Sud)	South End	Huron St	SSOL	\$29,125
04370-000403	43.00	Irving St	Tuddenham Ave	West End	SSOL	\$12,524
04450-000000	79.00	Janmar Court	Southview Dr	Delwood Court	SSOL	\$37,965
04500-000000	220.00	Jessie St	Hillcrest Dr	Patricia St	OV L	\$43,037
04590-000000	100.00	Josephine St (VE)	Old Hwy 69N (Cap)	Macmillan Dr	SSOL	\$45,387
04910-000000	100.00	Kristi Court (Sud)	Latimer Cr	North End	SSOL	\$48,057
05175-000000	208.00	Larch St (Sud)	Brady St	Paris St	SSOL	\$122,171
05200-000278	511.00	Laren St	0.2 km East Of Roseland Dr	Wahnapitae River	OV L	\$98,352
05210-000000	487.00	Larocque Ave	Dominion Dr	North End	OV L	\$93,733
05300-000000	210.00	Laval St (Sud)	Regent St	East End	OV L	\$53,008
05375-000000	500.00	Legion Cr	Mine Rd	Lindsley St South	SSOL	\$213,585
05570-000000	200.00	Lombardy St	Diorite St West	Diorite St East	SSOL	\$51,260
05725-000000	180.00	Mae St	Alexander St	South End	SSOL	\$43,906
05860-000232	244.00	Maple St (Sud)	West End	Stanley St	SSOL	\$104,230
06010-000000	240.00	Martilla Dr	Regent St	East End	OV L	\$60,581
06085-000000	400.00	Maurice St (VE)	Old Hwy 69N (Cap)	Glenn St	OV L	\$76,988
06140-000000	270.00	Mckinnon St	Bancroft Dr	North End	OV L	\$68,153
06145-000000	320.00	Mclean St	West End	East End	OV L	\$67,648
06165-000211	96.00	Mcnaughton Terrace	Annie St	East End	OV L	\$24,232
06190-000000	200.00	Medical Centre Rd	Errington Ave	Anna St	SSOL	\$79,027
06290-000000	360.00	Miller St	Main St	South End	OV L	\$76,104
06400-001400	3,600.00	Montee Principale	RR 35	RR 15	OV L	\$439,063
06640-000000	216.00	Neelon Ave	Bancroft Dr	South End	OV L	\$54,522
06705-000000	200.00	Nickel St (NC)	William Ave	West End	SSOL	\$111,064
06770-000000	200.00	Norma St	Sunnyside Rd	Sunnyside Rd	OV L	\$44,173
06785-000000	157.00	Norman St	Ontario St	Mcleod St	OV L	\$39,630
06820-000000	175.00	North St	Caruso St	0.18 km East of Caruso St	OV L	\$37,547
07025-000000	500.00	Oneil Dr	Garson Coniston Rd	Margaret St	SSOL	\$242,953
07165-000000	100.00	Park Ave (Cap)	Hemlock St	Field St	SSOL	\$43,251
07220-000100	168.00	Parkwood St	Pine St	Maple St	SSOL	\$71,765
07230-000000	100.00	Patricia St (NC)	Old Skead Rd	West End	SSOL	\$17,839
07480-000000	772.00	Pine St (Sud)	West End	Beatty St	SSOL	\$465,808
07525-000000	110.00	Polvi St	Hillcrest Dr	Laura Ave	OV L	\$21,519
07555-000000	168.00	Poplar St (Sud)	Beatty St	Stanley St	SSOL	\$71,765
07730-000000	181.00	Randolph St (Cap)	Stull St	Foch St	OV L	\$36,550
07740-000000	460.00	Randolph St (Wal)	Fairbanks Lake Rd	Albert St	OV L	\$87,085
07915-000000	168.00	Rio Rd	Selkirk St	West End	SSOL	\$71,765
08095-000000	260.00	Roland St	Lauzon Ave	Atlee Ave	OV L	\$65,629
08155-000000	523.00	Roseland Dr	Mountain View Rd	Laren St	OV L	\$100,662
08195-000000	50.00	Royal Court	Imperial Dr	East End	SSOL	\$23,227

Analysis Set: ASET\_LOC

**Programme Report by Year (Filtered)**

Budget Scenario: 10 Mil/yr

08385-000000	550.00	Scenic Dr	Valleyview Rd	South End	OV L	\$68,080
08395-000000	150.00	School Lane	McDougal St	Rule St	OV L	\$25,084
08745-002300	3,200.00	South Shore Rd	2.3 km North of Southshore Rd	Tilton Lake Rd	OV L	\$314,553
08800-000100	200.00	Spruce St (NC - Gar)	Birch St	Church St	SSOL	\$71,357
09040-000000	67.00	Stanley St (Sud)	North End	Poplar St	SSOL	\$19,514
09050-000000	80.00	Stanyon St	Oconner St	Edinburgh St	SSOL	\$34,174
09310-000000	229.00	Temperance St	Balsam St	Poland St	SSOL	\$97,822
09385-000000	150.00	Thomas St (Wal)	North End	South End	OV L	\$28,870
09390-000000	152.00	Thompson St	McNeil Blvd	South End	SSOL	\$64,930
09410-004454	1,100.00	Tilton Lake Rd	Pine Hill Rd	Eden Twp Rd	OV L	\$126,149
09505-000000	100.00	Tuscany Trail	Algonquin Rd	Vintage Way	SSOL	\$42,717
09620-000000	260.00	Victor St	Bancroft Dr	Mildred St	OV L	\$65,629
09625-000000	300.00	Victoria St (NC)	Orell St	Devuona St	SSOL	\$145,772
09660-000000	40.00	Viscount Place	Downland Ave	West End	SSOL	\$19,223
09725-000000	200.00	Walter St (Wal)	Ronald Cr	South End	OV L	\$37,863
09915-000000	230.00	William Ave (Sud)	Hawthorne Dr	Gemmell St	SSOL	\$66,988
	37,103.00					\$8,753,929
<b>Grand Total</b>	<b>331,045.00</b>					<b>\$91,240,590</b>

# Managers' Reports

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# Request for Recommendation Finance Committee

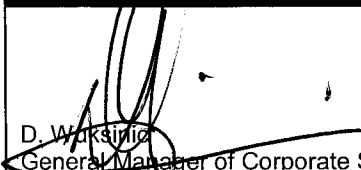


Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 26, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
2004 Restated Roads, Water and Wastewater Capital Programs

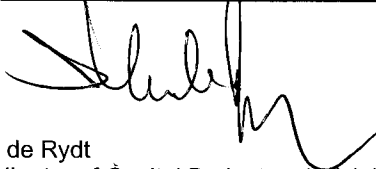
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<p>Whereas Council, by Finance Resolution 2004-02, previously approved the Roads, Water and Wastewater Capital Program to allow those projects to proceed in a timely fashion; and</p> <p>Whereas the Federal Government has now provided an additional GST recovery which effectively rebates the entire amount of GST to the municipality;</p> <p>Now therefore it is recommended that the previous resolution 2004-02 be rescinded; and the 2004 Roads, Water and Wastewater Capital Program be approved as follows:</p>	
<input checked="" type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 D. Waksini General Manager of Corporate Services

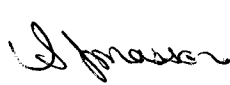
Recommended by the C.A.O.
 M. Mieto Chief Administrative Officer

**Report Prepared By**



J. Van de Rydt  
Co-Ordinator of Capital Budget and Risk Management

**Division Review**



S. Jonasson  
Director of Finance/City Treasurer

Roads	\$ 9,029,950
Municipal Road 35	2,037,000
Water	8,008,400
Wastewater	<u>6,198,600</u>
<b>TOTAL ROADS, WATER AND WASTEWATER CAPITAL PROGRAM</b>	<b>\$ <u>25,273,950</u></b>

with funding provided as follows:

Contribution from Current	
Roads	\$ 11,066,950
Water	7,052,150
Wastewater	6,712,340
Contribution from Capital Financing	
Reserve Fund - Water	956,250
Contribution to Capital Financing Reserve Fund - Wastewater	<u>(513,740)</u>
<b>TOTAL FUNDING</b>	<b>\$ <u>25,273,950</u></b>

**BACKGROUND**

The Finance Committee previously approved the capital spending estimates for these programs at their January 24, 2004 meeting and passed Resolution 2004-02 to allow these projects to proceed in a timely fashion. Since that date, the Federal Government announced a 100 per cent GST rebate for municipalities and included this measure in the Federal Budget introduced March 23, 2004.

The capital funding envelopes for all capital program spending estimates were subsequently reviewed and the GST component of \$561,000 has been removed (save Water and Wastewater). Since the Water and Wastewater rates for 2004 have already been set, the GST component in the Water and Wastewater capital program has been reallocated to their Capital Financing Reserve Funds.

The restated 2004 Roads, Water and Wastewater capital programs are attached as is the previous Finance Committee resolution.

Item 7  
2004 Base Capital  
Budget

Report dated 2004-01-22, with attachments, from the General Manager of Corporate Services regarding 2004 Base Capital Budget was received.

The Finance Committee discussed the need for borrowing and whether this was feasible. They discussed the need for road construction, sewer repair and other revenue options such as assessment and development growth and to look at our infrastructure in order to allow for development, before the City borrows money.

The Chair stated that it was important to address capital items such as road construction for 2004 and reach a decision in order for Public Works to go forward with tendering.

The following recommendation was presented:

2004-02 Gainer-Courtemanche: THAT the Roads, Water and Wastewater programs for 2004, as identified on pages 108 to 113 of the Finance Committee Agenda of January 24, 2004 be approved as follows:

Roads .....	\$ 9,309,205	
Water .....	8,220,000	
Wastewater .....	6,400,000	
plus the continuation of Municipal Road 35 .....	<u>2,100,000</u>	(previously committed)
Totalling .....	<u>\$26,029,250</u>	

and THAT funding be provided as follows:

Contribution from Current

Roads .....	\$11,409,250
Water .....	7,052,150
Wastewater .....	6,712,340

Contribution from Capital Financing

Reserve Fund - Water .....	1,167,850
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Contribution to Capital

Financing Reserve Fund - Wastewater .	<u>&lt;312,340&gt;</u>
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Totalling .....	<u>\$26,029,250</u>
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CITY OF GREATER SUBBURY

2004 CAPITAL PROJECTS

FUNDING SOURCES

CAPITAL ENVELOPE	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Reallocated Capital and Other Recoveries	Total Funded	Unfinanced Project Costs
<b>Citizens and Leisure</b>							
Library	\$325,000	\$200,000	\$125,000 1			\$325,000	\$0
Community Improvement Plan	200,000	200,000				200,000	0
Neighbourhood Participation Projects	150,000	150,000				150,000	0
General	7,508,700	463,280		\$25,000	\$50,000	538,280	6,970,420
Cemetery	250,000		250,000 2			250,000	0
Transit	180,000		180,000 3			180,000	0
Parking	110,000		110,000 4			110,000	0
<b>Subtotal</b>	<b>8,723,700</b>	<b>1,013,280</b>	<b>665,000</b>	<b>25,000</b>	<b>50,000</b>	<b>1,753,280</b>	<b>6,970,420</b>
<b>Corporate Services</b>							
Corporate Infrastructure	302,040	302,040				302,040	0
Information Technology	598,900	98,900				98,900	500,000
Community Support Projects	1,000,000	1,000,000				1,000,000	0
<b>Subtotal</b>	<b>1,900,940</b>	<b>1,400,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,940</b>	<b>500,000</b>
<b>Economic Development</b>							
	813,890	813,890	0	0	0	813,890	0
<b>Emergency Services</b>							
Fire and EMS	6,000,960	179,820	1,327,739 3,5	\$53,401		1,560,960	4,440,000
<b>Health and Social Services</b>							
	1,072,940	672,940	0	0	400,000	1,072,940	0
<b>Police Services</b>							
	3,223,900	473,660	1,178,500 6	0	200,000	1,852,160	1,371,740
<b>Public Works</b>							
Buildings	3,558,150	1,882,650				1,882,650	1,675,500
Roads & Drainage	9,029,950	9,029,950				9,029,950	0
Municipal Road 35	2,037,000	2,037,000				2,037,000	0
Water	8,008,400	7,052,150	956,250 7			8,008,400	0
Wastewater	6,198,600	6,712,340	(513,740) 8			6,198,600	0
Solid Waste	2,889,400	989,400	1,900,000 9			2,889,400	0
Fleet and Equipment	3,052,000		3,052,000 3			3,052,000	0
<b>Subtotal</b>	<b>34,773,500</b>	<b>27,703,490</b>	<b>5,394,510</b>	<b>0</b>	<b>0</b>	<b>33,098,000</b>	<b>1,675,500</b>
<b>2004 TOTAL:</b>	<b>\$56,509,830</b>	<b>\$32,258,020</b>	<b>\$8,565,749</b>	<b>\$78,401</b>	<b>\$650,000</b>	<b>\$41,552,170</b>	<b>\$14,957,660</b>

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
<u>Structures</u>								
Completion of 2003 Projects	MR 55 @ Big Nickel	\$ 150,000	\$ 150,000				\$ 150,000	\$ -
Paris Street Bridge over CPR Main Line PH II	Structure Upgrading	2,200,000	2,200,000				2,200,000	0
Engineering Consultant Analysis/Spot Upgrading	Various	150,000	150,000				150,000	0
<u>Storm Drainage Improvements</u>								
Ash/Pine/Birch	Replace Deficient System	120,000	120,000				120,000	0
Paquette Storm Outlet	Frost to Elmview	280,000	280,000				280,000	0
Albert Storm Outlet	Replace Deficient System	20,000	20,000				20,000	0
Firmin Street Storm Outlet		40,000	40,000				40,000	0
Mary Street	Replace Deficient System	20,000	20,000				20,000	0
Elm Street Storm Outlet	at City Owned Parking Lot	60,000	60,000				60,000	0
Paris Street Storm Outlet	David/Naughton	50,000	50,000				50,000	0
McCrea Heights S.S.	Drainage Outlet	60,000	60,000				60,000	0
Spot Improvements/Drainage Study	Various	50,000	50,000				50,000	0
<u>Sidewalks &amp; Walkways</u>								
Completion of 2003 Program								
St. Joseph	Edward to Edward	60,000	60,000				60,000	0
Armand	Edward to Edward	110,000	110,000				110,000	0
Dennie	Sellwood to Lincoln	96,000	96,000				96,000	0
Gemmell	Danforth to Westmount	18,000	18,000				18,000	0
Walter	Edward to William	36,000	36,000				36,000	0
Westview	at MR 55	26,000	26,000				26,000	0
Main	Confederation School to Frappier	18,000	18,000				18,000	0
Frappier	Main to Elizabeth Centre Entrance	65,000	65,000				65,000	0
	New Sidewalk						0	0
Attlee		9,000	9,000				9,000	0
Main	Stonagate to Westmount, New Sidewalk	15,000	15,000				15,000	0
	Martin to Menard, New Sidewalk	15,000	15,000				15,000	0

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
Spruce	Gilman to Barlow	\$ 7,000	\$ 7,000				\$ 7,000	\$ -
Orell	House #177 to Ravina	20,000	20,000				20,000	0
Levack	Various	10,000	10,000				10,000	0
Hanna	Mitchell to Crescent	25,000	25,000				25,000	0
Bonnie/Deborah	Field to East End	50,000	50,000				50,000	0
St. Raphael	Stairway Extension	20,000	20,000				20,000	0
Downland	Gemmill	22,000	22,000				22,000	0
Downtown Lockstone Repair	Various	20,000	20,000				20,000	0
Paraplegic Ramps	Various	30,000	30,000				30,000	0
<b><u>New Street Lights</u></b>								
Gravel Drive, House #1687		1,300	1,300				1,300	0
Keast Drive, Pole S7166, S7168		1,600	1,600				1,600	0
McKenzie, House #3119		1,300	1,300				1,300	0
Poplar Street, Pole B18670, B18673		2,600	2,600				2,600	0
Niemi Road, House #21		1,300	1,300				1,300	0
Marlene, House #4339		1,300	1,300				1,300	0
Kantola Road, House #393, #405		2,600	2,600				2,600	0
Goodwill, House #569		1,300	1,300				1,300	0
Gravel Drive, House #1030		1,300	1,300				1,300	0
Hesta Street, Two Lights for Street		2,600	2,600				2,600	0
St. Laurent, House #3348, #3358		2,600	2,600				2,600	0
South Bay, Between Keast and Arlington		2,600	2,600				2,600	0
2 Lights		1,600	1,600				1,600	0
Sequin Street, House #358		1,300	1,300				1,300	0
Street Light System Upgrades		175,000	175,000				175,000	0
Traffic Signals		70,000	70,000				70,000	0

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2004 Roads & Drainage Capital Projects

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
		\$	\$				\$	\$
<b>Roads</b>								
Completion of 2003 Program		200,000	200,000				200,000	-
Paris Street Upgrading	5th Lane/Overlay Walford to Paris	2,000,000	2,000,000				2,000,000	0
LaSalle Blvd. Upgrading	Allee Avenue to Barrydowne Road	1,100,000	1,100,000				1,100,000	0
Notre Dame Avenue	Phase II	100,000	100,000				100,000	0
Valleyview Drive	Phase II	100,000	100,000				100,000	0
Belisle Drive	Valleyview to .7 km north	100,000	100,000				100,000	0
Garson/Coniston	Spot	100,000	100,000				100,000	0
Penage Lake Road	Spot	100,000	100,000				100,000	0
Regent Street	Paris to Loach's Road North Side	150,000	150,000				150,000	0
Moonlight Avenue	2003 Limit to Kingsway	80,000	80,000				80,000	0
St. Joseph Street	Phase II, Completion 2003 Project	100,000	100,000				100,000	0
High Street	Larch Street, Westerly	50,000	50,000				50,000	0
Armand Crescent	Edward Avenue to Edward Avenue	60,000	60,000				60,000	0
Dennie Street	Sellwood Street to Lincoln Crescent	60,000	60,000				60,000	0
Oak Street	Hanna to North Leg	20,000	20,000				20,000	0
Orner	Hwy. 144 to Balfour	15,000	15,000				15,000	0
MR 15	Railway Crossing to Bonin	15,000	15,000				15,000	0
CKSO Road	Goodview to Leedale	110,000	110,000				110,000	0
Henri Street	Overlap with 2003 Watermain Work	60,000	60,000				60,000	0
Gemmell Street	Danford Avenue to Westmount Avenue	20,000	20,000				20,000	0
Treeview	Grade/Overlay	40,000	40,000				40,000	0
Elgin Street		45,000	45,000				45,000	0
<b>Other</b>								
Normand street	cul-de-sac	45,000	45,000				45,000	0
Harry street	cul-de-sac	20,000	20,000				20,000	0
Bonnie drive	turning circle and grade adjustments	60,000	60,000				60,000	0
Storm water Official Plan review		30,000	30,000				30,000	0

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
	Transportation Official Plan review	\$ 25,000	\$ 25,000				\$ 25,000	\$ -
	Algonquin road drainage study	30,000	30,000				30,000	0
	Crack sealing	100,000	100,000				100,000	0
	Elgin street phase 2	45,000	45,000				45,000	0
	Contingencies and water, wastewater works	189,550	189,550				189,550	0
	<b>GST Adjustment</b>	(279,300)	(279,300)				(279,300)	0
	<b>TOTAL ROADS AND DRAINAGE, 2004</b>	<b>\$ 9,029,950</b>	<b>\$ 9,029,950</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,029,950</b>	<b>\$ -</b>
	<b>MUNICIPAL ROAD 35</b>							
	Previously Approved	\$ 2,100,000	\$ 2,100,000				\$ 2,100,000	\$ -
	<b>GST Adjustment</b>	(63,000)	(63,000)				(63,000)	0
	<b>MUNICIPAL ROAD 35, 2004</b>	<b>\$ 2,037,000</b>	<b>\$ 2,037,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,037,000</b>	<b>\$ -</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL WATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	Total Funded	UNFINANCED COSTS
Southview - 12" - Martindale to Fernwood (#2 by number of breaks)	\$1,130,000						
Regent St - Access to Herold - 12" (commitment to ORC)	280,000						
Long Lake Road - Fire Hall to Alice - 24" (Prior to road project by developer)	450,000						
Operating Manuals	200,000						
Water Upgrade with road program	200,000						
Bruyere - Morin to east end (to eliminate 2" main)	100,000						
Whittaker - South of Struthers (to eliminate 2" main)	65,000						
MR 84 - M Well to Hannah	500,000						
8th Ave and 7th ave Lively (to eliminate 2" main)	300,000						
Levack water supply	500,000						
Falconbrige water supply	75,000						
Valley east water upgrades, compliance	1,000,000						
Capreol water supply	2,400,000						
Walden & Dowling, tank repairs	100,000						
Wanapitae WTP compliance upgrades	500,000						
SCADA upgrades	100,000						
Operating manuals & as-builts	100,000						
Contingencies	220,000						
<b>GST Adjustment</b>	-211,600						
<b>TOTAL WATER, 2004</b>	<b>\$8,008,400</b>	<b>\$7,052,150</b>	<b>\$956,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,008,400</b>	<b>\$0</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL WASTEWATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	Total Funded	UNFINANCED COSTS
South End Rock Tunnel	\$1,600,000						
Operating Manuals	200,000						
Paris Street (with road program)	100,000						
Sewer Upgrade with road program	300,000						
I&I Reduction / Relining	200,000						
Sudbury WWTP, workshop and clarifiers	1,650,000						
Lively WWTP, expansion design	1,300,000						
Sludge/energy design	100,000						
Rerate Azilda and Chelmsford WWTP	200,000						
Lift station upgrades	150,000						
St. Charles lift station upgrade	150,000						
Scada upgrades	100,000						
Operating manuals and as-builts	100,000						
Energy management	50,000						
Contingencies	200,000						
<b>GST Adjustment</b>	-201,400						
<b>TOTAL WASTEWATER, 2004</b>	<b>\$6,198,600</b>	<b>\$6,712,340</b>	<b>-\$513,740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,198,600</b>	<b>\$0</b>

# Request for Recommendation Finance Committee

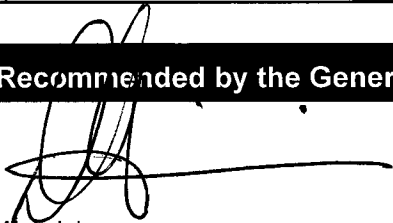


Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 26, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
2004 Capital Programs (Other than Roads, Water and Wastewater)

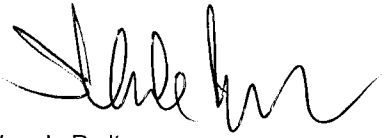
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<p>Whereas the Finance Committee has already approved the 2004 Roads, Water and Wastewater Capital Programs;</p> <p>It is therefore recommended that the balance of the 2004 capital programs for Citizens and Leisure, Corporate Services, Economic Development and Planning, Emergency Services, Health and Social Services, Police Services and Public Works: Buildings, Solid Waste and Fleet and Equipment be approved as follows:</p>	
<input checked="" type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 D. Wuksinic General Manager of Corporate Services

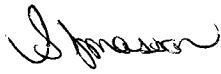
Recommended by the C.A.O.
 M. Mieto Chief Administrative Officer

**Report Prepared By**



J. Van de Rydt  
Co-Ordinator of Capital Budget and Risk Management

**Division Review**



S. Jonasson  
Director of Finance/City Treasurer

Citizens and Leisure	Library	\$ 325,000
	Community Improvement Plan	200,000
	Neighbourhood Participation Projects	150,000
	General	538,280
	Cemetery	250,000
	Transit	180,000
	Parking	110,000
Corporate Services	Corporate Infrastructure	302,040
	Information Technology	98,900
	Community Support Projects	1,000,000
Economic Development & Planning		813,890
Emergency Services		1,560,960
Health & Social Services		1,072,940
Police Services		1,852,160
Public Works	Buildings	1,882,650
	Solid Waste	2,889,400
	Fleet & Equipment	<u>3,052,000</u>
<b>TOTAL CAPITAL PROGRAMS</b> (Other than Roads, Water and Wastewater)		<b>\$ <u>16,278,220</u></b>

with funding to be provided as follows:

Current Fund - Capital Envelopes		\$ 7,426,580
Reserves & Reserve Funds		
1. Library Reserve Fund	125,000	
2. Cemetery Reserve Fund	250,000	
3. Reserve Fund - Equipment Replacement	3,627,000	
4. Parking Reserve Fund	110,000	
5. Reserve Fund - Emergency Services Ambulance	932,739	
6. Reserve Fund - Equipment Replacement - Police	1,038,500	
Capital Financing Reserve Fund - Police	140,000	
9. Capital Financing Reserve Fund - Solid Waste	<u>1,900,000</u>	8,123,239
Grant or Subsidies		78,401
Reallocated Capital		600,000
Other Recoveries		<u>50,000</u>
<b>TOTAL FUNDING</b>		<b>\$ <u>16,278,220</u></b>

**BACKGROUND**

Attached are the proposed projects to be undertaken in 2004 by Citizens and Leisure Services, Corporate Services, Economic Development and Planning, Emergency Services, Health and Social Services, Police Services and Public Works capital programs for Buildings, Solid Waste and Fleet and Equipment.

For information, background reports for Economic Development, Corporate Services - Information Technology, and Police Services Board are appended. Also attached are the capital requests for the closed recreational facilities.

Council does not approve Police Services projects, it approves only the envelope. However, for information purposes, the Police Capital Projects are listed.

The total capital program for 2004 when combined with the Roads, Water and Wastewater capital programs total \$42,113,170, funded as follows:

Current Fund - Capital Envelopes		\$ 32,258,020
Reserves & Reserve Funds		
1. Library Reserve Fund	125,000	
2. Cemetery Reserve Fund	250,000	
3. Reserve Fund - Equipment Replacement	3,627,000	
4. Parking Reserve Fund	110,000	
5. Reserve Fund - Emergency Services Ambulance	932,739	
6. Reserve Fund - Equipment Replacement - Police	1,038,500	
Capital Financing Reserve Fund - Police	140,000	
7. Capital Financing Reserve Fund - Water	956,250	
8. Transfer to Capital Financing Reserve Fund - Wastewater	(513,740)	
9. Capital Financing Reserve Fund - Solid Waste	<u>1,900,000</u>	8,565,749
Grant or Subsidies		78,401
Reallocated Capital		600,000
Other Recoveries		<u>50,000</u>
<b>TOTAL FUNDING</b>		<b>\$ <u>41,552,170</u></b>

CITY OF GREATER SUDBURY

2004 CAPITAL PROJECTS

CAPITAL ENVELOPE	FUNDING SOURCES						Total Funded	Unfinanced Project Costs
	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Reallocated Capital and Other Recoveries			
<b>Citizens and Leisure</b>								
Library	\$325,000	\$200,000	\$125,000 <sup>1</sup>			\$325,000	\$0	
Community Improvement Plan	200,000	200,000				200,000	0	
Neighbourhood Participation Projects	150,000	150,000				150,000	0	
General	7,508,700	463,280		\$25,000	\$50,000	538,280	6,970,420	
Cemetery	250,000		250,000 <sup>2</sup>			250,000	0	
Transit	180,000		180,000 <sup>3</sup>			180,000	0	
Parking	110,000		110,000 <sup>4</sup>			110,000	0	
Subtotal	8,723,700	1,013,280	665,000	25,000	50,000	1,753,280	6,970,420	
<b>Corporate Services</b>								
Corporate Infrastructure	302,040	302,040				302,040	0	
Information Technology	598,900	98,900				98,900	500,000	
Community Support Projects	1,000,000	1,000,000				1,000,000	0	
Subtotal	1,900,940	1,400,940	0	0	0	1,400,940	500,000	
<b>Economic Development</b>								
Economic Development	813,890	813,890	0	0	0	813,890	0	
<b>Emergency Services</b>								
Fire and EMS	6,000,960	179,820	1,327,739 <sup>3,5</sup>	\$53,401	0	1,560,960	4,440,000	
<b>Health and Social Services</b>								
Health and Social Services	1,072,940	672,940	0	0	400,000	1,072,940	0	
<b>Police Services</b>								
Police Services	3,223,900	473,660	1,178,500 <sup>6</sup>	0	200,000	1,852,160	1,371,740	
<b>Public Works</b>								
Buildings	3,558,150	1,882,650				1,882,650	1,675,500	
Roads & Drainage	9,029,950	9,029,950				9,029,950	0	
Municipal Road 35	2,037,000	2,037,000				2,037,000	0	
Water	8,008,400	7,052,150	956,250 <sup>7</sup>			8,008,400	0	
Wastewater	6,198,600	6,712,340	(513,740) <sup>8</sup>			6,198,600	0	
Solid Waste	2,889,400	989,400	1,900,000 <sup>9</sup>			2,889,400	0	
Fleet and Equipment	3,052,000		3,052,000 <sup>3</sup>			3,052,000	0	
Subtotal	34,773,500	27,703,490	5,394,510	0	0	33,098,000	1,675,500	
<b>2004 TOTAL:</b>	\$56,509,830	\$32,258,020	\$8,565,749	\$78,401	\$650,000	\$41,552,170	\$14,957,660	

**CITIZEN AND LEISURE SERVICES DEPARTMENT**

**2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure**

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs	NOTES
<b>Library Projects</b>								
South Branch Expansion Phase I	\$325,000	\$200,000	\$125,000			\$325,000		
Total project cost \$975,000 over three years. Library Reserve Fund								
<b>Leisure Projects</b>								
Community Improvement Plans	\$200,000	\$200,000				\$200,000		
Neighbourhood Participation Projects	\$150,000	\$150,000				\$150,000		
Soccer Field Development	\$50,000	\$50,000				\$50,000		
*partnership l'ecole secondaire Catholique du sacre Coeur - Ref. By-Law 2003-233								
Leisure Parks/Open Space Master Plan	\$50,000	\$50,000				\$50,000		
*reference Resolution #2003-126								
Rotary Park Development	\$100,000	\$50,000		\$50,000		\$100,000		
Partnership with Rotary Clubs of Sudbury 50% each partner								
Memorial Wall	\$30,000	\$30,000				\$30,000		
*complete Memorial Wall at Memorial Park								

\*In June 2004 the Leisure Master Plan will be presented to Council. Recommendations from the Leisure Master Plan will be incorporated into the 2005 and subsequent years capital plans and may result in a change in projects in 2005 and 2006.

**2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Total Funded</b>	<b>Unfinanced Project Costs</b>	<b>NOTES</b>
Sports Fields/Facilities Enhancement -Partnership with HRDC	\$300,000	\$150,000		\$25,000 HRDC Funding		\$175,000	\$125,000	
Sudbury Arena/E.S.A. Upgrades -Upgrade Special Events electrical panel required by E.S.A.	\$20,000	\$20,000				\$20,000		
Land Acquisition/Trail Development -purchase lands necessary for community trail development	\$100,000	\$50,000				\$50,000	\$50,000	
Twin Pad Construction -Add one additional ice pad to Countryside Arena	\$5,000,000					\$0	\$5,000,000	
Arenas/Community Centre Upgrades -dressing room upgrades -storage/Sudbury Arena -rink board construction -door replacement -bleachers/public skating	\$1,600,000	\$47,290				\$47,290	\$1,552,710	

2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure

FUNDING SOURCES

Project Description	Project Costs	FUNDING SOURCES				Total Funded	Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries			
Playground Upgrades	\$100,000	\$47,290			\$47,290	\$52,710		
-purchase of new equipment								
-general landscaping								
-upgrades/outdoor rink/building								
<u>Lively Ski Hill</u>								
Facility Repair/Inspections	\$60,000					\$60,000		
Tow Upgrades	\$100,000					\$100,000		
Chalet Upgrades	\$30,000					\$30,000		
<b>GST Adjustment</b>	<b>-\$31,300</b>	<b>-\$31,300</b>			<b>-\$31,300</b>	<b>\$0</b>		
<b>Subtotal General</b>	<b>\$7,508,700</b>	<b>\$463,280</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$6,970,420</b>		
<b>2004 GRAND TOTAL:</b>	<b>\$8,183,700</b>	<b>\$1,013,280</b>	<b>\$125,000</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$6,970,420</b>		

**LIBRARIES AND CITIZEN SERVICES DEPARTMENT**

2004 Cemetery Services Capital Projects

Cemetery Services Capital is funded entirely from the Cemetery Reserve Fund  
 2004 Cemetery Reserve Fund Balance is \$430,000

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
Civic Memorial Cemetery Expansion	\$220,000		\$220,000			\$220,000	\$0
St. Joseph Cemetery Niche Wall	\$30,000		\$30,000			\$30,000	\$0
<b>2004 TOTAL:</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>

**CITIZEN AND LEISURE SERVICES**

**2004 Transit Services Capital Projects**

<b>FUNDING SOURCES</b>	
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Project Description	Project Costs	Capital Envelope	Reserve Funds	Reserves or Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
3 Bus Rebuilds	\$180,000		\$180,000			\$180,000	\$0
<b>2004 TOTAL:</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>

**TRANSPORTATION SERVICES DEPARTMENT**

2004 Parking Section Capital Projects

Parking Capital Projects are funded entirely from the Parking Reserve Fund  
 Parking Reserve Fund Balance as at January 13, 2004 is \$1,185,022.88.

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs	NOTES
Phase II resurfacing and drainage of Shaghnessy St. Parking Lot	\$110,000		\$110,000			\$110,000	\$0	
<b>2004 TOTAL:</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>	

**CORPORATE SERVICES  
2004 - 2006 CAPITAL BUDGET PROJECTS**  
2004 Corporate Services Capital Projects

**FUNDING SOURCES**

<u>Project Description</u>	<u>Project Costs</u>	<u>Capital Envelope</u>	<u>Reserves or Reserve Funds</u>	<u>Grants or Subsidies</u>	<u>Other Recoveries</u>	<u>Total Funded</u>	<u>Unfinanced Project Costs</u>	<u>NOTES</u>
<b>Corporate Infrastructure</b>								
Voice Mail System Upgrade	\$42,000	\$42,000				\$42,000	\$0	
Replace Central Printer and Docutech Backup	\$180,000	\$180,000				\$180,000	\$0	
Building Services Mobile Units	\$37,000	\$37,000				\$37,000	\$0	
Contingencies, TD Square, POA	\$52,340	\$52,340				\$52,340	\$0	
GST Adjustment	-\$9,300	-\$9,300				-\$9,300	\$0	
<b>Subtotal</b>	<b>\$302,040</b>	<b>\$302,040</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$302,040</b>	<b>\$0</b>	
<b>Information Technology</b>								
Additional Novell Licences	\$50,000	\$50,000				\$50,000	\$0	
Upgrade Phone System	\$52,000	\$52,000				\$52,000	\$0	
Geographic Information System	\$200,000					\$0	\$200,000	
Ortho-imagery and Mapping	\$300,000					\$0	\$300,000	
GST Adjustment	-\$3,100	-\$3,100				-\$3,100	\$0	
<b>Subtotal</b>	<b>\$598,900</b>	<b>\$98,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$98,900</b>	<b>\$500,000</b>	
<b>Community Support Projects</b>								
Sudbury Regional Hospital and Northeastern Ontario Cancer	\$1,000,000	\$1,000,000				\$1,000,000	\$0	
Other Support	\$20,000	\$20,000				\$20,000	\$0	
GST Adjustment	-\$20,000	-\$20,000				-\$20,000	\$0	
<b>Subtotal</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	
<b>2004 TOTAL:</b>	<b>\$1,900,940</b>	<b>\$1,400,940</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400,940</b>	<b>\$500,000</b>	



## **Long Term Capital Requirements - Information Technology**

### **Geographic Information System      \$1,000,000**

\$200,000 per annum over next 5 years is the capital necessary to develop a corporate Geographic Information System. This capital is primarily to support the development of information data bases and parcel fabric which would form the backbone of a working GIS. It is also required to support the IT computer hardware and software necessary to support this system.

Should the City enter into the GeoSmart Program to begin the development of a Corporate GIS a significant step will have been taken toward the development of this system with the City making a financial contribution of \$376,000. Once this City funding is accounted for, the GIS going forward component could be reduced to \$120,000 per annum for the next 5 years to secure the balance of the system requirements.

### **PEN Systems                              \$270,000**

Upgrading of the current PEN system tablets and associated hardware ( docking stations, digital cameras, keyboards, printers and mice for 8 inspectors has recently been costed at approximately \$40,000. Bylaw enforcement officers which are now in the Legal Division would also benefit for PEN software and tablets for their field inspections and complaint investigations.

Outfitting 8 bylaw enforcement officers is estimated to cost approximately \$40,000. As the Pen tablets are the inspectors computer system in the field, these systems require replacement on a three year cycle like any other employee desk top computer. An estimate of 80,000 - 90,000 for this replacement every three years is a reasonable long term capital expectation.

### **Ortho-imagery and Mapping      \$1,500,000**

The long term plan estimated \$2,000,000 for ortho-imagery and mapping over the next 10 years with \$300,000 per annum (2003-2007) and \$100,000 per annum (2008 - 2012)

At the present time our mapping products are paper based and therefore are costly to maintain, reproduce and store. As well, much of the information contained on these maps is quite outdated. The replacement product must be capable of providing current information and be easily updated, stored and accessed. Going with fully computerized products such as digital photography, topographic mapping and other vector map products allows for substantial efficiencies in map and data handling and information transfer.

The new digital products have universal application and will be utilized by a wide number of user groups including: planners, engineers, government ministries, conservation authority, mining companies, and the general public. Digital mapping is required for environmental applications, urban planning, Official Plan development, engineering design, economic development and public information.

A few examples to illustrate the potential useage include: (1) digital mapping products placed on the City website for potential developers or investors to utilize the information in selection of development site locations or tourism development (2) use in updating floodplain mapping by the Conservation Authority for the entire watershed, (3) integration into a corporate wide Geographic Information System for departments and public to self service (4) land use mapping and updating for Official and Local Area Plans, and (5) environmental impact assessments for engineering projects.

Recently the entire City was flown for color digital aerial photography at a scale of 1:40,000 (half metre accuracy). This is a starting reference point for more detailed flying and mapping work. What is now required is digital aerial black and white photography at a scale of 1:20,000 (20 centimetre accuracy) for the entire city. This has built into it, a digital terrain model which will superimpose contour mapping over all of the photography. The 2 metre contour interval will result in the City having the equivalent of 1:2,000 mapping in digital formats for a wide variety of uses. Once this base digital topographic mapping is completed more detailed aerial photography for specific projects can be flown at larger scales (1:12,000 or 1:6,000 or 1:3,000) for particular engineering project requirements (land fill sites, road or sewer and water projects). Once base mapping is obtained, costs for these subsequent specific projects will realize a 70% cost savings over original mapping as control factors will have been established.

Efficiencies which will result from this work include: much easier maintenance of map products, much faster application, and much easier distribution and sharing of information between multiple users. This will ultimately result in lower costs for the acquisition of every map product component.

A better projection of this envelope is the expenditure of \$200,000 per annum for 5 years and \$100,000 for the last 5 years. This is a reduction of \$500,000 in the Long Term Plan from original estimates based on recent pricing. The City may also be able to accelerate this work and reduce these amounts further by seeking partnership agreements with the MNR, NDCA and Mining Companies to complete all or sections of the program.

**ECONOMIC DEVELOPMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2004\_GSDC Capital Projects**

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs	NOTES
<b>Projects Recommended</b>								
Connect Ontario/GeoSmart Smart Sudbury Project	\$305,220	\$305,220				\$305,220	\$0	GSDC Approved Oct 8/03
Sudbury Area Mining and Supply Service Association (SAMSSA)	\$24,375	\$24,375				\$24,375	\$0	GSDC Approved Nov 12/03
Sudbury Theatre Centre Fundraising Feasibility Study	\$7,000	\$7,000				\$7,000	\$0	GSDC Approved Dec 11/03
Three Year Tourism Development Plan, Year 1	\$165,000	\$165,000				\$165,000	\$0	GSDC Approved Dec 11/03
Art Gallery of Sudbury Organizational strategic plan	\$2,000	\$2,000				\$2,000	\$0	GSDC Approved Jan 14/04
Bio-Gas Power Generation Facility, feasibility	\$20,000	\$20,000				\$20,000	\$0	GSDC Approved Jan 14/04
<b>Contingent Commitments</b>								
Sudbury Neutrino Observatory Outreach and P.R. Campaign Year 3 of 5	\$25,000	\$25,000				\$25,000	\$0	
Deep Mining Research Consortium, Year 2 of 5	\$40,000	\$40,000				\$40,000	\$0	
Music and Film in Motion, Year 3 of 3	\$50,000	\$50,000				\$50,000	\$0	
2004 Projects to be identified	\$200,495	\$200,495				\$200,495	\$0	
GST Adjustment	-\$25,200	-\$25,200				-\$25,200	\$0	
<b>2004 TOTAL:</b>	<b>\$813,890</b>	<b>\$813,890</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$813,890</b>	<b>\$0</b>	



## **ECONOMIC DEVELOPMENT CAPITAL ENVELOPE**

The Greater Sudbury Development Corporation, through its Community Economic Development (CED) Committee, receives requests for support for numerous initiatives and projects in the City of Greater Sudbury.

The Economic Development Capital Fund is used to support the projects that advance the objectives of the economic development strategic plan. The GSDC, after careful and thorough review, makes recommendations to Council on funding of specific projects. The required financial support is drawn from this fund.

Some commitments are one-time amounts, while others are multi-year commitments, subject to various annual conditions. The entire process is researched, recommended, and administered by the Economic Development Section.

It is anticipated that once adequate funding levels are achieved, the fund could also be used to offset development costs that result from specific economic development projects proposed by the private sector. These funds could offset some of the costs of upgrading infrastructure to support development projects.

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2004 Emergency Services Capital Projects**

Project Description	Project Costs	FUNDING SOURCES				Total Funded	Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries			
<b>Vehicles</b>								
Squirt 21	\$800,000		\$395,000		\$395,000	\$405,000		
Squirt 11	\$700,000				\$0	\$700,000		
Tanker 8	\$175,000				\$0	\$175,000		
Tanker 17	\$175,000				\$0	\$175,000		
Bush 3	\$150,000				\$0	\$150,000		
Bush 22	\$150,000				\$0	\$150,000		
Boat #1	\$25,000				\$0	\$25,000		
Boat #2	\$25,000				\$0	\$25,000		
Ambulance 5221	\$108,000		\$108,000		\$108,000	\$0		
Ambulance 5224	\$108,000		\$108,000		\$108,000	\$0		
Ambulance 5229	\$108,000		\$108,000		\$108,000	\$0		
Paramedic Response Unit	\$45,000		\$45,000		\$45,000	\$0		
ESU - B Remount	\$100,000		\$100,000		\$100,000	\$0		
EIMS Gator	\$33,350		\$18,342	\$15,008	\$33,350	\$0		
<b>TOTAL:</b>	<b>\$2,702,350</b>	<b>\$0</b>	<b>\$887,342</b>	<b>\$15,008</b>	<b>\$897,350</b>	<b>\$1,805,000</b>		Represents Contribution to Equipment Reserve Fund
<b>Equipment</b>								
SCBA	\$100,000				\$0	\$100,000		
Forestry Pumps	\$7,130				\$0	\$7,130		
Hale Pumps	\$14,938				\$0	\$14,938		
Stationary Generators	\$25,000				\$0	\$25,000		
Portable Generators	\$7,500				\$0	\$7,500		
4" Gate Valve	\$2,800				\$0	\$2,800		
Lanterns	\$1,380				\$0	\$1,380		
Suction Strainer	\$1,150				\$0	\$1,150		
Foam Eductors	\$7,532				\$0	\$7,532		
Chainsaws	\$7,650				\$0	\$7,650		
Recipro Saws	\$4,830				\$0	\$4,830		
Heavy Hydraulics	\$30,000				\$0	\$30,000		
Hand Tools	\$10,000				\$0	\$10,000		
45 mm Hose	\$15,476				\$0	\$15,476		
100 mm Hose	\$17,120				\$0	\$17,120		
Nozzles	\$16,284				\$0	\$16,284		
Leather Boots	\$25,000				\$0	\$25,000		
Immersion Suits	\$6,210				\$0	\$6,210		
Bunker Gear for Volunteers	\$600,000				\$0	\$600,000		
5 Upgrades to Defibrillators	\$66,125		\$66,125		\$66,125	\$0		
Defibrillator Equipment	\$41,850		\$41,850		\$41,850	\$0		
Proflex Stretcher @ 10	\$40,500		\$40,500		\$40,500	\$0		
<b>TOTAL:</b>	<b>\$1,048,475</b>	<b>\$0</b>	<b>\$148,475</b>	<b>\$0</b>	<b>\$148,475</b>	<b>\$900,000</b>		
<b>Project List</b>								
Bunker Gear - career staff	\$53,738		\$53,738		\$53,738	\$0		
Training - AlerTech	\$54,060		\$54,060		\$54,060	\$0		

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2004 Emergency Services Capital Projects**

Project Description	Project Costs	FUNDING SOURCES					Total Funded	Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries				
Thermal Imaging Camera	\$28,560	\$28,560				\$28,560	\$0		
Portable Radios	\$16,320	\$16,320				\$16,320	\$0		
Pagers	\$22,032	\$22,032				\$22,032	\$0		
Opticoms	\$10,710	\$10,710				\$10,710	\$0		
Penless Technology	\$250,000		\$250,000			\$250,000	\$0		
EMS Generator	\$32,565		\$17,910	\$14,655		\$32,565	\$0		
EMS Trailer	\$7,305		\$4,018	\$3,287		\$7,305	\$0		
Decontamination Shelter	\$17,407		\$9,573	\$7,833		\$17,406	\$1		
CBRN Team	\$20,000		\$11,000	\$9,000		\$20,000	\$0		
Public Awareness Equipment	\$8,038		\$4,421	\$3,618		\$8,039	-\$1		
Generator for Primary EOC	\$1,000,000					\$0	\$1,000,000		
GST Adjustment	-\$5,600	-\$5,600				-\$5,600	\$0		
<b>TOTAL:</b>	<b>\$1,515,135</b>	<b>\$179,820</b>	<b>\$296,922</b>	<b>\$38,393</b>	<b>\$0</b>	<b>\$515,135</b>	<b>\$1,000,000</b>		
<b>Facilities</b>									
Construction of Capreol Station - EMS/Fire	\$285,000					\$0	\$285,000		
Renovations to Various Stations (see notes)	\$450,000					\$0	\$450,000	Renovations to Leon, Minnow Lake, Van Home, Long Lake, Red Deer Lake, Beaver Lake, Whitefish, Skead & Garson Stations	
<b>TOTAL:</b>	<b>\$735,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$735,000</b>		
<b>2004 GRAND TOTAL:</b>	<b>\$6,000,960</b>	<b>\$179,820</b>	<b>\$1,327,739</b>	<b>\$53,401</b>	<b>\$0</b>	<b>\$1,560,960</b>	<b>\$4,440,000</b>		

**HEALTH AND SOCIAL SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2004 Capital Projects

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs	NOTES
<b>Pioneer Manor</b>								
Capital Redevelopment	\$693,740	\$693,740				\$693,740	\$0	
Replace Windows, Roof	400,000			400,000		\$400,000	\$0	
<b>GST Adjustment</b>	-\$20,800	-\$20,800				-\$20,800	\$0	
<b>TOTAL:</b>	<b>\$1,072,940</b>	<b>\$672,940</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$1,072,940</b>	<b>\$0</b>	

**Greater Sudbury Police Service**  
**2004 - 2006 CAPITAL BUDGET PROJECTS**  
**2004 Police Services Capital Projects**

**APPENDIX "A"**

Project Description	FUNDING SOURCES					Unfinanced Project Costs	NOTES
	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Vehicles</b>							
22 Marked Patrol Vehicles	\$675,000		\$675,000 <sup>1</sup>			\$675,000	<sup>1</sup> Police Equipment Reserve
4 Unmarked Vehicles	\$110,000		\$110,000			\$110,000	
2 4x4	\$85,000		\$85,000			\$85,000	
4 Snow Machines & Trailers	\$35,000		\$35,000			\$35,000	
1 Prisoner Transport Van	\$60,000		\$60,000			\$60,000	
1 Van	\$27,000		\$27,000			\$27,000	
1 Harley Davidson	\$25,000		\$25,000			\$25,000	
2 Dirt Bikes	\$15,000		\$15,000			\$15,000	
1 Boat	\$6,500		\$6,500			\$6,500	
<b>TOTAL:</b>	<b>\$1,038,500</b>	<b>\$0</b>	<b>\$1,038,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,038,500</b>	
Mobile Data	\$685,000						
Facility Renovations	\$500,000	\$223,260	\$140,000 <sup>2</sup>		\$200,000 <sup>3</sup>	\$563,260	\$121,740
Specialty Unit/Enforcement Supplies	\$50,000	\$50,000				\$50,000	\$500,000
Automation	\$50,000	\$50,000				\$50,000	
Leasehold Improvements	\$40,000	\$40,000				\$40,000	
Security/Camera System	\$50,000	\$50,000				\$50,000	
Communications Reserve	\$75,000	\$75,000				\$75,000	\$750,000
Communications	\$75,000	\$75,000				\$75,000	
<b>GST Adjustment</b>	<b>-\$14,600</b>	<b>-\$14,600</b>				<b>-\$14,600</b>	<b>\$0</b>
<b>TOTAL:</b>	<b>\$2,185,400</b>	<b>\$473,660</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$613,660</b>	<b>\$1,371,740</b>
<b>2004 GRAND TOTAL:</b>	<b>\$3,223,900</b>	<b>\$473,660</b>	<b>\$1,178,500</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,852,160</b>	<b>\$1,371,740</b>

<sup>1</sup> Police Reserve - Subject to Board Approval. Will leave approximately \$40,000 for unforeseen capital needs  
<sup>2</sup> Other Recoveries: 2003 Capital

## **GREATER SUDBURY POLICE SERVICES BOARD CAPITAL PLAN 2004 - 2006**

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### **BACKGROUND**

The Greater Sudbury Police Service is committed to providing quality policing in partnership with our community. With a vision to be recognized by our members, community and peers as a progressive, innovative leader in policing, the Service has made great strides in responding and reacting to emerging trends and issues. In recent years, improvements have been made with respect to police facilities, both the main headquarters and storefront locations throughout our City. With the creation of the new City of Greater Sudbury, the voice radio infrastructure was once again enhanced and expanded so as to provide communication coverage throughout the entire area for police, fire and transit services. In 2003, the final stage of the system was finalized and turned on. Fire Services are now making modifications and upgrades to the existing system so as to improve dispatch services that are provided through the Police Communication Centre.

The delivery of police services has been improved through the implementation and integration of technology into all facets of business operations. These include applications in the areas of Records Management Systems, Computer Aided Dispatch, and Closed Circuit Television monitoring and highly sophisticated security systems. Ongoing investment in this area has been and continues to be required in the area of automation and requires capital dollars to support such initiatives.

In prior years, most notably from 1997 to 2002, a significant amount of the police capital envelope was dedicated to financing primarily the West Tower construction project and the Voice Radio System for the purpose of expanding coverage. Now, with capital financing coming available, plans to continue expanding technological applications has been identified as a priority, specifically the implementation of Mobile Work Stations in patrol cars.

Previously, the Police Services Board approved a five-year capital priority list for the period 2002 to 2006, recognizing that this Plan may be adjusted to meet emerging trends, needs or unanticipated expenditures. This was developed in the context of Council's Capital Policy which recommended that mechanisms for establishing five-year priority lists for each envelope be established and brought forward for approval by September 30, 2001 and that these lists be updated annually thereafter.

For several years, on an annual basis through the Police Operating Budget a total of \$537,530 was contributed to the capital account. In this regard, multi-year capital forecasting was undertaken based on this annual allocation.

As part of 2002 budget deliberations, the contribution to the capital budget was reduced by \$2,000,000 on a corporate wide basis. This reduction target was prorated across the corporation with the police reduction identified at \$58,841. This resulted in the police capital envelope being reduced to \$478,689 annually.

In setting the multi-year capital spending priority list for 2004 to 2006, key projects and specific categories have been identified for which various projects are assigned as follows:

Vehicle Replacements  
Mobile Data Terminals  
Facility Renovations  
Specialty Unit/Enforcement Supplies  
Automation  
Leasehold Improvements  
Security Camera System  
Communication  
Communications Reserve

*(Refer to Appendix "A" for Financial Table)*

**Vehicles**

In 2003, following an extensive review by KPMG, the Police Service assumed responsibility for procurement and disposal of police vehicles. In this regard, an initial reserve was established based on the current value of the fleet. Annually, thereafter, this reserve is financed through contributions from the operating budget so as to ensure sufficient resources to maintain the fleet. During the initial years of transition, the City continues to receive vehicles based on a pre-existing two and three-year retention cycle. Effective 2003, vehicles will be purchased, utilized and disposed of solely by the police. It is anticipated that the reserve and the contributions to same through the operating budget and sale of used vehicles will ensure sufficient financing for vehicle acquisitions in each year.

In addition to these items, through the Long Term Financial Planning exercise, the need for a replacement of the mobile command centre was identified. During the Transition process, it was established that this unit should be the responsibility of the Emergency Services Division. To date, an application has been made through the Joint Emergency Preparedness Program for funding with the residual amounts to be financed between police, fire and EMS.

**Mobile Data Terminals**

Mobile Data Terminals or lap top computers, for use in police vehicles has been identified as a priority. The voice radio system along with the new computer aided dispatch system provides for wireless electronic computer communications directly to officers on the road through the use of mobile workstations, which will be installed in

Patrol cars. The advantages of such a system allow officers to get direct access to information from their vehicle, communicated electronically car to car and allows dispatchers to send officers in a timely manner and to deliver detailed information on-line, thus reducing on-air talk time. This on-scene access provides information necessary to apprehend criminals. The benefits of these systems are great in terms of efficiency, officer safety and more effective law enforcement. Cost estimates are now in at just over \$2 million. This project has been identified as a priority for financing during the 2004 to 2006 period.

### **Facility Renovations**

In 2003, the Police were advised that the City's Public Works Department required the Frobisher Dome for their purposes. This facility has been modified over the years tailored specifically for police use for the purpose of storing stolen property, records, fleet equipment and miscellaneous furnishings. To this end, the Board has initiated a review of available space. At the request of Council, the Board is currently examining another City owned location as an option which would see renovations so as to accommodate the above noted items. The project has since expanded to include a reallocation of certain divisions to enhance functionality and efficiencies. At this time, it is anticipated that approximately \$500,000 is required for this retrofit. Discussions are currently at a very preliminary stage with work with the architect currently underway.

### **Speciality Teams/Enforcement Supplies**

In ensuring and maintaining compliance with the Adequacy and Effectiveness Regulation, the Service has a number of speciality teams which require both operating and capital dollars. Units such as the tactical team, canine unit and public order unit have equipment needs for which capital dollars have been identified during the next five-year capital planning cycle. Equipment ranges from vehicle equipment to specialized night vision wear.

In addition in order to maximize the efficiency of the Tactical Unit, various speciality rifles, machine guns and associated weaponry equipment are required.

### **Automation**

Over the past several years, the Service has undertaken major initiatives in the area of automating office systems, internal security measures, records management and computer aided dispatch services. A number of software and hardware items have been required to effect these changes, which involve long-term funding requirements from capital budgets. Security of information systems is a top priority in law enforcement with capital resources dedicated to ensure security measures are in place and maintained. In order to ensure technology upgrades and new products are effected in the environment an ongoing commitment of capital dollars is required. During the next three years \$90,000 of non-specified monies have been identified for automation purposes.

**Leasehold Improvements**

The Service operates several storefront locations throughout the City. In order to ensure adequacy of these facilities, renovations and routine upgrades are necessary. During 2004 leasehold improvements are planned at main police headquarter in the front lobby so as to accommodate Victim Crisis and Referral Services (VCARS) and to improve space utilization in the front lobby and in the Central Records area. An annual allocation are set aside for miscellaneous leasehold improvements, particularly at various storefront locations, but does not include a provision for future major building project needs. This was again identified as part of the long-range financial plan, which we were advised forms part of the Public Works Plan.

**Security/Camera System**

Since having relocated police headquarters to the West Tower in 1996 and following the bombing of the former police headquarters in 1996, the building is under extensive video surveillance. Cameras are located in both Police Headquarters at the West Tower along with various areas throughout Tom Davies Square, including the underground parking garage. In order to effect security in the Police Tower, internal and external security systems have been installed as part of the overall Police Renovations project.

Specifically the system was designed so as to restrict general public access to and from the police facility. All external locks and access points are monitored with a security access code system and properly controlled access during off-peak times and weekends. A video surveillance system has been established on the interior for monitoring of inside general office spaces and most notably the secure area. In addition, police interview rooms are equipped. The exterior of the building is also being monitored via closed circuit T.V. so as to provide for both 7-24 live and taped monitoring facilities.

In addition, the Service operates the Lion's Eye in the Sky which provides an adjunct to core policing through the use of closed circuit TV throughout areas of the downtown.

Surveys indicate a high level of approval for Lion's Eye in the Sky, with 79% of individuals and 98% of businesses agreeing with video monitoring downtown. Crime statistics further confirm that the Lion's Eye in the Sky has been an effective means of both deterring and dealing with crime. In addition, the use of CCTV has played a role I enhancing the safety of officers working in the downtown area.

In 2003, as a result of aging equipment, the need for expansion and the necessity of maintaining a reliable system so as to ensure optimal functionality of the equipment resulted in the requirement for upgrades. To this end, a capital allocation had been identified to defray the costs associated with such upgrades. A total of \$240,000 was originally identified through the capital envelope over the next five years to finance both security and camera initiatives. The equipment has now been procured and is in the process of being installed. With final costing now known, financing has been adjusted and will require only an additional \$50,000 to complete the security project which has been included as part of the 2004 requirements.

**Communications/Communications Reserve**

Radio communications are the lifeline of the personnel of the Police. In 1994, Council approved the purchase of a state-of-the-art voice radio communications system that would allow multiple users to access tower sites, frequencies, etc. and to provide privacy of information transmitted so as scanners would not be able to intercept digitized transmissions.

Since its inception the system has undergone various levels of expansion. In 1997, in order to provide expanded signal coverage a capital expansion initiative was undertaken. In order to finance same, future year capital allocations were pre-committed to provide the financial resource. The final contribution of \$330,000 was made in 2002 which now has concluded financing for Phase II.

In order to meet ongoing equipment requirements associated with portable and mobile radio replacement and other associated equipment upgrades specific to the police only, an allocation of \$115,000 over the next three years has been identified.

As part of the long range financial planning undertaken by the City, the need for annual contributions toward the replacement of the radio system was identified. These contributions should be made annually so as to ensure an availability of finances to replace the system at a future date. It is pointed out that this is not included as part of the police capital envelope, but was identified as a corporate responsibility. To this end a contribution of \$750,000 annually is recommended to ensure sufficient resources at such time the system requires full replacement.

**SUMMARY**

As outlined, as part of the 2004 to 2006 Capital Budget process, a number of key projects and priorities have been identified. The spending plan has been developed based on anticipate capital needs by broad range categories. The current capital envelope of \$468,689 annually has been identified as one of the financing sources. The Police Reserve and 2003 unspent capital have also been identified to finance the initiatives. A significant amount in each year remains unfinanced at this time. Depending on availability of funds through other sources, consideration may be given to increasing the contribution to capital through the operating budget.

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects**

Location	Project Description	Project Costs	Capital Envelope	Reserves or Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
<b>Roofs</b>								
Falconbridge Community Centre-Pool	re-roofing as per Council Approval	\$ 140,000	\$ 140,000				\$ 140,000	
Garson Medical Centre	re-roofing - flat roof	\$ 50,000	\$ 50,000				\$ 50,000	
St. Clair Public Works Storage Bldg.	roof replacement	\$ 140,000	\$ 140,000				\$ 140,000	
Centennial Arena	metal roof retrofit - insulation	\$ 160,000	\$ 160,000				\$ 160,000	
Little Britain Tot Lot Fieldhouse	re-roofing - fascia	\$ 10,000	\$ 10,000				\$ 10,000	
Sunnyside Playground Centre	replace roofing / fascia	\$ 15,000	\$ 15,000				\$ 15,000	
Chelmsford Fire and EMS Station	re-roof (Administration)	\$ 65,000	\$ 65,000				\$ 65,000	
Onaping Community Centre / Pool	re-roofing - 2 sections (flat)	\$ 90,000	\$ 90,000				\$ 90,000	
Anderson Farm Complex	re-roofing / repairs	\$ 10,000	\$				\$	\$ 10,000
Walden Citizen Service Centre / Library	roof repairs - south wing	\$ 7,500	\$				\$	\$ 7,500
Welcome Centre - Hwy 69	roof repairs	\$ 5,000	\$				\$	\$ 5,000
Nickel Centre Garage / Storage	flat roof repairs	\$ 5,000	\$				\$	\$ 5,000
Copper Cliff Station	roof replacement	\$ 45,000	\$				\$	\$ 45,000
Ella Lake Park, Beach & Playground	shingles & sheeting @ canteen building	\$ 15,000	\$				\$	\$ 15,000
Lively Police Station	roofing replacement	\$ 35,000	\$				\$	\$ 35,000
White Water Lake Park	replace shingles, storage building	\$ 10,000	\$				\$	\$ 10,000
Millennium Resource Centre	re-roof flat section	\$ 80,000	\$				\$	\$ 80,000
AT&T Building	re-roofing	\$ 80,000	\$				\$	\$ 80,000
Gatchell Pool	roofing (flat roof)	\$ 40,000	\$				\$	\$ 40,000
Levack Warehouse 1	re-roofing	\$ 25,000	\$				\$	\$ 25,000
<b>SUBTOTAL</b>		<b>\$ 1,027,500.00</b>	<b>\$ 670,000</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 670,000.00</b>	<b>\$ 357,500.00</b>
<b>Building Shell</b>								
Antwerp Playground Fieldhouse	wall repair / shell upgrade	\$ 18,000	\$ 18,000				\$ 18,000	
Lonsdale Playground Fieldhouse	exterior shell improvements	\$ 10,000	\$ 10,000				\$ 10,000	
Falconbridge (Curling Club)	foundation repairs	\$ 20,000	\$ 20,000				\$ 20,000	
Centennial Arena	replace exit doors / repairs	\$ 15,000	\$ 15,000				\$ 15,000	
Howard Armstrong Recreation Centre	building shell repairs - Phase 1	\$ 100,000	\$ 100,000				\$ 100,000	
White Water Lake Park	storage building - interior / exterior repairs	\$ 20,000	\$ 20,000				\$ 20,000	
Val Caron Fire Hall	Overhead Doors	\$ 15,000	\$ 15,000				\$ 15,000	
Police - Coniston Storefront	shell improvement	\$ 15,000	\$ 15,000				\$ 15,000	
Coniston Arena / Community Centre	replace Zamboni overhead door	\$ 5,000	\$ 5,000				\$ 5,000	
Falconbridge Community Centre	exterior shell improvements	\$ 75,000	\$ 75,000				\$ 75,000	
Garson Arena / Community Centre	replace Zamboni overhead door	\$ 5,000	\$ 5,000				\$ 5,000	
Caumicheal Arena	rear exit doors / hardware	\$ 10,000	\$ 10,000				\$ 10,000	
Lively Fire Station	windows, insulation, energy retrofit	\$ 15,000	\$				\$	\$ 15,000
Centennial Arena	lobby entrance doors	\$ 8,000	\$				\$	\$ 8,000
VanHorne Station	windows	\$ 20,000	\$				\$	\$ 20,000
I.J. Coady Memorial Arena	shell improvement - exterior	\$ 15,000	\$				\$	\$ 15,000
Nickel District Pool	replace doors - handicap access	\$ 10,000	\$				\$	\$ 10,000

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects**

Location	Project Description	Project Costs	FUNDING SOURCES					Total Funded	Unfinanced Project Costs
			Capital Envelope	Reserve Funds	Grants or Subsidies	Other Recoveries			
Raymond Plourde Arena	replace exit / emergency doors	\$ 15,000						\$ 15,000	
Carmicheal Arena	Overhead door - ice resurfacer	\$ 5,000						\$ 5,000	
Carmicheal Arena	man door - mechanical room	\$ 5,000						\$ 5,000	
Ella Lake Park, Beach & Playground	canteen building repairs - windows & doors	\$ 10,000						\$ 10,000	
Camp Wassakwa Log Cabin	door replacement / boat storage building	\$ 5,000						\$ 5,000	
Civic Memorial Cemetery Garage	garage repairs	\$ 10,000						\$ 10,000	
<b>SUBTOTAL</b>		<b>\$426,000.00</b>	<b>\$308,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$118,000.00</b>	
<b>Mechanical</b>									
Capreol / Walden / various arenas	propane code update; ice melting pits	\$ 10,000	\$ 10,000					\$ 10,000	
Chelmsford Community Centre	Brine replacement (contaminated)	\$ 10,000	\$ 10,000					\$ 10,000	
Tom Davies Square Complex	Electrical / Security	\$ 20,000	\$ 20,000					\$ 20,000	
Capreol Community Centre & Arena	replace chillers	\$ 30,000	\$ 30,000					\$ 30,000	
Tom Davies Square	sprinkler system Phase II	\$ 100,000	\$ 100,000					\$ 100,000	
Various Locations	TSSA / various oil tank replacement	\$ 15,000	\$ 15,000					\$ 15,000	
Chelmsford Community Centre / Arena	Fire Alarm System	\$ 18,000	\$ 18,000					\$ 18,000	
Frobisher Operations Building	fuel pump upgrade	\$ 40,000	\$ 40,000					\$ 40,000	
Minnow Lake Place	heating system upgrade	\$ 15,000	\$ 15,000					\$ 15,000	
Leon Ave Station	Exhaust Ventilation System	\$ 20,000	\$ 20,000					\$ 20,000	
Countryside Arena	dehumidifier (2) units	\$ 32,000	\$ 32,000					\$ 32,000	
Onaping Community Centre / Pool	repair drain line (filtration)	\$ 5,000	\$ 5,000					\$ 5,000	
Sudbury Community Centre / Arena	building ventilation upgrade	\$ 30,000	\$ 30,000					\$ 30,000	
Coniston Arena / Community Centre	compressor replacement - UPGRADE	\$ 20,000	\$ 20,000					\$ 20,000	
Valley East Health Clinic - Town Hall	heating controls / upgrade	\$ 15,000	\$ 15,000					\$ 15,000	
McClelland Arena	spectator heaters	\$ 7,500	\$ 7,500					\$ 7,500	
Sudbury Community Centre / Arena	plant - electrical service upgrade	\$ 90,000	\$ 90,000					\$ 90,000	
Tom Davies Square	elevator controls - main access / foyer	\$ 100,000	\$ 100,000					\$ 100,000	
Coniston Library Building	automatic door opener / main door	\$ 8,000	\$ 8,000					\$ 8,000	
Sudbury Transit Garage	replace hoist	\$ 75,000	\$ 75,000					\$ 75,000	
Carmicheal Arena	replace chiller	\$ 35,000	\$ 35,000					\$ 35,000	
Lively Tennis Centre Building - Rink	furnace replacement	\$ 5,000	\$ 5,000					\$ 5,000	
Dr. Leclair Community Centre & Arena	heating - resurfacer storage room	\$ 5,000	\$ 5,000					\$ 5,000	
Dowling Civic Leisure Centre / Library	transient voltage suppression TVSS	\$ 7,500	\$ 7,500					\$ 7,500	
Centennial Arena	chiller / compressor repairs	\$ 35,000	\$ 35,000					\$ 35,000	
Tom Davies Square Complex	washroom upgrade	\$ 60,000	\$ 60,000					\$ 60,000	
Centennial Arena	Electrical panels	\$ 15,000	\$ 15,000					\$ 15,000	
Vermillion Lake Fire Station	heating system	\$ 9,000	\$ 9,000					\$ 9,000	
Carmicheal Arena	lighting upgrade - lobby	\$ 5,000	\$ 5,000					\$ 5,000	
Nickel District Pool	sump / pump system	\$ 5,000	\$ 5,000					\$ 5,000	
Gatchell Pool	pool filter system / pump & valves	\$ 50,000	\$ 50,000					\$ 50,000	
Onaping Community Centre / Pool	transient voltage suppression TVSS	\$ 7,500	\$ 7,500					\$ 7,500	
<b>SUBTOTAL</b>		<b>\$899,500.00</b>	<b>\$365,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$534,500.00</b>	

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects**

Location	Project Description	FUNDING SOURCES					Total Funded	Unfinanced Project Costs
		Project Costs	Capital Envelope	Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Miscellaneous</b>								
Code compliance - various locations	Code compliance - fire separation	\$ 30,000	\$ 30,000			\$ 30,000		
Barrier free - various locations	Ontario Disabilities Act - barrier free	\$ 25,000	\$ 25,000			\$ 25,000		
Onaping Medical Centre	Building Code Compliance	\$ 25,000	\$ 25,000			\$ 25,000		
Civic Memorial Cemetery	Garage / Flammable containment	\$ 40,000	\$ 40,000			\$ 40,000		
Bell Park Amphitheatre	washrooms @ amphitheatre	\$ 140,000	\$ 140,000			\$ 140,000		
Trillium Centre	kitchen - relocation upgrade	\$ 50,000	\$ 50,000			\$ 50,000		
Tom Davies Community Centre & Arena	rubber flooring / dressing rooms	\$ 30,000	\$ 30,000			\$ 30,000		
Onaping Community Centre / Pool	pool bottom repair / piping	\$ 80,000	\$ 80,000			\$ 80,000		
Tom Davies Community Centre & Arena	Door / hardware - exits	\$ 10,000	\$ 10,000			\$ 10,000		
Raymond Plourde Arena	storage building	\$ 300,000	\$ 300,000			\$ 300,000		
McClelland Arena	Flooring - Rubber dressing rooms	\$ 5,000	\$ 5,000			\$ 5,000		
Welcome Centre - Hwy 69	flooring replacement - cantine area	\$ 18,000	\$ 18,000			\$ 18,000		
Valley East Library Building	parking lot repairs / paint	\$ 7,500	\$ 7,500			\$ 7,500		
Van-Horne Station	storage room / janitor	\$ 7,500	\$ 7,500			\$ 7,500		
Countryside Arena	concrete floor / grate replacement	\$ 25,000	\$ 25,000			\$ 25,000		
Chelmsford Community Centre / Arena	spectator stands / anti-slip coating	\$ 20,000	\$ 20,000			\$ 20,000		
Tom Davies Community Centre & Arena	rubber flooring, dressing room / hallways	\$ 25,000	\$ 25,000			\$ 25,000		
Kinsmen Sports Complex Building	washroom repairs / plumbing	\$ 15,000	\$ 15,000			\$ 15,000		
Sudbury Community Centre / Arena	washroom upgrade	\$ 70,000	\$ 70,000			\$ 70,000		
Coniston Arena / Community Centre	renovations - multi use (Taylor Sports)	\$ 15,000	\$ 15,000			\$ 15,000		
Kinsmen Sports Complex Building	Bleacher repairs	\$ 7,500	\$ 7,500			\$ 7,500		
Long Lake Rd. Station	flooring - main hall	\$ 5,000	\$ 5,000			\$ 5,000		
Cambrian Arena	floor grates	\$ 10,000	\$ 10,000			\$ 10,000		
Copper Cliff Centennial Library	seating repairs / floor	\$ 5,000	\$ 5,000			\$ 5,000		
Countryside Arena	ground work / sidewalk	\$ 10,000	\$ 10,000			\$ 10,000		
	sound system	\$ 10,000	\$ 10,000			\$ 10,000		
<b>SUBTOTAL</b>		<b>\$1,005,500.00</b>	<b>\$340,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$340,000.00</b>	<b>\$665,500.00</b>	
<b>Studies / Contingency</b>								
Asbestos Audits	Asbestos Audits - various locations	\$ 20,000	\$ 20,000			\$ 20,000		
Emergency Breakdowns	unexpected failures / breakdowns	\$ 180,000	\$ 180,000			\$ 180,000		
Various Studies / Reports	specialized reports / studies	\$ 57,850	\$ 57,850			\$ 57,850		
<b>SUBTOTAL</b>		<b>\$257,850.00</b>	<b>\$257,850.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$257,850.00</b>	<b>\$0.00</b>	
<b>GST Adjusment</b>								
<b>TOTAL</b>		<b>\$3,558,150.00</b>	<b>\$1,882,650.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,882,650.00</b>	<b>\$1,675,500.00</b>	

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL SOLID WASTE PROJECTS

FUNDING SOURCES

PROJECT	PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVES FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	Total Funded	UNFINANCED COSTS
	EXPANSION	\$1,900,000						
SUBBURY LANDFILL SITE	ROADS, STORM WATER POND	800,000						
HANMER LAND FILL SITE	FENCING, KIOSK	40,000						
WASTE MANAGEMENT FACILITY	NEW CONTAINERS	10,000						
LITTER	ALL SITES	170,000						
MONITORING AND CONTINGENCIES								
GST Adjstment		(30,600)						
<b>TOTAL 2004</b>		<b>\$2,889,400</b>	<b>\$889,400</b>	<b>\$1,900,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,889,400</b>	<b>\$0</b>

PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM  
PROPOSED 2004 PURCHASES

FUNDING SOURCES

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or			Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
					Reserve Funds						
<b>Snow Plows &amp; Spreaders</b>											
S-728	1986	Tenco Plow/Spreader	\$ 200,000	\$	200,000					200,000	\$
S-727	1986	Tenco Plow/Spreader	\$ 200,000	\$	200,000					200,000	\$
S-641	1987	Ford Truck	\$ 200,000	\$	200,000					200,000	\$
S-660	1989	International/C/W Hot	\$ 200,000	\$	200,000					200,000	\$
S-661	1990	International/C/W Hot	\$ 200,000	\$	200,000					200,000	\$
S-662	1990	Ford	\$ 200,000	\$	200,000					200,000	\$
S-644	1990	Ford	\$ 200,000	\$	200,000					200,000	\$
S-623	1990	Ford	\$ 200,000	\$	200,000					200,000	\$
<b>Sidewalk Plows &amp; Spreaders</b>											
S-239	1989	Trackless/Mt5	\$ 110,000	\$	110,000					110,000	\$
S-242	1991	Trackless/Mt5	\$ 110,000	\$	110,000					110,000	\$
<b>Light Trucks</b>											
S-450	1993	Dodge	\$ 30,000	\$	30,000					30,000	\$
S-443	1993	Dodge	\$ 30,000	\$	30,000					30,000	\$
S-071	1994	Ford	\$ 30,000	\$	30,000					30,000	\$
S-448	1995	Ford	\$ 30,000	\$	30,000					30,000	\$
S-069	1995	Ford Crew Cab	\$ 30,000	\$	30,000					30,000	\$
S-094	1995	Ford Pick-Up	\$ 30,000	\$	30,000					30,000	\$
S-449	1995	Ford	\$ 30,000	\$	30,000					30,000	\$
S-064	1995	Ford Crew Cab	\$ 30,000	\$	30,000					30,000	\$
S-070	1995	Ford Crew Cab	\$ 30,000	\$	30,000					30,000	\$
S-476	1995	Ford	\$ 30,000	\$	30,000					30,000	\$
S-561	1995	Ford	\$ 30,000	\$	30,000					30,000	\$
S-471	1995	GMC	\$ 30,000	\$	30,000					30,000	\$
S-004	1995	Ford Pick-Up	\$ 30,000	\$	30,000					30,000	\$
S-041	1995	GMC Pick-Up	\$ 30,000	\$	30,000					30,000	\$
S-050	1995	GMC Pick-Up	\$ 30,000	\$	30,000					30,000	\$
S-066	1996	Dodge Van	\$ 30,000	\$	30,000					30,000	\$
S-093	1996	Dodge Van	\$ 30,000	\$	30,000					30,000	\$
S-007	1996	Dodge Van	\$ 30,000	\$	30,000					30,000	\$

PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM

PROPOSED 2004 PURCHASES

FUNDING SOURCES

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
<u>1Ton Trucks</u>									
S-566	1989	Ford	\$ 38,000	\$	\$ 38,000			\$ 38,000	\$
S-572	1990	Ford	\$ 38,000	\$	\$ 38,000			\$ 38,000	\$
S-602	1990	International	\$ 75,000	\$	\$ 75,000			\$ 75,000	\$
<u>Ice Resurfacers</u>									
R-872	1974	Zamboni	\$ 80,000	\$	\$ 80,000			\$ 80,000	\$
S-858	1983	Olympia	\$ 80,000	\$	\$ 80,000			\$ 80,000	\$
R-491	1974	Thompson	\$ 8,000	\$	\$ 8,000			\$ 8,000	\$
<u>Trailers</u>									
R-202	1988	Shop Built	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-205	1988	White Trailer	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-206	1986	Falcon	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-207	1981	Shop Built	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-208	1981	Shop Built	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-213	1984	Pavemaster	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-351	1986	General Utility	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-352	1986	General Utility	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-354	1979	Fay	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-355	1983	JTC	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-372	1981	Ford	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-374	1956	Chalmers	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-375	1971	Tractor with Loader	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-711	1974	Advance	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-712	1983	Pavemaster	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-716	1985	Advance Utility Trailer	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-720	1985	2 Ton Utility	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-723	1983	Utility Trailer	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
S-171	1984	Ford	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-353	1989	King	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-291	1989	Herold Custom	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-340	1989	General Utility	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$
R-203	1989	Nichols	\$ 3,000	\$	\$ 3,000			\$ 3,000	\$

PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM

PROPOSED 2004 PURCHASES

FUNDING SOURCES

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Total Funded	Unfinanced Project Costs
<u>Grass Mower</u>									
R-139	unknown	MDT	\$ 25,000	\$	25,000			\$ 25,000	\$ -
R-150	1985	Ford	\$ 25,000	\$	25,000			\$ 25,000	\$ -
<u>Pumps, Generators, Tampers</u>									
R-687	1967	300 Watt Generator	\$ 4,000	\$	4,000			\$ 4,000	\$ -
<u>Street Sweepers &amp; Sewer Cleaners</u>									
S-204	1993	Ford Vactor	\$ 250,000	\$	250,000			\$ 250,000	\$ -
<b>TOTAL EQUIPMENT, 2004</b>			<b>\$ 3,052,000</b>		<b>\$3,052,000</b>			<b>\$3,052,000</b>	<b>\$0</b>

**CITIZEN AND LEISURE SERVICES DEPARTMENT**

**2004 Closed Recreation Facilities Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserve Funds</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Total Funded</b>	<b>Unfinanced Project Costs</b>
<b><u>Adanac Ski Hill</u></b>								
New Lift Installation	\$1,155,000			\$114,057				\$1,040,943
New Dozer	\$275,000			\$275,000				
Adanac Master Plan	\$20,000			\$20,000				
Replace Ski-doo	\$15,000							\$15,000
<b><u>R.G. Dow Pool</u></b>								
Replace Electrical Panels	\$15,000							\$15,000
Replace Ventillation System	\$20,000							\$20,000
Retrofit Metal Roof Flat Section	\$70,000							\$70,000
<b><u>Falconbridge Arena</u></b>								
Replace Main Entrance Roof	\$65,000							\$65,000
Repair Zamboni Room, Overhead Doors	\$11,000							\$11,000
Entranceway Improvements	\$20,000							\$20,000
Fire Exit and Stairway Improvements	\$20,000							\$20,000
Fire/Emergency Exit Door Replacement	\$10,000							\$10,000
Electrical Safety Authority Required Upgrades	\$25,000							\$25,000
<b><u>Barrydowne Arena</u></b>								
Replace Chiller	\$20,000							\$20,000
Replace Header Trench	\$25,000							\$25,000
<b>2004 TOTAL:</b>	<b>\$1,766,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$409,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,356,943</b>

# Request for Recommendation Finance Committee



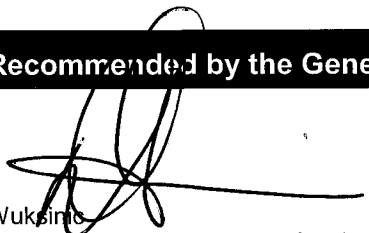
Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 26, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Roads Capital Funding

Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
N/A	
<input checked="" type="checkbox"/>	Background Attached

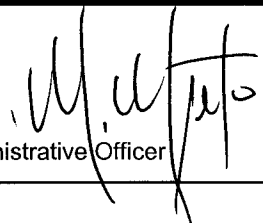
Recommendation
<p>Whereas Finance Committee resolution 2004-05 directed that staff prepare a report detailing how capital contributions for roads can be doubled over the next three years, and</p> <p>Whereas Council has adopted a Long Term Financial Plan, the principles and policies of which provide direction to the development of this plan, and</p> <p>Whereas the Finance Committee has targeted a 2004 tax increase of 7 percent,</p> <p>Therefore be it resolved that Option ___ be adopted as outlined in the report from the General Manager of Corporate Services dated March 30, 2004, including the introduction of a capital levy of 2.27% of the previous year's levy commencing in 2005.</p>
Recommendation Continued

**Recommended by the General Manager**



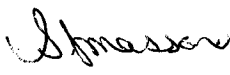
D. Wuksinic  
General Manager of Corporate Services

**Recommended by the C.A.O.**



M. Mieto  
Chief Administrative Officer

Date: March 26, 2004

Report Prepared By
 S. Jonasson Director of Finance/City Treasurer

Division Review

**BACKGROUND**

On March 3<sup>rd</sup>, 2004, the Finance Committee passed resolution 2004–05 which directed that staff prepare a report detailing how the 2004 capital contribution for roads of \$9.3 million can be doubled over the next three year period.

Two plans have been developed to address this issue. Both options were developed in accordance with the principles and polices outlined in the Long Term Financial Plan and both options more than double the roads program by 2007.

The following chart provides a summary of the differences in the two programs:

	Option A	Option B
use of GST savings	yes	yes
capital levy beginning in 2005	yes	yes
use of debt financing	no	yes
2004 Roads Program	\$10,827,700	\$10,827,700
2005 Roads Program	\$14,186,700	\$21,186,700
2006 Roads Program	\$17,769,700	\$21,160,700
2007 Roads Program	\$21,174,700	\$21,136,700

Both plans require the implementation of a capital levy commencing in 2005 and achieve a capital roads program of \$21 million by 2007. With the use of debt, Option B yield a roads program of \$21 million in 2005, but with a debt servicing load of \$12.2 million.

There is a third option - the ongoing use of debt with no capital levy. This option has not been developed as it is against the principles of the long term plan and is fiscally irresponsible. Using debt to double the roads program without a capital levy is a one-time fix. It would require increasing debt repayments which would either erode the existing capital roads envelope or require increases in the levy and yet provide no sustainable funding for roads in the future.

## Long Term Financial Plan

Each of the options was prepared following the principles and policies outlined in the Long Term Financial Plan. The specific principles and policies used and actions proposed are as follows:

***Recognize that funding from senior governments is a crucial element of financial sustainability. (Seek additional sustainable revenues from the provincial and federal governments.)***

- Reallocate GST savings in the operating budget and GST savings in other capital envelopes to the roads capital envelope.

***Ensure long-term financial sustainability. (Raise sufficient revenue to meet long-term operating and financial requirements, recognizing that inflation increases the cost of both operating and capital programs.)***

- Increase capital envelopes annually by the expected rate of inflation.

***Manage the City's capital assets to maximize long-term community benefit. (Implement a capital funding plan to address the City's infrastructure renewal requirements.)***

- Introduce an annual capital levy commencing in 2005 at 2.27 % of the previous years' net levy and direct the 2005 and 2006 capital levy allocations to the capital roads program.
- Continue with the recommendation in the ten year transition budget approved by Council in 2001 that provides for increased roads funding of \$3.05 million in 2007.

***Use debt financing where appropriate. (Debt financing should only be considered for.....projects where the cost of deferring expenditures exceeds debt servicing costs. Consider undertaking a short-term managed program of debt financing to address the City's current infrastructure deficiency and to reduce further deterioration of the City's infrastructure.)***

- Introduce a three year debt program of \$7 million in 2005, \$4.1 million in 2006 and \$1.1 million in 2007 to supplement the existing roads envelope.

Date: March 26, 2004

### Reallocation of GST to Capital Roads Program

The elimination of GST for municipalities, will save the City of Greater Sudbury \$2.7 million annually. Council has stated that its number one capital priority is roads and therefore it is recommended that where possible, GST savings be used to increase the roads program.

	<b>GST Savings</b> \$	<b>Reallocated to Roads</b> \$	<b>Balance</b> \$
<b>Operating Budget</b>			
general operating available for reallocation	1,300,000	1,300,000	
balance mostly water/wastewater	400,000		400,000
<b>Capital Budget</b>			
roads	342,300	342,300	
water and wastewater	413,000		413,000
balance of capital envelopes	218,700	218,700	
<b>Totals</b>	<b>2,674,000</b>	<b>1,861,000</b>	<b>813,000</b>

There are savings of about \$1.7 million in the operating budget of which \$1.3 million can be reallocated to the roads budgets. The majority of the remaining \$400,000 in operating cannot be transferred as these costs pertain to water and wastewater operating expenditures and are funded by water/wastewater rates. This savings can be used for additional waster/wastewater capital and/or to reduce future water/wastewater rates.

In the capital budget, the existing roads program will generate an additional \$342,300 in GST savings. While this will not increase the envelope, it does allow for additional expenditures of the same amount. The water and wastewater envelopes will see a savings of \$413,000 however this amount cannot be reallocated to roads as it is raised from rates. All other envelopes can be reduced by the GST savings without reducing the proposed work program and therefore it is recommended that the associated savings of \$218,700 be transferred to the roads envelope.

The reallocation of GST savings includes approximately \$85,000 from the Police Services (\$70,000 from the operating budget and \$15,000 from the capital budget). This reallocation does not affect their budgeted work program in any way and Police Service staff have been advised of the proposed reallocation.

GST savings will allow for an increased roads program of \$1,861,000 in 2004.

### Increase Capital Envelopes by Expected Rate of Inflation

The Long Term Financial Plan identified inflation as a significant portion of our capital funding gap. In past years, in order to "hold the line" on budget increases, capital envelopes were never increased for inflation, thus eroding the City's purchasing power over time.

**Date: March 26, 2004**

One of the recommendations in the Long Term Financial Plan is to increase our capital envelopes by the rate of inflation annually, in order to maintain the City's purchasing power and not add to the capital funding gap. The capital envelopes were increased by 2 % for inflation in the 2004 budget.

### **Introduce Annual Capital Levy**

The Long Term Financial Plan also recommended the introduction of an annual capital levy of 2.27 % each year. With the consistent application of an annual capital levy, the City can close the annual funding gap by 2014. There will still be a considerable capital backlog as the annual capital gap is some \$40 million whereas an annual capital levy will only generate about \$3 million initially.

Recognizing the commitment to a 2004 tax increase target of 7 %, it is recommended that the introduction of the capital levy be delayed to 2005, but that Council commit to its introduction now as a first step to multi-year budgeting. The Long Term Financial Plan forecasts an annual levy increase of 5.5 % in the future - the increase basically representing the cost of inflation plus the capital levy. The commitment to a capital levy is important as it will provide the long term financial planning necessary to develop next year's road program.

It is proposed that the capital levy be introduced in 2005 at 2.27 % of the previous years' net levy, and that the 2005 and 2006 capital levy increases be directed to the City's roads program, in recognition of the fact that roads accounts for 47 % of the City's capital funding gap. However the City has many other pressing capital needs such as buildings (21 % of the capital gap), fleet and equipment (12 %) and citizen and leisure (12 %). These envelopes also need more funding and therefore it is proposed that in 2007, the increased funding from the capital levy be directed to these other envelopes.

### **Ten Year Transition Budget**

The ten year transition budget approved by Council in 2001, addressed how new revenue sources (such as slot revenue and hydro interest payments) were to be utilized. Funds were first directed to cover

- the costs of transition not covered by provincial funding,
- the establishment of new envelopes (community support envelope for hospital funding)
- specific projects (municipal road #35) and
- increases in existing capital envelopes (economic development and roads).

In accordance with this plan, the 2007 roads envelope is to increase by \$3.05 million.

This is another reason why it has been proposed that the capital levy in 2007 be directed to capital needs other than roads.

### **Short Term Managed Debt Program**

Council also has the option of supplementing the roads program with a short term managed program of debt. Option B outlines the impact on the road program of undertaking \$12.2 million of work (funded by debt) between 2005 and 2007. Debt financing has not been proposed for 2004 as it would be impossible to get a supplemental road program together for 2004 this far into the year.

The Long Term Financial Plan outlines the prudent use of debt. Debt financing is only to be considered for new, non-recurring infrastructure requirements (such as a treatment plant) , programs and facilities which are self-supporting (such as 199 Larch or Pioneer Manor), and for projects where the cost of deferring expenditures exceeds debt servicing costs (such as our roads). The Plan also speaks to undertaking a short-term managed program of debt financing to address infrastructure deficiencies and to reduce further deterioration of infrastructure. The use of debt must also tie in with the principle of long-term financial sustainability which cannot be achieved without a permanent source of capital funding such as the capital levy.

### **Summary**

Two options have been proposed for the Committee's consideration that will more than double capital roads spending by 2007. There are common elements in both options; the major difference between the two options being the use of debt financing in Option B.

One important element in both is the commitment to the introduction of a capital levy commencing in 2005 and continuing for the next ten years. This is an integral component of the plan and is necessary to both close the capital gap and for the proper planning of projects. Council's first step in multi-year budgeting was the preparation and adoption of the Long Term Financial Plan. The next step is the commitment today to an annual capital levy, which will allow for the proper development of future roads programs.

**Option A  
Double Roads Capital Budget (2004 - 2007)  
Without Debt**

\$

**2004 Roads Envelope**

Existing roads envelope (exclusive of funding for MR#35)	9,309,000	
reduced to reflect GST savings	<u>342,300</u>	8,966,700
<b>GST Savings</b>		
capital portion transferred from the roads capital envelope		342,300
capital portion transferred from other capital envelopes		218,700
operating portion directed to roads capital		<u>1,300,000</u>
<b>Total 2004 Roads Envelope</b>		<b><u>10,827,700</u></b>

**2005 Roads Envelope**

Inflation on envelope estimated at 2%		217,000
<b>2005 capital levy - directed entirely to roads</b>		
assume 2.27% of 2004 levy of \$138.4 million (7% tax increase)		<u>3,142,000</u>
<b>Total 2005 Roads Envelope</b>		<b><u>14,186,700</u></b>

**2006 Roads Envelope**

Inflation on envelope estimated at 2%		284,000
<b>2006 capital levy - directed entirely to roads</b>		
assume 2.27% of 2005 levy of 145.3 million (5% tax increase)		<u>3,299,000</u>
<b>Total 2006 Roads Envelope</b>		<b><u>17,769,700</u></b>

**2007 Roads Envelope**

Inflation on envelope estimated at 2%		355,000
<b>2007 capital levy - not directed to roads; recommended that the 2007 allocation be directed to other capital needs such as equipment (fire and transit), buildings, leisure, etc</b>		
		0
Increase in envelope per 10 year transition budget (completion of MR#35)		<u>3,050,000</u>
<b>Total 2007 Roads Envelope</b>		<b><u>21,174,700</u></b>

**Option B**  
**More Than Double the Roads Capital Budget (2004 - 2007)**  
**With the Use of Debt**

	\$	\$	\$
<b>Roads Envelopes</b>	<b>Roads</b>	<b>Debt</b>	<b>Total Roads</b>
<b>2004 Roads Envelope</b>	<b>Envelope</b>	<b>Program</b>	<b>Program</b>
Existing roads envelope	8,966,700		
GST Savings			
capital portion - roads	342,300		
capital portion - other	218,700		
operating portion	1,300,000		
<b>Total 2004 Roads Envelope</b>	<u><b>10,827,700</b></u>	<u><b>0</b></u>	<u><b>10,827,700</b></u>
 <b>2005 Roads Envelope</b>			
Inflation on envelope	217,000		
2005 capital levy - directed entirely to roads	3,142,000		
<b>Total 2005 Roads Envelope</b>	<u><b>14,186,700</b></u>	<u><b>7,000,000</b></u>	<u><b>21,186,700</b></u>
 <b>2006 Roads Envelope</b>			
Inflation on envelope	284,000		
2006 capital levy - directed entirely to roads	3,299,000		
Less debt repayment *	(709,000)		
<b>Total 2006 Roads Envelope</b>	<u><b>17,060,700</b></u>	<u><b>4,100,000</b></u>	<u><b>21,160,700</b></u>
 <b>2007 Roads Envelope</b>			
Inflation on envelope	341,000		
2007 capital levy - not directed to roads	0		
Less debt repayment *	(415,000)		
Increase in envelope per 10 year transition budget	3,050,000		
<b>Total 2007 Roads Envelope</b>	<u><b>20,036,700</b></u>	<u><b>1,100,000</b></u>	<u><b>21,136,700</b></u>

\* Debt repayments have been calculated based on 5.75% 15 year debt. If OMEIFA funding is obtained estimated debt repayment would be \$586,000 for \$7 million of 3% 15 year debt.

# Request for Recommendation Finance Committee




Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 29, 2004			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority		High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Capital Expenditure Freeze, all except Roads

Policy Implication + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
N/A	
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
FOR INFORMATION ONLY	
<input type="checkbox"/>	Recommendation Continued

**Recommended by the General Manager**

  
 D. Wukosinic  
 General Manager of Corporate Services

**Recommended by the C.A.O.**

  
 M. Mieto  
 Chief Administrative Officer



Date: March 29, 2004

Report Prepared By

Division Review

**BACKGROUND**

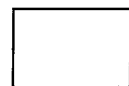
At the Finance Committee meeting of March 22<sup>nd</sup>, Council requested a report outlining the impact of "a freeze on all capital spending other than roads projects until the end of 2004". Council will recall that it approved portions of the City Capital Budget in January, 2004. Specifically Council approved the Roads, Water and Wastewater Capital Budgets. Council did so to get an early start on construction this spring. Council also appreciated that in many instances water and wastewater replacements accompany road projects.

At this juncture, we have awarded several contracts for both roads, water and wastewater, and several more are either out to tender or very close to being so. Stopping the process at this stage would impact on both roads, water and wastewater projects (see Attachment "A").

Several water and wastewater projects are not associated with road improvements. These projects primarily address capacity and compliance requirements in our treatment plants. Examples are the Valley East and Capreol water supplies (\$3.4 million), Levack water supply (\$.5 million), Sudbury Wastewater Treatment Plant upgrades (\$1.6 million), Lively Wastewater Treatment Plant capacity (\$1.3 million), and the South End Rock Tunnel (\$1.6 million). We do not recommend that any of these projects be delayed as they are required to either keep us in compliance with regulations, or to respond to capacity issues. In the case of the Rock Tunnel Sewer, stopping this project would immediately freeze all residential, commercial, industrial and institutional construction in the City's south end.

In addition to the sewer and water projects, a number of other projects already underway and previously approved in the various envelopes will be affected. A partial listing of these projects would be:

- ▶ IT licences - if these licences were not purchased our ability to use our current system would cease.
- ▶ The soccer field project at the former Sacred Heart College would stop and we would have to renege on our commitment made to the Separate School Board.
- ▶ Pioneer Manor project - expenditures on Pioneer Manor which is currently under construction would be affected provided we were able to renegotiate on our contractual obligations.
- ▶ Emergency medical purchases of replacement equipment and ambulances would not take place. Currently these expenditures are matched 50% by the Province through the CRF and any delay on this matter could jeopardize the 50% provincial funding.
- ▶ Emergency planning needs such as a decontamination shelter and public's awareness equipment would not be purchased and could jeopardize the 45% subsidy from the Province on these issues.
- ▶ Within the Fire Services Division, essential fire fighting equipment such as replacement bunker gear, portable radios, pages, hoses, nozzles, and the replacement of the aging fleet would stop.
- ▶ Councillors' access to the \$350,000 in community improvement and neighbourhood participation projects funding, which is used to support a number of community-based initiatives in the different wards would stop.



Date: March 29, 2004

- ▶ Delayed monitoring surveillance studies and implementation measures at various solid waste sites, in particular the Sudbury site, destined to become the City's sole Solid Waste Disposal Site, would violate our Certificates of Approvals for Solid Waste Disposal, exposing the City to charges and prosecution by the MOE.
- ▶ Million dollar contribution to the hospital would cease.
- ▶ Physician recruitment and retention projects would go unfunded. Several projects within the Citizen and Leisure Services general envelope dealing with health and safety issues would stop. For example, the Electrical Safety Authority has ordered that the electrical panel utilized for special events at the Sudbury Arena be upgraded. If the panel is not upgraded, the City could jeopardize future concerts, shows, and arena special events. In addition, a number of other health and safety related projects on numerous sport fields, arenas, pools, etc. will stop, along with the allocation of funds for the inspection, repair, and replacing of aging playground equipment so as to ensure compliance with the new playground safety standards.
- ▶ Other projects such as the South Branch Library project, Adanac / Rotary Park development, the Minnow Lake Skate Board Park project, the Memorial Park Wall of Honour projects, and land acquisitions for trail development would stop.
- ▶ Within the Transit operation, Council approved the award of the tender for the purchase of six new buses to New Flyer Industries in the amount of \$2,531,782.50. These buses are being purchased with the assistance of the Ontario Transit Renewal Program, which is contributing 33% or \$814,573.40 to the acquisition costs of these vehicles. These vehicles are currently on the assembly line and the City has been making progress payments which, by the end of March, will total three-quarters of the purchase price of these vehicles, and the vehicles are scheduled for delivery at the end of April. Should capital expenditures be frozen, the last of the payments on these buses would not take place. In addition, three buses were scheduled for rebuilds in 2004 so as to extend their service life and delay purchase of new. Again, should all capital expenditures be frozen, these rebuilds would not take place.
- ▶ The expansion of the development of the Civic Memorial Cemetery and the installation of new niche walls at the St. Joseph's Cemetery, as well as the expansion of the Civic Memorial Cemetery would not take place, and as a result the City would be at risk of having insufficient burial space to meet the community burial needs by late November or early 2005.

A complete listing of projects that would be affected by a freeze are found on Attachment "B"; please ignore those projects that are just "Roads" in scope.



PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<u>Structures</u>							
Completion of 2003 Projects		\$ 150,000	\$ 150,000				
Paris Street Bridge over CPR Main Line PH II	MR 55 @ Big Nickel Structure Upgrading	\$ 2,200,000	\$ 2,200,000				
Engineering Consultant Analysis/Spot Upgrading	Various	\$ 150,000	\$ 150,000				
<u>Storm Drainage Improvements</u>							
Ash/Pine/Birch	Replace Deficient System	\$ 120,000	\$ 120,000				
Paquette Storm Outlet	Frost to Elmview	\$ 280,000	\$ 280,000				
Albert Storm Outlet	Replace Deficient System	\$ 20,000	\$ 20,000				
Firmin Street Storm Outlet	Replace Deficient System	\$ 40,000	\$ 40,000				
Mary Street	Replace Deficient System at City Owned Parking Lot	\$ 20,000	\$ 20,000				
Elm Street Storm Outlet	David/Naughton	\$ 60,000	\$ 60,000				
Paris Street Storm Outlet	Drainage Outlet	\$ 50,000	\$ 50,000				
McCrea Heights S.S.	Various	\$ 60,000	\$ 60,000				
Spot Improvements/Drainage Study	Various	\$ 50,000	\$ 50,000				
<u>Sidewalks &amp; Walkways</u>							
Completion of 2003 Program		\$ 60,000	\$ 60,000				
St. Joseph	Edward to Edward	\$ 110,000	\$ 110,000				
Amand	Edward to Edward	\$ 96,000	\$ 96,000				
Dennie	Seilwood to Lincoln	\$ 18,000	\$ 18,000				
Gemmell	Danforth to Westmount	\$ 36,000	\$ 36,000				
Walter	Edward to Westmount	\$ 26,000	\$ 26,000				
WestView	at MR 55	\$ 18,000	\$ 18,000				
Main	Confederation School to Frappler	\$ 65,000	\$ 65,000				
Frappler	Main to Elizabeth Centre Entrance	\$ 9,000	\$ 9,000				
Attlee	New Sidewalk	\$ 15,000	\$ 15,000				
Main	Stonegate to Westmount, New Sidewalk	\$ 15,000	\$ 15,000				
	Martin to Menard, New Sidewalk	\$ 15,000	\$ 15,000				

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Funds	Grants or Subsidies	Other Recoveries	Unfinance Project Costs
Spruce	Gilman to Barlow	\$ 7,000	\$ 7,000				
Orell	House #177 to Ravina	\$ 20,000	\$ 20,000				
Levack	Various	\$ 10,000	\$ 10,000				
Hanna	Mitchell to Crescent	\$ 25,000	\$ 25,000				
Bonnie/Deborah	Field to East End	\$ 50,000	\$ 50,000				
St. Raphael	Stairway Extension	\$ 20,000	\$ 20,000				
Downland	Gemmill	\$ 22,000	\$ 22,000				
Downtown Lockstone Repair	Various	\$ 20,000	\$ 20,000				
Paraplegic Ramps	Various	\$ 30,000	\$ 30,000				
<u>New Street Lights</u>							
Gravel Drive, House #1687		\$ 1,300	\$ 1,300				
Keast Drive, Pole S7166, S7168		\$ 1,600	\$ 1,600				
McKenzie, House #3119		\$ 1,300	\$ 1,300				
Poplar Street, Pole B18670, B18673		\$ 2,600	\$ 2,600				
Niemi Road, House #21		\$ 1,300	\$ 1,300				
Marlene, House #4339		\$ 1,300	\$ 1,300				
Kantola Road, House #393, #405		\$ 2,600	\$ 2,600				
Goodwill, House #569		\$ 1,300	\$ 1,300				
Gravel Drive, House #1030		\$ 1,300	\$ 1,300				
Hesta Street, Two Lights for Street		\$ 1,300	\$ 1,300				
St. Laurent, House #3348, #3358		\$ 2,600	\$ 2,600				
South Bay, Between Keast and Arlington		\$ 2,600	\$ 2,600				
2 Lights		\$ 1,600	\$ 1,600				
Seguin Street, House #358		\$ 1,300	\$ 1,300				
Street Light System Upgrades		\$ 175,000	\$ 175,000				
Traffic Signals		\$ 70,000	\$ 70,000				

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2004 Roads & Drainage Capital Projects

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<u>Roads</u>							
Completion of 2003 Program		\$ 200,000	\$ 200,000				
Paris Street Upgrading	5th Lane/Overlay Walford to Paris	\$ 2,000,000	\$ 2,000,000				
<del>Salisbury Blvd Upgrading</del>	<del>Allee Avenue to Banydowne Road</del>	<del>1,100,000</del>	<del>4,400,000</del>				
<del>Valre-Dame Avenue</del>	<del>Sheestl</del>	<del>100,000</del>	<del>100,000</del>				
<del>Valleyview Drive</del>	<del>Phase II</del>	<del>100,000</del>	<del>100,000</del>				
<del>Stettin Drive</del>	Valleyview to 7 km north	100,000	100,000				
<del>Garson/Corkston</del>	<del>Spot</del>	<del>100,000</del>	<del>100,000</del>				
<del>Reneg Lake Road</del>	<del>Spot</del>	<del>100,000</del>	<del>100,000</del>				
<del>Regent Street</del>	Basile Coach's Road North Side	150,000	150,000				
<del>Wentright Avenue</del>	2003 Limit to Kingsway	80,000	80,000				
<del>St. Joseph Street</del>	Phase II Completion 2003 Project	100,000	100,000				
<del>High Street</del>	Larch Street, Westlery	50,000	50,000				
<del>Armad Crescent</del>	Edward Avenue to Edward Avenue	100,000	100,000				
<del>Deanne Street</del>	Sellwood Street to Lincoln Crescent	60,000	60,000				
<del>Oak Street</del>	Hanna to Northbeg	20,000	20,000				
<del>Ormer</del>	Highway 44 to Balfour	15,000	15,000				
<del>HR-15</del>	Railway Crossing to Bonin	15,000	15,000				
<del>KSO Road</del>	Goodview to Esdels	110,000	110,000				
<del>Janet Street</del>	Overlep with 2000 Westminster Walk	60,000	60,000				
<del>Donnell Street</del>	Donnell Avenue to Westmount Avenue	20,000	20,000				
<del>Esplanade</del>	Gravel Overlay	40,000	40,000				
<del>Ilain Street</del>		40,000	40,000				
<u>Other</u>							
<del>Wend street</del>	<del>Wend SAC</del>	<del>45,000</del>	<del>45,000</del>				
<del>Jarry street</del>	<del>Jarry SAC</del>	<del>20,000</del>	<del>20,000</del>				
<del>Jennie drive</del>	turning circle and grade adjustments	60,000	60,000				
Storm water Official Plan review		\$ 30,000	\$ 30,000				

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Funds	Grants or Subsidies	Other Recoveries	Unfinance Project Costs
	Transportation Official Plan review	\$ 25,000	\$ 25,000				
	Algonquin road drainage study	\$ 30,000	\$ 30,000				
	<del>Gravel</del>	\$ <del>45,000</del>	\$ <del>45,000</del>				
	Elgin street phase 2	\$ 45,000	\$ 45,000				
	Contingencies and water, wastewater works	\$ 189,550	\$ 189,550				
<b>TOTAL ROADS AND DRAINAGE 2004</b>		<b>\$ 309,250</b>	<b>\$ 309,250</b>				

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS

2004 CAPITAL WATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
Southview - 12" - Martindale to Fernwood (#2 by number of breaks)	\$1,130,000					
Regent St - Access to Herold - 12" (commitment to ORC)	280,000					
Long Lake Road - Fire Hall to Alice - 24" (Prior to road project by developer)	450,000					
Operating Manuals	200,000					
Water Upgrade with road program	200,000					
Bruyere - Morin to east end (to eliminate 2" main)	100,000					
Whittaker - South of Struthers (to eliminate 2" main)	65,000					
MR 84 - M Well to Hannah 8th Ave and 7th ave Lively (to eliminate 2" main)	500,000					
Levack water supply	300,000					
Falconbrige water supply	500,000					
Valley east water upgrades, compliance	75,000					
Capreol water supply	1,000,000					
Walden & Dowling, tank repairs	2,400,000					
Wanapitae WTP compliance upgrades	100,000					
SCADA upgrades	500,000					
Operating manuals & as-builts	100,000					
Contingencies	100,000					
<b>TOTAL WATER 2004</b>	<b>\$3,220,000</b>	<b>\$2,052,150</b>				<b>\$1,167,850</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL WASTEWATER PROJECTS

PROJECT DESCRIPTION	PROJECT COSTS	FUNDING SOURCES					UNFINANCED COSTS
		CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES		
South End Rock Tunnel	\$1,600,000						
Operating Manuals	200,000						
Paris Street (with road program)	100,000						
Sewer Upgrade with road program	300,000						
I&I Reduction / Relining	200,000						
Sudbury WWTP, workshop and clarifiers	1,650,000						
Lively WWTP, expansion design	1,300,000						
Sludge/energy design	100,000						
St. Charles lift station upgrade	200,000						
Scada upgrades	150,000						
Operating manuals and as-builts	150,000						
Energy management	100,000						
Contingencies	50,000						
<b>TOTAL WASTEWATER 2004</b>	<b>\$6,400,000</b>	<b>\$6,400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Request for Recommendation Finance Committee



## Type of Decision

Meeting Date	January 24, 2004				Report Date	January 22, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

## Report Title

2004 Base Capital Budget

## Policy Implication + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.

Background Attached


## Recommendation

Whereas Council has requested the early approval of the 2004 Capital Budget to allow those projects approved to proceed in a timely fashion;

It is therefore recommended that the 2004 capital program be approved as detailed on the following schedules:

Recommendation Continued

## Recommended by the General Manager

  
D. Wydrinski  
General Manager of Corporate Services

## Recommended by the C.A.O.

  
M. Mieto  
Chief Administrative Officer

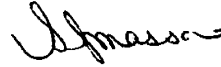
**Report Prepared By**



81

D. Dumontelle  
Acting Co-Ordinator of Capital Budget

**Division Review**



S. Jonasson  
Director of Finance/City Treasurer

Citizens and Leisure	Library	\$ 325,000
	Community Improvement Plan	200,000
	Neighbourhood Participation Projects	150,000
	General	569,580
	Cemetery	250,000
	Transit	180,000
	Parking	110,000
Corporate Services	Corporate Infrastructure	311,340
	Information Technology	102,000
	Community Support Projects	1,020,000
Economic Development & Planning		839,090
Emergency Services		1,566,560
Health & Social Services		1,093,740
Police Services		1,866,760
Public Works	Buildings	1,940,850
	Roads & Drainage	9,309,250
	Municipal Road 35	2,100,000
	Water	8,220,000
	Wastewater	6,400,000
	Solid Waste	2,920,000
	Fleet & Equipment	<u>3,052,000</u>
<b>TOTAL CAPITAL PROGRAM - 2004</b>		<b>\$ <u>42,526,170</u></b>

with funding to be provided as follows:

Current Fund - Capital Envelopes			\$ 32,819,020	
Reserves & Reserve Funds				
1. Library Reserve Fund	125,000			
2. Cemetery Reserve Fund	250,000	\$4,000		
3. Reserve Fund - Equipment Replacement	3,627,000	2,726,000		
4. Parking Reserve Fund	110,000	200,000		
5. Reserve Fund - Emergency Services Ambulance	932,739			
6. Reserve Fund - Equipment Replacement - Police	1,038,500			
Capital Financing Reserve Fund - Police	140,000			
7. Capital Financing Reserve Fund - Water	1,167,850			
8. Transfer to Capital Financing Reserve Fund - Wastewater	(312,340)			
9. Capital Financing Reserve Fund - Solid Waste	<u>1,900,000</u>		8,978,749	
Grant or Subsidies			78,401	
Reallocated Capital			600,000	
Other Recoveries			<u>50,000</u>	
 TOTAL FUNDING				
				\$ <u>42,526,170</u>

The attached spreadsheet itemizes these amounts.

**BACKGROUND**

Attached are the proposed projects to be undertaken in 2004 for each capital envelope funded through the 2004 budget. Those capital projects funded entirely from reserve funds ( Cemetery, Equipment Replacement and Parking) are also provided.

For information, background reports for Economic Development, Corporate Services - Information Technology, and Police Services Board are appended. Also attached are the capital requests for the closed recreational facilities.

Council does not approve Police Services projects, it approves only the envelope. However, for information purposes, the Police Capital Projects are included.

The Long Term Financial Plan (LTFP) identified Capital Funding gaps over the next ten years. 2004 to 2006 budget submissions include requests for items for which no funding, in entirety or partially, has been identified. The approval for these projects is subject to the approval of a Capital Financing Alternative Program. Any unfunded 2004 capital projects will have to be deferred until 2005 and future years.

During the preparation of submissions, every effort was made to match the timing of the needs identified in the LTFP but there may be discrepancies from a year to year basis as some projects may be accelerated or delayed in some cases. Overall, the needs identified in the LTFP have been accounted for as well as needs that have arisen since the preparation of the LTFP (eg. Fire bunkergear). In the LTFP, approximately \$230 Million was identified for capital roads needs. Details of these needs have been provided in the Capital Financing Alternative Report also on today's agenda.

The requests for 2005 and 2006 have been attached for your information.

CITY OF GREATER SUBBURY  
2004 - 2006 CAPITAL BUDGET PROJECTS

2004 CAPITAL PROJECTS

CAPITAL ENVELOPE	Project Costs	FUNDING SOURCES					Total Funded	Unfinanced Project Costs
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Reallocated Capital and Other Recoveries			
<b>Citizens and Leisure</b>								
Library	\$325,000	\$200,000	\$125,000 <sup>1</sup>			\$325,000	\$0	
Community Improvement Plan	200,000	200,000				200,000	0	
Neighbourhood Participation Projects	150,000	150,000				150,000	0	
General	7,540,000	494,580		\$25,000	\$50,000	569,580	6,970,420	
Cemetery	250,000	250,000 <sup>2</sup>				250,000	0	
Transit	180,000	180,000 <sup>3</sup>				180,000	0	
Parking	110,000	110,000 <sup>4</sup>				110,000	0	
<b>Subtotal</b>	<b>8,755,000</b>	<b>1,044,580</b>	<b>665,000</b>	<b>25,000</b>	<b>50,000</b>	<b>1,784,580</b>	<b>6,970,420</b>	
<b>Corporate Services</b>								
Corporate Infrastructure	311,340	311,340				311,340	0	
Information Technology	602,000	102,000				102,000	500,000	
Community Support Projects	1,020,000	1,020,000				1,020,000	0	
<b>Subtotal</b>	<b>1,933,340</b>	<b>1,433,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,433,340</b>	<b>500,000</b>	
<b>Economic Development</b>								
<b>Subtotal</b>	<b>839,090</b>	<b>839,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>839,090</b>	<b>0</b>	
<b>Emergency Services</b>								
Fire and EMS	6,006,660	185,420	1,327,739 <sup>5,6</sup>	\$53,401		1,566,560	4,440,000	
<b>Health and Social Services</b>								
<b>Subtotal</b>	<b>1,093,740</b>	<b>693,740</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>1,093,740</b>	<b>0</b>	
<b>Police Services</b>								
<b>Subtotal</b>	<b>3,238,500</b>	<b>486,260</b>	<b>1,178,500<sup>6</sup></b>	<b>200,000</b>	<b>0</b>	<b>1,866,760</b>	<b>1,371,740</b>	
<b>Public Works</b>								
Buildings	3,616,350	1,940,850				1,940,850	1,675,500	
Business	9,309,250	9,309,250				9,309,250	0	
Municipal Road 35	2,100,000	2,100,000				2,100,000	0	
Water	8,220,000	7,052,150	1,167,850 <sup>7</sup>			8,220,000	0	
Wastewater	6,400,000	6,712,340	(312,340) <sup>8</sup>			6,400,000	0	
Solid Waste	2,920,000	1,900,000	1,900,000 <sup>9</sup>			2,920,000	0	
Fleet and Equipment	3,052,000	3,052,000	3,052,000 <sup>3</sup>			3,052,000	0	
<b>Subtotal</b>	<b>35,617,600</b>	<b>28,134,590</b>	<b>5,807,510</b>	<b>\$78,401</b>	<b>\$650,000</b>	<b>33,942,100</b>	<b>1,675,500</b>	
<b>2004 TOTAL</b>	<b>\$57,493,830</b>	<b>\$32,819,020</b>	<b>\$8,978,749</b>	<b>\$78,401</b>	<b>\$650,000</b>	<b>\$42,526,170</b>	<b>\$14,957,660</b>	

**CITIZEN AND LEISURE SERVICES DEPARTMENT**

**2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure**

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
<b>Library Projects</b>							
South Branch Expansion Phase I	\$325,000	\$200,000	\$125,000				
Total project cost \$975,000 over three years. Library Reserve Fund							
<b>Leisure Projects</b>							
Community Improvement Plans	\$200,000	\$200,000					
Neighbourhood Participation Projects	\$150,000	\$150,000					
Soccer Field Development	\$50,000	\$50,000					
*partnership l'ecole secondaire Catholique du sacre Coeur - Ref. By-Law 2003-233							
Leisure Parks/Open Space Master Plan	\$50,000	\$50,000					
*reference Resolution #2003-126							
Rotary Park Development	\$100,000	\$50,000			\$50,000		
Partnership with Rotary Clubs of Sudbury 50% each partner							
Memorial Wall	\$30,000	\$30,000					
*complete Memorial Wall at Memorial Park							

\*In June 2004 the Leisure Master Plan will be presented to Council. Recommendations from the Leisure Master Plan will be incorporated into the 2005 and subsequent years capital plans and may result in a change in projects in 2005 and 2006.

2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>	<b>NOTES</b>
Sports Fields/Facilities Enhancement -Partnership with HRDC	\$300,000	\$150,000		\$25,000 HRDC Funding		\$125,000	
Sudbury Arena/E.S.A. Upgrades -Upgrade Special Events electrical panel required by E.S.A.	\$20,000	\$20,000					
Land Acquisition/Trail Development -purchase lands necessary for community trail development	\$100,000	\$50,000				\$50,000	
Twin Pad Construction -Add one additional ice pad to Countryside Arena	\$5,000,000					\$5,000,000	
Arenas/Community Centre Upgrades -dressing room upgrades -storage/Sudbury Arena -rink board construction -door replacement -bleachers/public skating	\$1,600,000	\$47,290				\$1,552,710	

2004 Citizen and Leisure Services Capital Projects - Libraries and Leisure

**FUNDING SOURCES**

<u>Project Description</u>	<u>Project Costs</u>	<u>Capital Envelope</u>	<u>Reserves or Reserve Funds</u>	<u>Grants or Subsidies</u>	<u>Other Recoveries</u>	<u>Unfinanced Project Costs</u>	<u>NOTES</u>
Playground Upgrades *purchase of new equipment *general landscaping *upgrades/outdoor rink/building	\$100,000	\$47,290				\$52,710	
<u>Lively Ski Hill</u> Facility Repair/Inspections Tow Upgrades Chalet Upgrades	\$60,000 \$100,000 \$30,000					\$60,000 \$100,000 \$30,000	
<b>Subtotal General</b>	<b>\$7,540,000</b>	<b>\$494,580</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$6,970,420</b>	
<b>2004 GRAND TOTAL</b>	<b>\$8,215,000</b>	<b>\$1,044,580</b>	<b>\$125,000</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$6,970,420</b>	

**LIBRARIES AND CITIZEN SERVICES DEPARTMENT**

**2004 Cemetery Services Capital Projects**

Cemetery Services Capital is funded entirely from the Cemetery Reserve Fund  
 2004 Cemetery Reserve Fund Balance is \$430,000

**FUNDING SOURCES**

<u>Project Description</u>	<u>Project Costs</u>	<u>Capital Envelope</u>	<u>Reserves or Reserve Funds</u>	<u>Grants or Subsidies</u>	<u>Other Recoveries</u>	<u>Unfinanced Project Costs</u>
Civic Memorial Cemetery Expansion	\$220,000		\$220,000			\$0
St. Joseph Cemetery Niche Wall	\$30,000		\$30,000			\$0
<b>2004 TOTAL:</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**CITIZEN AND LEISURE SERVICES**

**2004 Transit Services Capital Projects**

<b>FUNDING SOURCES</b>						
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Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
3 Bus Rebuilds	\$180,000		\$180,000			
<b>2004 TOTAL:</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

TRANSPORTATION SERVICES DEPARTMENT

2004 Parking Section Capital Projects

Parking Capital Projects are funded entirely from the Parking Reserve Fund  
 Parking Reserve Fund Balance as at January 13, 2004 is \$1,185,022.88.

FUNDING SOURCES

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
Phase II resurfacing and drainage of Shaghnessy St. Parking Lot	\$110,000		\$110,000				
<b>2004 TOTAL:</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**CORPORATE SERVICES**  
**2004 - 2006 CAPITAL BUDGET PROJECTS**  
**2004 Corporate Services Capital Projects**

**FUNDING SOURCES**

<u>Project Description</u>	<u>Project Costs</u>	<u>Capital Envelope</u>	<u>Reserves or Reserve Funds</u>	<u>Grants or Subsidies</u>	<u>Other Recoveries</u>	<u>Unfinanced Project Costs</u>	<u>NOTES</u>
<b><u>Corporate Infrastructure</u></b>							
Voice Mail System Upgrade	\$42,000	\$42,000				\$0	
Replace Central Printer and Docutech Backup	\$180,000	\$180,000				\$0	
Building Services Mobile Units	\$37,000	\$37,000				\$0	
Contingencies, TD Square, POA	\$52,340	\$52,340				\$0	
<b>Subtotal</b>	<b>\$311,340</b>	<b>\$311,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b><u>Information Technology</u></b>							
Additional Novell Licences	\$50,000	\$50,000				\$0	
Upgrade Phone System	\$52,000	\$52,000				\$0	
Geographic Information System	\$200,000					\$200,000	
Ortho-imagery and Mapping	\$300,000					\$300,000	
<b>Subtotal</b>	<b>\$502,000</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	
<b><u>Community Support Projects</u></b>							
Sudbury Regional Hospital and Northeastern Ontario Cancer	\$1,000,000	\$1,000,000				\$0	
Other Support	\$20,000	\$20,000				\$0	
<b>Subtotal</b>	<b>\$1,020,000</b>	<b>\$1,020,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>2004 TOTAL:</b>	<b>\$1,933,340</b>	<b>\$1,433,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	

## Long Term Capital Requirements - Information Technology

### **Geographic Information System      \$1,000,000**

\$200,000 per annum over next 5 years is the capital necessary to develop a corporate Geographic Information System. This capital is primarily to support the development of information data bases and parcel fabric which would form the backbone of a working GIS. It is also required to support the IT computer hardware and software necessary to support this system.

Should the City enter into the GeoSmart Program to begin the development of a Corporate GIS a significant step will have been taken toward the development of this system with the City making a financial contribution of \$376,000. Once this City funding is accounted for, the GIS going forward component could be reduced to \$120,000 per annum for the next 5 years to secure the balance of the system requirements.

### **PEN Systems                                      \$270,000**

Upgrading of the current PEN system tablets and associated hardware ( docking stations, digital cameras, keyboards, printers and mice) for 8 inspectors has recently been costed at approximately \$40,000. Bylaw enforcement officers which are now in the Legal Division would also benefit for PEN software and tablets for their field inspections and complaint investigations.

Outfitting 8 bylaw enforcement officers is estimated to cost approximately \$40,000. As the Pen tablets are the inspectors computer system in the field, these systems require replacement on a three year cycle like any other employee desk top computer. An estimate of 80,000 - 90,000 for this replacement every three years is a reasonable long term capital expectation.

### **Ortho-imagery and Mapping      \$1,500,000**

The long term plan estimated \$2,000,000 for ortho-imagery and mapping over the next 10 years with \$300,000 per annum (2003-2007) and \$100,000 per annum (2008 - 2012)

At the present time our mapping products are paper based and therefore are costly to maintain, reproduce and store. As well, much of the information contained on these maps is quite outdated. The replacement product must be capable of providing current information and be easily updated, stored and accessed. Going with fully computerized products such as digital photography, topographic mapping and other vector map products allows for substantial efficiencies in map and data handling and information transfer.

The new digital products have universal application and will be utilized by a wide number of user groups including: planners, engineers, government ministries, conservation authority, mining companies, and the general public. Digital mapping is required for environmental applications, urban planning, Official Plan development, engineering design, economic development and public information.

A few examples to illustrate the potential useage include: (1) digital mapping products placed on the City website for potential developers or investors to utilize the information in selection of development site locations or tourism development (2) use in updating floodplain mapping by the Conservation Authority for the entire watershed, (3) integration into a corporate wide Geographic Information System for departments and public to self service (4) land use mapping and updating for Official and Local Area Plans, and (5) environmental impact assessments for engineering projects.

Recently the entire City was flown for color digital aerial photography at a scale of 1:40,000 (half metre accuracy). This is a starting reference point for more detailed flying and mapping work. What is now required is digital aerial black and white photography at a scale of 1:20,000 (20 centimetre accuracy) for the entire city. This has built into it, a digital terrain model which will superimpose contour mapping over all of the photography. The 2 metre contour interval will result in the City having the equivalent of 1:2,000 mapping in digital formats for a wide variety of uses. Once this base digital topographic mapping is completed more detailed aerial photography for specific projects can be flown at larger scales (1:12,000 or 1:6,000 or 1:3,000) for particular engineering project requirements (land fill sites, road or sewer and water projects). Once base mapping is obtained, costs for these subsequent specific projects will realize a 70% cost savings over original mapping as control factors will have been established.

Efficiencies which will result from this work include: much easier maintenance of map products, much faster application, and much easier distribution and sharing of information between multiple users. This will ultimately result in lower costs for the acquisition of every map product component.

A better projection of this envelope is the expenditure of \$200,000 per annum for 5 years and \$100,000 for the last 5 years. This is a reduction of \$500,000 in the Long Term Plan from original estimates based on recent pricing. The City may also be able to accelerate this work and reduce these amounts further by seeking partnership agreements with the MNR, NDCA and Mining Companies to complete all or sections of the program.

**ECONOMIC DEVELOPMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2004 GSDC Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>	<b>NOTES</b>
<b><u>Projects Recommended</u></b>							
Connect Ontario/GeoSmart Smart Sudbury Project	\$305,220	\$305,220				\$0	GSDC Approved Oct 8/03
Sudbury Area Mining and Supply Service Association (SAMSSA)	\$24,375	\$24,375				\$0	GSDC Approved Nov 12/03
Sudbury Theatre Centre Fundraising Feasibility Study	\$7,000	\$7,000				\$0	GSDC Approved Dec 11/03
Three Year Tourism Development Plan, Year 1	\$165,000	\$165,000				\$0	GSDC Approved Dec 11/03
Art Gallery of Sudbury Organizational strategic plan	\$2,000	\$2,000				\$0	GSDC Approved Jan 14/04
Bio-Gas Power Generation Facility, feasibility	\$20,000	\$20,000				\$0	GSDC Approved Jan 14/04
<b><u>Contingent Commitments</u></b>							
Sudbury Neutrino Observatory Outreach and P.R. Campaign Year 3 of 5	\$25,000	\$25,000				\$0	
Deep Mining Research Consortium, Year 2 of 5	\$40,000	\$40,000				\$0	
Music and Film in Motion, Year 3 of 3	\$50,000	\$50,000				\$0	
2004 Projects to be identified	\$200,495	\$200,495				\$0	
<b>2004 TOTAL:</b>	<b>\$839,090</b>	<b>\$839,090</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## **ECONOMIC DEVELOPMENT CAPITAL ENVELOPE**

The Greater Sudbury Development Corporation, through its Community Economic Development (CED) Committee, receives requests for support for numerous initiatives and projects in the City of Greater Sudbury.

The Economic Development Capital Fund is used to support the projects that advance the objectives of the economic development strategic plan. The GSDC, after careful and thorough review, makes recommendations to Council on funding of specific projects. The required financial support is drawn from this fund.

Some commitments are one-time amounts, while others are multi-year commitments, subject to various annual conditions. The entire process is researched, recommended, and administered by the Economic Development Section.

It is anticipated that once adequate funding levels are achieved, the fund could also be used to offset development costs that result from specific economic development projects proposed by the private sector. These funds could offset some of the costs of upgrading infrastructure to support development projects.

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Emergency Services Capital Projects**

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Vehicles</b>			\$395,000			\$405,000	
Squirt 21	\$800,000					\$700,000	
Squirt 11	\$700,000					\$175,000	
Tanker 8	\$175,000					\$150,000	
Tanker 17	\$175,000					\$150,000	
Bush 3	\$150,000					\$25,000	
Bush 22	\$150,000					\$25,000	
Boat #1	\$25,000					\$25,000	
Boat #2	\$25,000					\$0	
Ambulance 5221	\$108,000		\$108,000			\$0	
Ambulance 5224	\$108,000		\$108,000			\$0	
Ambulance 5229	\$108,000		\$45,000			\$0	
Paramedic Response Unit	\$45,000		\$100,000			\$0	
ESU - B Remount	\$100,000		\$18,342	\$15,008		\$0	
EMS Gator	\$33,350					\$0	
<b>TOTAL:</b>	<b>\$2,792,350</b>	<b>\$0</b>	<b>\$882,342</b>	<b>\$15,008</b>	<b>\$0</b>	<b>\$1,805,000</b>	
<b>Equipment</b>							
SCBA	\$100,000					\$100,000	
Forestry Pumps	\$7,130					\$7,130	
Hale Pumps	\$14,938					\$14,938	
Stationary Generators	\$25,000					\$25,000	
Portable Generators	\$7,500					\$7,500	
4" Gate Valve	\$2,800					\$2,800	
Lanterns	\$1,380					\$1,380	
Suction Strainer	\$1,150					\$1,150	
Foam Eductors	\$7,532					\$7,532	
Chainsaws	\$7,650					\$7,650	
Recipro Saws	\$4,830					\$4,830	
Heavy Hydraulics	\$30,000					\$30,000	
Hand Tools	\$10,000					\$10,000	
45 mm Hose	\$15,476					\$15,476	
100 mm Hose	\$17,120					\$17,120	
Nozzles	\$16,284					\$16,284	
Leather Boots	\$25,000					\$25,000	
Immersion Suits	\$6,210					\$6,210	
Bunker Gear for Volunteers	\$600,000					\$600,000	
5 Upgrades to Defibrillators	\$66,125		\$66,125			\$0	
Defibrillator Equipment	\$41,850		\$41,850			\$0	
Proflex Stretcher @ 10	\$40,500		\$40,500			\$0	
<b>TOTAL:</b>	<b>\$1,048,475</b>	<b>\$0</b>	<b>\$148,475</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900,000</b>	

Represents Contribution to Equipment Reserve Fund

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2004 Emergency Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES			Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies		
<b>Project List</b>						
Bunker Gear - career staff	\$53,738	\$53,738			\$0	
Training - AlerTech	\$54,060	\$54,060			\$0	
Thermal Imaging Camera	\$28,560	\$28,560			\$0	
Portable Radios	\$16,320	\$16,320			\$0	
Pagers	\$22,032	\$22,032			\$0	
Opticoms	\$10,710	\$10,710			\$0	
		\$250,000			\$0	
EMS Generator	\$32,565	\$17,910	\$14,655		\$0	
EMS Trailer	\$7,305	\$4,018	\$3,287		\$0	
Decontamination Shelter	\$17,407	\$9,573	\$7,833		\$0	
CBRN Team	\$20,000	\$11,000	\$9,000		\$0	
Public Awareness Equipment	\$8,038	\$4,421	\$3,618		\$0	
Generator for Primary EOC	\$1,000,000				\$1,000,000	
<b>TOTAL:</b>	<b>\$1,620,735</b>	<b>\$185,420</b>	<b>\$296,922</b>	<b>\$38,393</b>	<b>\$1,000,000</b>	
<b>Facilities</b>						
Construction of Capreol Station - EMS/Fire	\$285,000				\$285,000	
Renovations to Various Stations (see notes)	\$450,000				\$450,000	Renovations to Leon, Minnow Lake, Van Horne, Long Lake, Red Deer Lake, Beaver Lake, Whitefish, Skead & Garson Stations
<b>TOTAL:</b>	<b>\$735,000</b>				<b>\$735,000</b>	
<b>2004 GRAND TOTAL:</b>	<b>\$6,006,560</b>	<b>\$185,420</b>	<b>\$1,327,739</b>	<b>\$59,401</b>	<b>\$0</b>	<b>\$2,440,000</b>

HEALTH AND SOCIAL SERVICES DEPARTMENT  
 2004 - 2006 CAPITAL BUDGET PROJECTS

2004 Capital Projects

FUNDING SOURCES

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
Pioneer Manor Capital Redevelopment Replace Windows, Roof	\$693,740 400,000	\$693,740			400,000	\$0	
<b>TOTAL:</b>	<b>\$1,093,740</b>	<b>\$693,740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	

**APPENDIX "A"**

Greater Sudbury Police Service  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Police Services Capital Projects

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
<b>Vehicles</b>							
22 Marked Patrol Vehicles	\$675,000		\$675,000				1 Police Equipment Reserve
4 Unmarked Vehicles	\$110,000		\$110,000				
2 4x4	\$85,000		\$85,000				
4 Snow Machines & Trailers	\$35,000		\$35,000				
1 Prisoner Transport Van	\$60,000		\$60,000				
1 Van	\$27,000		\$27,000				
1 Harley Davidson	\$25,000		\$25,000				
2 Dirt Bikes	\$15,000		\$15,000				
1 Boat	\$6,500		\$6,500				
<b>TOTAL:</b>	<b>\$1,038,500</b>	<b>\$0</b>	<b>\$1,038,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Mobile Data	\$685,000	\$223,260	\$140,000		\$200,000	\$121,740	2 Police Reserve - Subject to Board Approval. Will leave approximately \$40,000 for unforeseen capital needs
Facility Renovations	\$500,000					\$500,000	3 Other Recoveries: 2003 Capital
Specialty Unit/Enforcement Supplies	\$50,000	\$50,000					
Automation	\$50,000	\$50,000					
Leasehold Improvements	\$40,000	\$40,000					
Security/Camera System	\$50,000	\$50,000					
Communications Reserve	\$75,000					\$750,000	
Communications	\$75,000	\$75,000					
<b>TOTAL:</b>	<b>\$2,280,000</b>	<b>\$488,260</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,371,740</b>	
<b>2004 GRAND TOTAL:</b>	<b>\$3,238,500</b>	<b>\$488,260</b>	<b>\$1,178,500</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,371,740</b>	



**GREATER SUDBURY POLICE SERVICES BOARD  
CAPITAL PLAN 2004 - 2006**

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January 12, 2004

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## **GREATER SUDBURY POLICE SERVICES BOARD CAPITAL PLAN 2004 - 2006**

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### **BACKGROUND**

The Greater Sudbury Police Service is committed to providing quality policing in partnership with our community. With a vision to be recognized by our members, community and peers as a progressive, innovative leader in policing, the Service has made great strides in responding and reacting to emerging trends and issues. In recent years, improvements have been made with respect to police facilities, both the main headquarters and storefront locations throughout our City. With the creation of the new City of Greater Sudbury, the voice radio infrastructure was once again enhanced and expanded so as to provide communication coverage throughout the entire area for police, fire and transit services. In 2003, the final stage of the system was finalized and turned on. Fire Services are now making modifications and upgrades to the existing system so as to improve dispatch services that are provided through the Police Communication Centre.

The delivery of police services has been improved through the implementation and integration of technology into all facets of business operations. These include applications in the areas of Records Management Systems, Computer Aided Dispatch, and Closed Circuit Television monitoring and highly sophisticated security systems. Ongoing investment in this area has been and continues to be required in the area of automation and requires capital dollars to support such initiatives.

In prior years, most notably from 1997 to 2002, a significant amount of the police capital envelope was dedicated to financing primarily the West Tower construction project and the Voice Radio System for the purpose of expanding coverage. Now, with capital financing coming available, plans to continue expanding technological applications has been identified as a priority, specifically the implementation of Mobile Work Stations in patrol cars.

Previously, the Police Services Board approved a five-year capital priority list for the period 2002 to 2006, recognizing that this Plan may be adjusted to meet emerging trends, needs or unanticipated expenditures. This was developed in the context of Council's Capital Policy which recommended that mechanisms for establishing five-year priority lists for each envelope be established and brought forward for approval by September 30, 2001 and that these lists be updated annually thereafter.

For several years, on an annual basis through the Police Operating Budget a total of \$537,530 was contributed to the capital account. In this regard, multi-year capital forecasting was undertaken based on this annual allocation.

As part of 2002 budget deliberations, the contribution to the capital budget was reduced by \$2,000,000 on a corporate wide basis. This reduction target was prorated across the corporation with the police reduction identified at \$58,841. This resulted in the police capital envelope being reduced to \$478,689 annually.

In setting the multi-year capital spending priority list for 2004 to 2006, key projects and specific categories have been identified for which various projects are assigned as follows:

- Vehicle Replacements
- Mobile Data Terminals
- Facility Renovations
- Specialty Unit/Enforcement Supplies
- Automation
- Leasehold Improvements
- Security Camera System
- Communication
- Communications Reserve

*(Refer to Appendix "A" for Financial Table)*

**Vehicles**

In 2003, following an extensive review by KPMG, the Police Service assumed responsibility for procurement and disposal of police vehicles. In this regard, an initial reserve was established based on the current value of the fleet. Annually, thereafter, this reserve is financed through contributions from the operating budget so as to ensure sufficient resources to maintain the fleet. During the initial years of transition, the City continues to receive vehicles based on a pre-existing two and three-year retention cycle. Effective 2003, vehicles will be purchased, utilized and disposed of solely by the police. It is anticipated that the reserve and the contributions to same through the operating budget and sale of used vehicles will ensure sufficient financing for vehicle acquisitions in each year.

In addition to these items, through the Long Term Financial Planning exercise, the need for a replacement of the mobile command centre was identified. During the Transition process, it was established that this unit should be the responsibility of the Emergency Services Division. To date, an application has been made through the Joint Emergency Preparedness Program for funding with the residual amounts to be financed between police, fire and EMS.

**Mobile Data Terminals**

Mobile Data Terminals or lap top computers, for use in police vehicles has been identified as a priority. The voice radio system along with the new computer aided dispatch system provides for wireless electronic computer communications directly to officers on the road through the use of mobile workstations, which will be installed in

Patrol cars. The advantages of such a system allow officers to get direct access to information from their vehicle, communicated electronically car to car and allows dispatchers to send officers in a timely manner and to deliver detailed information on-line, thus reducing on-air talk time. This on-scene access provides information necessary to apprehend criminals. The benefits of these systems are great in terms of efficiency, officer safety and more effective law enforcement. Cost estimates are now in at just over \$2 million. This project has been identified as a priority for financing during the 2004 to 2006 period.

### **Facility Renovations**

In 2003, the Police were advised that the City's Public Works Department required the Frobisher Dome for their purposes. This facility has been modified over the years tailored specifically for police use for the purpose of storing stolen property, records, fleet equipment and miscellaneous furnishings. To this end, the Board has initiated a review of available space. At the request of Council, the Board is currently examining another City owned location as an option which would see renovations so as to accommodate the above noted items. The project has since expanded to include a reallocation of certain divisions to enhance functionality and efficiencies. At this time, it is anticipated that approximately \$500,000 is required for this retrofit. Discussions are currently at a very preliminary stage with work with the architect currently underway.

### **Speciality Teams/Enforcement Supplies**

In ensuring and maintaining compliance with the Adequacy and Effectiveness Regulation, the Service has a number of speciality teams which require both operating and capital dollars. Units such as the tactical team, canine unit and public order unit have equipment needs for which capital dollars have been identified during the next five-year capital planning cycle. Equipment ranges from vehicle equipment to specialized night vision wear.

In addition in order to maximize the efficiency of the Tactical Unit, various speciality rifles, machine guns and associated weaponry equipment are required.

### **Automation**

Over the past several years, the Service has undertaken major initiatives in the area of automating office systems, internal security measures, records management and computer aided dispatch services. A number of software and hardware items have been required to effect these changes, which involve long-term funding requirements from capital budgets. Security of information systems is a top priority in law enforcement with capital resources dedicated to ensure security measures are in place and maintained. In order to ensure technology upgrades and new products are effected in the environment an ongoing commitment of capital dollars is required. During the next three years \$90,000 of non-specified monies have been identified for automation purposes.

**Leasehold Improvements**

The Service operates several storefront locations throughout the City. In order to ensure adequacy of these facilities, renovations and routine upgrades are necessary. During 2004 leasehold improvements are planned at main police headquarter in the front lobby so as to accommodate Victim Crisis and Referral Services (VCARS) and to improve space utilization in the front lobby and in the Central Records area. An annual allocation are set aside for miscellaneous leasehold improvements, particularly at various storefront locations, but does not include a provision for future major building project needs. This was again identified as part of the long-range financial plan, which we were advised forms part of the Public Works Plan.

**Security/Camera System**

Since having relocated police headquarters to the West Tower in 1996 and following the bombing of the former police headquarters in 1996, the building is under extensive video surveillance. Cameras are located in both Police Headquarters at the West Tower along with various areas throughout Tom Davies Square, including the underground parking garage. In order to effect security in the Police Tower, internal and external security systems have been installed as part of the overall Police Renovations project.

Specifically the system was designed so as to restrict general public access to and from the police facility. All external locks and access points are monitored with a security access code system and properly controlled access during off-peak times and weekends. A video surveillance system has been established on the interior for monitoring of inside general office spaces and most notably the secure area. In addition, police interview rooms are equipped. The exterior of the building is also being monitored via closed circuit T.V. so as to provide for both 7-24 live and taped monitoring facilities.

In addition, the Service operates the Lion's Eye in the Sky which provides an adjunct to core policing through the use of closed circuit TV throughout areas of the downtown.

Surveys indicate a high level of approval for Lion's Eye in the Sky, with 79% of individuals and 98% of businesses agreeing with video monitoring downtown. Crime statistics further confirm that the Lion's Eye in the Sky has been an effective means of both deterring and dealing with crime. In addition, the use of CCTV has played a role in enhancing the safety of officers working in the downtown area.

In 2003, as a result of aging equipment, the need for expansion and the necessity of maintaining a reliable system so as to ensure optimal functionality of the equipment resulted in the requirement for upgrades. To this end, a capital allocation had been identified to defray the costs associated with such upgrades. A total of \$240,000 was originally identified through the capital envelope over the next five years to finance both security and camera initiatives. The equipment has now been procured and is in the process of being installed. With final costing now known, financing has been adjusted and will require only an additional \$50,000 to complete the security project which has been included as part of the 2004 requirements.

**Communications/Communications Reserve**

Radio communications are the lifeline of the personnel of the Police. In 1994, Council approved the purchase of a state-of-the-art voice radio communications system that would allow multiple users to access tower sites, frequencies, etc. and to provide privacy of information transmitted so as scanners would not be able to intercept digitized transmissions.

Since its inception the system has undergone various levels of expansion. In 1997, in order to provide expanded signal coverage a capital expansion initiative was undertaken. In order to finance same, future year capital allocations were pre-committed to provide the financial resource. The final contribution of \$330,000 was made in 2002 which now has concluded financing for Phase II.

In order to meet ongoing equipment requirements associated with portable and mobile radio replacement and other associated equipment upgrades specific to the police only, an allocation of \$115,000 over the next three years has been identified.

As part of the long range financial planning undertaken by the City, the need for annual contributions toward the replacement of the radio system was identified. These contributions should be made annually so as to ensure an availability of finances to replace the system at a future date. It is pointed out that this is not included as part of the police capital envelope, but was identified as a corporate responsibility. To this end a contribution of \$750,000 annually is recommended to ensure sufficient resources at such time the system requires full replacement.

**SUMMARY**

As outlined, as part of the 2004 to 2006 Capital Budget process, a number of key projects and priorities have been identified. The spending plan has been developed based on anticipate capital needs by broad range categories. The current capital envelope of \$468,689 annually has been identified as one of the financing sources. The Police Reserve and 2003 unspent capital have also been identified to finance the initiatives. A significant amount in each year remains unfinanced at this time. Depending on availability of funds through other sources, consideration may be given to increasing the contribution to capital through the operating budget.

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	Capital Envelope	Reserves or			Unfinanced Project Costs
				Reserve Funds	Grants or Subsidies	Other Recoveries	
<b>Roofs</b>							
Falconbridge Community Centre--Pool	re-roofing as per Council Approval	\$ 140,000	\$ 140,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Garson Medical Centre	re-roofing - flat roof	\$ 50,000	\$ 50,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
St. Clair Public Works Storage Bldg.	roof replacement	\$ 140,000	\$ 140,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Centennial Arena	metal roof retrofit - insulation	\$ 160,000	\$ 160,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Little Britain Tot Lot Fieldhouse	re-roofing - facia	\$ 10,000	\$ 10,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Sunnyside Playground Centre	replace roofing / facia	\$ 15,000	\$ 15,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Chelmford Fire and EMS Station	re-roof (Administration)	\$ 65,000	\$ 65,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Onaping Community Centre / Pool	re-roofing - 2 sections (flat)	\$ 90,000	\$ 90,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Anderson Farm Complex	re-roofing / repairs	\$ 10,000	\$ 10,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Walden Citizen Service Centre / Library	roof repairs - south wing	\$ 7,500	\$ 7,500	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Welcome Centre - Hwy 69	roof repairs	\$ 5,000	\$ 5,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Nickel Centre Garage / Storage	flat roof repairs	\$ 5,000	\$ 5,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Copper Cliff Station	roof replacement	\$ 45,000	\$ 45,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Ella Lake Park, Beach & Playground	shingles & sheeting @ canteen building	\$ 15,000	\$ 15,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Lively Police Station	roofing replacement	\$ 35,000	\$ 35,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
White Water Lake Park	replace shingles, storage building	\$ 10,000	\$ 10,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Millennium Resource Centre	re-roof flat section	\$ 80,000	\$ 80,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
AT&T Building	re-roofing	\$ 80,000	\$ 80,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Catchell Pool	roofing (flat roof)	\$ 40,000	\$ 40,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Levack Warehouse 1	re-roofing	\$ 25,000	\$ 25,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
<b>SUBTOTAL</b>		<b>\$ 1,027,500.00</b>	<b>\$ 670,000</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 357,500.00</b>
<b>Building Shell</b>							
Antwerp Playground Fieldhouse	wall repair / shell upgrade	\$ 18,000	\$ 18,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Lonsdale Playground Fieldhouse	exterior shell improvements	\$ 10,000	\$ 10,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Falconbridge (Curling Club)	foundation repairs	\$ 20,000	\$ 20,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Centennial Arena	replace exit doors / repairs	\$ 15,000	\$ 15,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Howard Armstrong Recreation Centre	building shell repairs - Phase 1	\$ 100,000	\$ 100,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
White Water Lake Park	storage building - interior / exterior repairs	\$ 20,000	\$ 20,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Val Caron Fire Hall	Overhead Doors	\$ 15,000	\$ 15,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Police - Coniston Storefront	shell improvement	\$ 15,000	\$ 15,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Coniston Arena / Community Centre	replace Zamboni overhead door	\$ 5,000	\$ 5,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Falconbridge Community Centre	exterior shell improvements	\$ 75,000	\$ 75,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Garson Arena / Community Centre	replace Zamboni overhead door	\$ 5,000	\$ 5,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Carmicheal Arena	rear exit doors / hardware	\$ 10,000	\$ 10,000	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2004 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	Capital Envelope	FUNDING SOURCES			Unfinanced Project Costs
				Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	
Lively Fire Station	windows, insulation, energy retrofit	\$ 15,000				\$ 15,000	
Centennial Arena	lobby entrance doors	\$ 8,000				\$ 8,000	
VanHome Station	windows	\$ 20,000				\$ 20,000	
I.J. Coady Memorial Arena	shell improvement - exterior	\$ 15,000				\$ 15,000	
Nickel District Pool	replace doors - handicap access	\$ 10,000				\$ 10,000	
Raymond Plourde Arena	replace exit / emergency doors	\$ 15,000				\$ 15,000	
Carmicheal Arena	Overhead door - ice resurfacer	\$ 5,000				\$ 5,000	
Carmicheal Arena	man door - mechanical room	\$ 5,000				\$ 5,000	
Ella Lake Park, Beach & Playground	canteen building repairs - windows & doors	\$ 10,000				\$ 10,000	
Camp Wassakwa Log Cabin	door replacement / boat storage building	\$ 5,000				\$ 5,000	
Civic Memorial Cemetery Garage	garage repairs	\$ 10,000				\$ 10,000	
<b>SUBTOTAL</b>		<b>\$426,000.00</b>	<b>\$308,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$118,000.00</b>	
<b>Mechanical</b>							
Capreol / Walden / various arenas	propane code update; ice melting pits	\$ 10,000	\$ 10,000			\$ 10,000	
Chelmsford Community Centre	Brine replacement (contaminated)	\$ 10,000	\$ 10,000			\$ 10,000	
Tom Davies Square Complex	Electrical / Security	\$ 20,000	\$ 20,000			\$ 20,000	
Capreol Community Centre & Arena	replace chillers	\$ 30,000	\$ 30,000			\$ 30,000	
Tom Davies Square	sprinkler system Phase II	\$ 100,000	\$ 100,000			\$ 100,000	
Various Locations	TSSA / various oil tank replacement	\$ 15,000	\$ 15,000			\$ 15,000	
Chelmsford Community Centre / Arena	Fire Alarm System	\$ 18,000	\$ 18,000			\$ 18,000	
Frobisher Operations Building	fuel pump upgrade	\$ 40,000	\$ 40,000			\$ 40,000	
Minnow Lake Place	heating system upgrade	\$ 15,000	\$ 15,000			\$ 15,000	
Leon Ave Station	Exhaust Ventilation System	\$ 20,000	\$ 20,000			\$ 20,000	
Countryside Arena	dehumidifier (2) units	\$ 32,000	\$ 32,000			\$ 32,000	
Onaping Community Centre / Pool	repair drain line (filtration)	\$ 5,000	\$ 5,000			\$ 5,000	
Sudbury Community Centre / Arena	building ventilation upgrade	\$ 30,000	\$ 30,000			\$ 30,000	
Coniston Arena / Community Centre	compressor replacement - UPGRADE	\$ 20,000	\$ 20,000			\$ 20,000	
Valley East Health Clinic - Town Hall	heating controls / upgrade	\$ 15,000	\$ 15,000			\$ 15,000	
McClelland Arena	spectator heaters	\$ 7,500	\$ 7,500			\$ 7,500	
Sudbury Community Centre / Arena	plant - electrical service upgrade	\$ 90,000	\$ 90,000			\$ 90,000	
Tom Davies Square	elevator controls - main access / foyer	\$ 100,000	\$ 100,000			\$ 100,000	
Coniston Library Building	automatic door opener / main door	\$ 8,000	\$ 8,000			\$ 8,000	
Sudbury Transit Garage	replace hoist	\$ 75,000	\$ 75,000			\$ 75,000	
Carmicheal Arena	replace chiller	\$ 35,000	\$ 35,000			\$ 35,000	
Lively Tennis Centre Building - Rink	furnace replacement	\$ 5,000	\$ 5,000			\$ 5,000	
Dr. Leclair Community Centre & Arena	heating - resurfacer storage room	\$ 5,000	\$ 5,000			\$ 5,000	
Dowling Civic Leisure Centre / Library	transient voltage suppression TVSS	\$ 7,500	\$ 7,500			\$ 7,500	

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Reserves or

Location	Project Description	Project Costs	Capital Envelope	Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
Centennial Arena	chiller / compressor repairs	\$ 35,000					\$ 35,000
Tom Davies Square Complex	washroom upgrade	\$ 60,000					\$ 60,000
Centennial Arena	Electrical panels	\$ 15,000					\$ 15,000
Vermillion Lake Fire Station	heating system	\$ 9,000					\$ 9,000
Carmichael Arena	lighting upgrade - lobby	\$ 5,000					\$ 5,000
Nickel District Pool	sump / pump system	\$ 5,000					\$ 5,000
Gatchell Pool	pool filter system / pump & valves	\$ 50,000					\$ 50,000
Onaping Community Centre / Pool	transient voltage suppression TVSS	\$ 7,500					\$ 7,500
<b>SUBTOTAL</b>		<b>\$ 899,500.00</b>	<b>\$ 965,000.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 534,500.00</b>
<b>Miscellaneous</b>							
Code compliance - various locations	Code compliance - fire separation	\$ 30,000	\$ 30,000				\$ 80,000
Barrier free - various locations	Ontario Disabilities Act - barrier free	\$ 25,000	\$ 25,000				\$ 10,000
Onaping Medical Centre	Building Code Compliance	\$ 25,000	\$ 25,000				\$ 300,000
Civic Memorial Cemetery	Garage / Flammable containment	\$ 40,000	\$ 40,000				\$ 30,000
Bell Park Amphitheatre	washrooms @ amphitheatre	\$ 140,000	\$ 140,000				\$ 5,000
Trillium Centre	kitchen - relocation upgrade	\$ 50,000	\$ 50,000				\$ 18,000
Tom Davies Community Centre & Arena	rubber flooring / dressing rooms	\$ 30,000	\$ 30,000				\$ 7,500
Onaping Community Centre / Pool	pool bottom repair / piping	\$ 80,000	\$ 80,000				\$ 7,500
Tom Davies Community Centre & Arena	Door / hardware - exits	\$ 10,000					\$ 7,500
Frobisher Storage Building	storage building	\$ 300,000					\$ 7,500
Raymond Plourde Arena	Flooring - Rubber dressing rooms	\$ 30,000					\$ 7,500
McClelland Arena	flooring replacement - cantine area	\$ 5,000					\$ 7,500
Valley East Library Building	parking lot repairs / paint	\$ 18,000					\$ 7,500
VanHorne Station	storage room / janitor	\$ 7,500					\$ 7,500
Countryside Arena	concrete floor / grate replacement	\$ 7,500					\$ 7,500
Chelmsford Community Centre / Arena	spectator stands / anti-slip coating	\$ 25,000					\$ 25,000
Tom Davies Community Centre & Arena	rubber flooring, dressing room / hallways	\$ 20,000					\$ 20,000
Kinsmen Sports Complex Building	washroom repairs / plumbing	\$ 25,000					\$ 25,000
Sudbury Community Centre / Arena	washroom upgrade	\$ 15,000					\$ 15,000
Consiston Arena / Community Centre	renovations - multi use (Taylor Sports)	\$ 70,000					\$ 70,000
Kinsmen Sports Complex Building	Bleacher repairs	\$ 15,000					\$ 15,000
Long Lake Rd. Station	flooring - main hall	\$ 7,500					\$ 7,500
Cambrian Arena	floor grates	\$ 5,000					\$ 5,000
Copper Cliff Centennial Library	seating repairs / floor	\$ 10,000					\$ 10,000
Countryside Arena	ground work / sidewalk	\$ 5,000					\$ 5,000
	sound system	\$ 10,000					\$ 10,000
<b>SUBTOTAL</b>		<b>\$ 1,005,500.00</b>	<b>\$ 540,000.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 865,500.00</b>

PUBLIC WORKS DIVISION  
 BUILDING & FACILITIES SECTION  
 2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Building & Facilities Capital Projects

FUNDING SOURCES

Location	Project Description	Project Costs	Capital Envelope	Reserves or				Unfinanced Project Costs
				Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Studies / Contingency</b>								
Asbestos Audits	Asbestos Audits - various locations	\$ 20,000	\$ 20,000					
Emergency Breakdowns	unexpected failures / breakdowns	\$ 180,000	\$ 180,000					
Various Studies / Reports	specialized reports / studies	\$ 57,850	\$ 57,850					
<b>SUBTOTAL</b>		<b>\$257,850.00</b>	<b>\$257,850.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>TOTAL</b>		<b>\$3,818,380.00</b>	<b>\$1,840,850.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,675,500.00</b>

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b>Structures</b>							
Completion of 2003 Projects		\$ 150,000	\$ 150,000				
Maris Street Bridge over CPR Main Line PH II	MR 55 @ Big Nickel Structure Upgrading	\$ 2,200,000	\$ 2,200,000				
Engineering Consultant Analysis/Spot Grading	Various	\$ 150,000	\$ 150,000				
<b>Storm Drainage Improvements</b>							
Sh/Pine/Birch	Replace Deficient System	\$ 120,000	\$ 120,000				
Maquette Storm Outlet	Frost to Elmview	\$ 280,000	\$ 280,000				
Bert Storm Outlet	Replace Deficient System	\$ 20,000	\$ 20,000				
Armin Street Storm Outlet	Replace Deficient System	\$ 40,000	\$ 40,000				
Arny Street	Replace Deficient System	\$ 20,000	\$ 20,000				
Ar Street Storm Outlet	at City Owned Parking Lot	\$ 60,000	\$ 60,000				
Aris Street Storm Outlet	David/Naughton	\$ 50,000	\$ 50,000				
ArCrea Heights S.S.	Drainage Outlet	\$ 60,000	\$ 60,000				
Spot Improvements/Drainage Study	Various	\$ 50,000	\$ 50,000				
<b>Sidewalks &amp; Walkways</b>							
Completion of 2003 Program		\$ 60,000	\$ 60,000				
Joseph	Edward to Edward	\$ 110,000	\$ 110,000				
Mand	Edward to Edward	\$ 96,000	\$ 96,000				
Annie	Sellwood to Lincoln	\$ 18,000	\$ 18,000				
Amnell	Danforth to Westmount	\$ 36,000	\$ 36,000				
Alter	Edward to William	\$ 26,000	\$ 26,000				
Estview	at MR 55	\$ 18,000	\$ 18,000				
Main	Confederation School to Frappier	\$ 65,000	\$ 65,000				
Appier	Main to Elizabeth Centre Entrance						
Lee	New Sidewalk	\$ 9,000	\$ 9,000				
Main	Stonegate to Westmount, New Sidewalk	\$ 15,000	\$ 15,000				
	Martin to Menard, New Sidewalk	\$ 15,000	\$ 15,000				

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	FUNDING SOURCES			Unfinanced Project Costs
				Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	
	Gilman to Barlow	\$ 7,000	\$ 7,000				
	House #177 to Ravina	\$ 20,000	\$ 20,000				
	Various	\$ 10,000	\$ 10,000				
	Mitchell to Crescent	\$ 25,000	\$ 25,000				
	Field to East End	\$ 50,000	\$ 50,000				
	Stairway Extension	\$ 20,000	\$ 20,000				
	Gemmell	\$ 22,000	\$ 22,000				
	Various	\$ 20,000	\$ 20,000				
	Various	\$ 30,000	\$ 30,000				
<b>New Street Lights</b>							
	Ravel Drive, House #1687	\$ 1,300	\$ 1,300				
	East Drive, Pole S7166, S7168	\$ 1,600	\$ 1,600				
	McKenzie, House #3119	\$ 1,300	\$ 1,300				
	Opial Street, Pole B18670, B18673	\$ 2,600	\$ 2,600				
	Leimi Road, House #21	\$ 1,300	\$ 1,300				
	Arlene, House #4339	\$ 1,300	\$ 1,300				
	Antola Road, House #393, #405	\$ 2,600	\$ 2,600				
	Goodwill, House #569	\$ 1,300	\$ 1,300				
	Ravel Drive, House #1030	\$ 1,300	\$ 1,300				
	Esta Street, Two Lights for Street	\$ 2,600	\$ 2,600				
	St. Laurent, House #3348, #3358	\$ 2,600	\$ 2,600				
	South Bay, Between Keast and Arlington Lights	\$ 1,600	\$ 1,600				
	Reguin Street, House #358	\$ 1,300	\$ 1,300				
	Street Light System Upgrades	\$ 175,000	\$ 175,000				
	Traffic Signals	\$ 70,000	\$ 70,000				

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b>Roads</b>							
Completion of 2003 Program		\$ 200,000	\$ 200,000				
Paris Street Upgrading	5th Lane/Overlay Walford to Paris	\$ 2,000,000	\$ 2,000,000				
<del>St. Salie Blvd. Upgrading</del>	<del>Allee Avenue to Barrydowne Road</del>	<del>1,100,000</del>	<del>1,100,000</del>				
Voivre-Derne Avenue	Phase II	\$ 100,000	\$ 100,000				
Valleyview Drive	Phase II	\$ 100,000	\$ 100,000				
Bettie Drive	Valleyview to 7 km north	\$ 100,000	\$ 100,000				
Garson/Coniston	Spot	\$ 100,000	\$ 100,000				
Kenner Lake Road	Spot	\$ 100,000	\$ 100,000				
Regent Street	Basile Leach's Road North Side	\$ 150,000	\$ 150,000				
Wentworth Avenue	2003 Limit to Kingsway	\$ 80,000	\$ 80,000				
St. Joseph Street	Phase II Completion 2003 Project	\$ 100,000	\$ 100,000				
High Street	Larkin Street, Westerly	\$ 50,000	\$ 50,000				
Almond Crescent	Edward Avenue to Edward Avenue	\$ 80,000	\$ 80,000				
Debbie Street	Selwood Street to Lincoln Crescent	\$ 60,000	\$ 60,000				
Oak Street	Hampden North leg	\$ 20,000	\$ 20,000				
Smith	Highway 14 to Balfour	\$ 15,000	\$ 15,000				
W. 15	Railway Crossing to Bonin	\$ 15,000	\$ 15,000				
2 KSO Road	Goodview to Edele	\$ 110,000	\$ 110,000				
4th Street	Overlap with 2003 Watermain Work	\$ 80,000	\$ 80,000				
Summit Street	Dundas Avenue to Westmount Avenue	\$ 20,000	\$ 20,000				
Esplanade	Grade Overlay	\$ 10,000	\$ 10,000				
Join Street		\$ 10,000	\$ 10,000				
Other							
Wassard Street	Water SAC	\$ 45,000	\$ 45,000				
Larry Street	Water SAC	\$ 20,000	\$ 20,000				
Kenzie Drive	turning circle and grade adjustments	\$ 80,000	\$ 80,000				
Storm water Official Plan review		\$ 30,000	\$ 30,000				

**PUBLIC WORKS DIVISION**  
**ROADS & DRAINAGE**  
**2004 - 2006 CAPITAL BUDGET PROJECTS**  
**2004 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or		Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
				Reserve Funds	Funds			
transportation Official Plan review		\$ 25,000	\$ 25,000					
gonquin road drainage study		\$ 30,000	\$ 30,000					
ack sealing		\$ 100,000	\$ 100,000					
gin street phase 2		\$ 45,000	\$ 45,000					
contingencies and water, wastewater works		\$ 189,550	\$ 189,550					
<b>TOTAL ROADS AND DRAINAGE - 2004</b>		<b>\$ 8,309,250</b>	<b>\$ 9,309,250</b>					

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL WATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
Southview - 12" - Martindale to Fernwood (#2 by number of breaks)	\$1,130,000					
Regent St - Access to Herold - 12" (commitment to ORC)	280,000					
Long Lake Road - Fire Hall to Alice - 24" (Prior to road project by developer)	450,000					
Operating Manuals	200,000					
Water Upgrade with road program	200,000					
Bruyere - Morin to east end (to eliminate 2" main)	100,000					
Whittaker - South of Struthers (to eliminate 2" main)	65,000					
MR 84 - M Well to Hannah	500,000					
8th Ave and 7th ave Lively (to eliminate 2" main)	300,000					
Levack water supply	500,000					
Falconbrige water supply	75,000					
Valley east water upgrades, compliance	1,000,000					
Capreol water supply	2,400,000					
Walden & Dowling, tank repairs	100,000					
Wanapitae WTP compliance upgrades	500,000					
SCADA upgrades	100,000					
Operating manuals & as-builts	100,000					
Contingencies	220,000					
<b>TOTAL WATER, 2004</b>	<b>\$8,920,000</b>	<b>\$7,952,150</b>	<b>\$1,678,850</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL WASTEWATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
South End Rock Tunnel	\$1,600,000					
Operating Manuals	200,000					
Paris Street	100,000					
(with road program)						
Sewer Upgrade with road program	300,000					
I&I Reduction / Relining	200,000					
Sudbury WWTP, workshop and clarifiers	1,650,000					
Lively WWTP, expansion design	1,300,000					
Sludge/energy design	100,000					
Rerate Azilda and Chelmsford WWTP	200,000					
Lift station upgrades	150,000					
St. Charles lift station upgrade	150,000					
Scada upgrades	100,000					
Operating manuals and as-builts	100,000					
Energy management	50,000					
Contingencies	200,000					
<b>TOTAL WASTEWATER, 2004</b>	<b>\$6,400,000</b>	<b>\$6,712,340</b>	<b>\$312,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2004 CAPITAL SOLID WASTE PROJECTS

FUNDING SOURCES

PROJECT	PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVES FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
SUDBURY LANDFILL SITE	EXPANSION	\$1,900,000					
HANMER LAND FILL SITE	ROADS, STORM WATER POND	800,000					
WASTE MANAGEMENT FACILITY	FENCING, KIOSK	40,000					
LITTER	NEW CONTAINERS	10,000					
MONITORING AND CONTINGENCIES	ALL SITES	170,000					
<b>TOTAL 2004</b>		<b>\$2,920,000</b>	<b>\$1,020,000</b>	<b>\$1,900,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM**

PROPOSED 2004 PURCHASES

FUNDING SOURCES

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b><u>Snow Plows &amp; Spreaders</u></b>								
S-728	1986	Tenco Plow/Spreader	\$ 200,000		\$ 200,000			
S-727	1986	Tenco Plow/Spreader	\$ 200,000		\$ 200,000			
S-641	1987	Ford Truck	\$ 200,000		\$ 200,000			
S-660	1989	International/C/W Hot	\$ 200,000		\$ 200,000			
S-661	1990	International/C/W Hot	\$ 200,000		\$ 200,000			
S-662	1990	Ford	\$ 200,000		\$ 200,000			
S-644	1990	Ford	\$ 200,000		\$ 200,000			
S-623	1990	Ford	\$ 200,000		\$ 200,000			
<b><u>Sidewalk Plows &amp; Spreaders</u></b>								
S-239	1989	Trackless/M15	\$ 110,000		\$ 110,000			
S-242	1991	Trackless/M15	\$ 110,000		\$ 110,000			
<b><u>Light Trucks</u></b>								
S-450	1993	Dodge	\$ 30,000		\$ 30,000			
S-443	1993	Dodge	\$ 30,000		\$ 30,000			
S-071	1994	Ford	\$ 30,000		\$ 30,000			
S-448	1995	Ford	\$ 30,000		\$ 30,000			
S-069	1995	Ford Crew Cab	\$ 30,000		\$ 30,000			
S-094	1995	Ford Pick-Up	\$ 30,000		\$ 30,000			
S-449	1995	Ford	\$ 30,000		\$ 30,000			
S-064	1995	Ford Crew Cab	\$ 30,000		\$ 30,000			
S-070	1995	Ford Crew Cab	\$ 30,000		\$ 30,000			
S-476	1995	Ford	\$ 30,000		\$ 30,000			
S-561	1995	Ford	\$ 30,000		\$ 30,000			
S-471	1995	GMC	\$ 30,000		\$ 30,000			
S-004	1995	Ford Pick-Up	\$ 30,000		\$ 30,000			
S-041	1995	GMC Pick-Up	\$ 30,000		\$ 30,000			
S-050	1995	GMC Pick-Up	\$ 30,000		\$ 30,000			
S-066	1996	Dodge Van	\$ 30,000		\$ 30,000			
S-093	1996	Dodge Van	\$ 30,000		\$ 30,000			
S-007	1996	Dodge Van	\$ 30,000		\$ 30,000			

**PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM  
PROPOSED 2004 PURCHASES**

**FUNDING SOURCES**

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<u>1-Ton Trucks</u>								
S-566	1989	Ford	\$ 38,000		\$ 38,000			
S-572	1990	Ford	\$ 38,000		\$ 38,000			
S-602	1990	International	\$ 75,000		\$ 75,000			
<u>Dump Trucks</u>								
R-872	1974	Zamboni	\$ 80,000		\$ 80,000			
S-858	1983	Olympia	\$ 80,000		\$ 80,000			
R-491	1974	Thompson	\$ 8,000		\$ 8,000			
<u>Ice Resurfacers</u>								
<u>Trailers</u>								
R-202	1988	Shop Built	\$ 3,000		\$ 3,000			
R-205	1988	White Trailer	\$ 3,000		\$ 3,000			
R-206	1986	Falcon	\$ 3,000		\$ 3,000			
R-207	1981	Shop Built	\$ 3,000		\$ 3,000			
R-208	1981	Shop Built	\$ 3,000		\$ 3,000			
R-213	1984	Pavemaster	\$ 3,000		\$ 3,000			
R-351	1986	General Utility	\$ 3,000		\$ 3,000			
R-352	1986	General Utility	\$ 3,000		\$ 3,000			
R-354	1979	Fay	\$ 3,000		\$ 3,000			
R-355	1983	JTC	\$ 3,000		\$ 3,000			
R-372	1981	Ford	\$ 3,000		\$ 3,000			
R-374	1956	Chalmers	\$ 3,000		\$ 3,000			
R-375	1971	Tractor with Loader	\$ 3,000		\$ 3,000			
R-711	1974	Advance	\$ 3,000		\$ 3,000			
R-712	1983	Pavemaster	\$ 3,000		\$ 3,000			
R-716		Advance Utility Trailer	\$ 3,000		\$ 3,000			
R-720	1985	2 Ton Utility	\$ 3,000		\$ 3,000			
R-723	1983	Utility Trailer	\$ 3,000		\$ 3,000			
S-171	1984	Ford	\$ 3,000		\$ 3,000			
R-353	1989	King	\$ 3,000		\$ 3,000			
R-291	1989	Herold Custom	\$ 3,000		\$ 3,000			
R-340	1989	General Utility	\$ 3,000		\$ 3,000			
R-203	1989	Nichols	\$ 3,000		\$ 3,000			

PUBLIC WORKS DEPARTMENT  
EQUIPMENT  
2004 - AND FUTURE EQUIPMENT REPLACEMENT PROGRAM  
PROPOSED 2004 PURCHASES

FUNDING SOURCES

VEH. NO.	YEAR	DESCRIPTION	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<u>Grass Mower</u>								
R-139	unknown	MDT	\$ 25,000		\$ 25,000			
R-150	1985	Ford	\$ 25,000		\$ 25,000			
<u>Pumps, Generators, Tambers</u>								
R-687	1967	300 Watt Generator	\$ 4,000		\$ 4,000			
<u>Street Sweepers &amp; Sewer Cleaners</u>								
S-204	1993	Ford Vactor	\$ 250,000		\$ 250,000			
<b>TOTAL EQUIPMENT 2004</b>			<b>\$ 3,052,000</b>		<b>\$ 3,052,000</b>			

**CITIZEN AND LEISURE SERVICES DEPARTMENT**

**2004 Closed Recreation Facilities Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>
<b><u>Adanac Ski Hill</u></b>						
New Lift Installation	\$1,155,000		\$114,057			\$1,040,943
New Dozer	\$275,000		\$275,000			
Adanac Master Plan	\$20,000		\$20,000			
Replace Ski-doo	\$15,000					\$15,000
<b><u>R.G. Dow Pool</u></b>						
Replace Electrical Panels	\$15,000					\$15,000
Replace Ventillation System	\$20,000					\$20,000
Retrofit Metal Roof Flat Section	\$70,000					\$70,000
<b><u>Falconbridge Arena</u></b>						
Replace Main Entrance Roof	\$65,000					\$65,000
Repair Zamboni Room, Overhead Doors	\$11,000					\$11,000
Entranceway Improvements	\$20,000					\$20,000
Fire Exit and Stairway Improvements	\$20,000					\$20,000
Fire/Emergency Exit Door Replacement	\$10,000					\$10,000
Electrical Safety Authority Required Upgrades	\$25,000					\$25,000
<b><u>Barrydowne Arena</u></b>						
Replace Chiller	\$20,000					\$20,000
Replace Header Trench	\$25,000					\$25,000
<b>2004 TOTAL:</b>	<b>\$1,766,000</b>	<b>\$0</b>	<b>\$409,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,356,943</b>

CITY OF GREATER SUBBURY  
2004 - 2006 CAPITAL BUDGET PROJECTS

2005 CAPITAL PROJECTS

FUNDING SOURCES

CAPITAL ENVELOPE	Unfinanced Carried forward from Previous Year	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Reallocated Capital and Other Recoveries	Total Funded	Cumulative Unfinanced Project Costs
<b>Citizens and Leisure</b>								
Library	\$0	\$325,000	\$200,000				\$200,000	\$125,000
Community Improvement Plan	0	200,000	200,000				200,000	0
Neighbourhood Participation Projects	0	150,000	150,000				150,000	0
General	6,970,420	4,650,000	494,581			50,000	544,581	11,075,839
Cemetery	0	86,000		86,000			86,000	0
Transit	0	180,000		180,000			180,000	0
Parking	0	280,000		280,000			280,000	0
<b>Subtotal</b>	<b>6,970,420</b>	<b>6,871,000</b>	<b>1,044,581</b>	<b>546,000</b>	<b>0</b>	<b>50,000</b>	<b>1,840,581</b>	<b>11,200,839</b>
<b>Corporate Services</b>								
Corporate Infrastructure	0	311,340	311,340				311,340	0
Information Technology	500,000	602,000	102,000				102,000	1,000,000
Community Support Projects	0	1,295,000	1,295,000				1,295,000	0
<b>Subtotal</b>	<b>500,000</b>	<b>2,208,340</b>	<b>1,708,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,708,340</b>	<b>1,000,000</b>
<b>Economic Development</b>								
Economic Development	0	230,000	230,000				230,000	0
<b>Emergency Services</b>								
Fire and EMS	3,440,000	2,841,928	189,128	1,280,760			1,469,828	5,812,101
<b>Health and Social Services</b>								
Health and Social Services	0	483,740	483,740				483,740	0
<b>Police Services</b>								
Police Services	1,371,740	855,000	483,260	385,000			873,260	2,383,480
<b>Public Works</b>								
Buildings	1,675,500	3,473,500	1,940,850				1,940,850	3,208,150
Roads & Drainage	0	9,309,250	9,309,250				9,309,250	0
Municipal Road 35	0	3,150,000	3,150,000				3,150,000	0
Water	0	9,110,000	7,448,186	1,661,814			9,110,000	0
Wastewater	0	6,770,000	7,186,730	(416,730)			6,770,000	0
Solid Waste	0	810,000	1,020,000	3,000,000			810,000	0
Fleet and Equipment	0	7,157,000		3,000,000			3,000,000	4,157,000
<b>Subtotal</b>	<b>1,675,500</b>	<b>39,779,700</b>	<b>30,065,016</b>	<b>4,335,084</b>	<b>0</b>	<b>0</b>	<b>34,400,100</b>	<b>7,365,150</b>
<b>2005 TOTAL:</b>	<b>\$14,957,860</b>	<b>\$63,508,759</b>	<b>\$34,109,065</b>	<b>\$6,246,754</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$40,705,849</b>	<b>\$27,761,570</b>

2005 Citizen and Leisure Services Capital Projects - Libraries and Leisure

Project Description	FUNDING SOURCES				Unfinanced Project Costs	NOTES
	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies		
<b>Library Projects</b>						
South Branch Expansion Phase II	\$325,000	\$200,000			\$125,000	
Total Project cost \$975,000 over 3 years (2004-2006)						
<b>Leisure Projects</b>						
Community Improvement Plans	\$200,000	\$200,000				
Total project cost \$975,000 over 3 years (2004-2006)						
Neighbourhood Participation Projects	\$150,000	\$150,000				
Playground Upgrades	\$400,000	\$100,000			\$300,000	
<ul style="list-style-type: none"> <li>*purchase new equipment</li> <li>*general landscaping</li> <li>*upgrades/outdoor rink and building</li> </ul>						
Major Community Parks Upgrades/Development	\$2,000,000	\$100,000			\$1,900,000	
<ul style="list-style-type: none"> <li>*upgrade pathways/buildings</li> <li>*stairs</li> <li>*clocks</li> <li>*lighting</li> <li>*general landscaping</li> </ul>						

2005 Citizen and Leisure Services Capital Projects - Libraries and Leisure

FUNDING SOURCES

Project Description	FUNDING SOURCES					Unfinanced Project Costs	NOTES
	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
Arenas/Community Centre Upgrades -flooring -doors -bleachers	\$1,600,000	\$120,000				\$1,480,000	
Rotary Park Development Partnership with Rotary Clubs of Sudbury 50% each partner	\$100,000	\$50,000			\$50,000		
Land Acquisition/Trail Development *purchase lands necessary for community trail development	\$100,000	\$40,000				\$60,000	
Sports Fields/Facilities Enhancements	\$200,000	\$84,581				\$115,419	
Capreol Ski Hill *new cable/rope tow	\$250,000					\$250,000	
<b>SUBTOTAL GENERAL</b>	<b>\$4,650,000</b>	<b>\$494,581</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$4,105,419</b>	
<b>2005 GRAND TOTAL:</b>	<b>\$5,325,000</b>	<b>\$1,044,581</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$4,230,419</b>	

**2005 Cemetery Services Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>
Valley East Niche Wall	\$35,000		\$35,000			\$0
Civic Memorial Niche Wall	\$35,000		\$35,000			\$0
Lasalle Cemetery Fencing	\$8,000		\$8,000			\$0
Wahnapitae Catholic Cemetery Fencing	\$8,000		\$8,000			\$0
<b>2005 TOTAL:</b>	<b>\$86,000</b>	<b>\$0</b>	<b>\$86,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2005 Transit Services Capital Projects

FUNDING SOURCES

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
3 Bus Rebuilds	\$180,000		\$180,000			
<b>2005 TOTAL:</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2005 Parking Section Capital Projects

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
Phase III of Shaughnessy Street Parking Lot	\$200,000		\$200,000				
Installation of integrated gate arm/cash system for attended lots	\$60,000		\$60,000				
Purchase of 10 on-street meters	\$20,000		\$20,000				
<b>2005 TOTAL:</b>	<b>\$280,000</b>	<b>\$0</b>	<b>\$280,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**CORPORATE SERVICES  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2006 Corporate Services Capital Projects**

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
<b>Corporate Infrastructure</b>							
Voice Communications							
Docutech							
Records Maintenance							
POA Court Facilities							
<b>Contingencies</b>	\$311,340	\$311,340				\$0	
<b>Information Technology</b>							
Replace Central Network Switch	\$102,000	\$102,000				\$0	
Geographic Information System	\$200,000					\$200,000	
Ortho-imagery and Mapping	\$300,000					\$300,000	
<b>Subtotal</b>	<b>\$602,000</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	
<b>Community Support Projects</b>							
Sudbury Regional Hospital and Northeastern Ontario Cancer	\$1,000,000	\$1,000,000				\$0	
Other Support	\$520,000	\$520,000				\$0	
<b>Subtotal</b>	<b>\$1,520,000</b>	<b>\$1,520,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>2006 TOTAL:</b>	<b>\$2,433,340</b>	<b>\$1,933,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	

**ECONOMIC DEVELOPMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2005 GSDC Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b><u>Contingent Commitments</u></b>							
Subury Neutrino Observatory Outreach and P.R. Campaign Year 4 of 5	\$25,000	\$25,000				\$0	
Deep Mining Research Consortium, Year 3 of 5	\$40,000	\$40,000				\$0	
Three Year Tourism Development Plan, Year 2 of 3	\$165,000	\$165,000				\$0	
<b>2005 TOTAL:</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2005 Emergency Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES	
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries			
<b>Vehicles</b>								
Pumper 3	\$450,000		\$402,900			\$47,100	Represents Contribution to Equipment Reserve Fund	
Pumper 14	\$350,000					\$350,000		
Pumper 18	\$350,000					\$350,000		
Tanker 22	\$175,000					\$175,000		
Bush 12	\$150,000					\$150,000		
Ambulance 5182	\$113,000		\$113,000			\$0		
Ambulance 5185	\$113,000		\$113,000			\$0		
Ambulance 5252	\$113,000		\$113,000			\$0		
Ambulance 5255	\$113,000		\$113,000			\$0		
Paramedic Response Unit	\$45,000		\$45,000			\$0		
<b>TOTAL:</b>	<b>\$1,972,000</b>	<b>\$0</b>	<b>\$899,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,072,100</b>		
<b>Equipment</b>								
SCBA	\$100,000					\$100,000		
Forestry Pumps	\$7,344					\$7,344		
Hale Pumps	\$15,386					\$15,386		
Stationary Generators	\$25,750					\$25,750		
Portable Generators	\$7,725					\$7,725		
4" Gate Valve	\$2,884					\$2,884		
Lanterns	\$1,463					\$1,463		
Suction Strainer	\$1,185					\$1,185		
Rescue Saws	\$5,520					\$5,520		
Heavy Hydraulics	\$30,900					\$30,900		
Hand Tools	\$10,300					\$10,300		
45 mm Hose	\$16,711					\$16,711		
100 mm Hose	\$17,634					\$17,634		
Nozzles	\$16,773					\$16,773		
Leather Boots	\$25,750					\$25,750		
Immersion Suits	\$6,396					\$6,396		
Ground ladders	\$8,280					\$8,280		
4 new Defibrillators	\$117,000		\$117,000			\$0		
Defibrillator Equipment	\$21,150		\$21,150			\$0		
Proflex Stretcher @ 7	\$32,650		\$32,650			\$0		
<b>TOTAL:</b>	<b>\$470,801</b>	<b>\$0</b>	<b>\$179,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,001</b>		

EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS

2005 Emergency Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Project List</b>							
Bunker Gear - career staff	\$54,813	\$54,813				\$0	
Training - AlerTech	\$55,141	\$55,141				\$0	
Thermal Imaging Camera	\$29,131	\$29,131				\$0	
Portable Radios	\$16,646	\$16,646				\$0	
Pagers	\$22,473	\$22,473				\$0	
Opticoms	\$10,924	\$10,924				\$0	
Driver Simulator	\$150,000	\$150,000				\$0	
Alternate EOC	\$60,000	\$60,000				\$0	
<b>TOTAL:</b>	<b>\$399,128</b>	<b>\$189,128</b>	<b>\$210,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>2005 GRAND TOTAL:</b>	<b>\$2,841,929</b>	<b>\$1,280,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,372,101</b>	

HEALTH AND SOCIAL SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS

2005 Capital Projects

Project Description	Project Costs	FUNDING SOURCES			Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies		
<u>Pioneer Manor</u> Capital Redevelopment	\$693,740	\$693,740			\$0	
<b>TOTAL:</b>	<b>\$693,740</b>	<b>\$693,740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Greater Sudbury Police Service  
2004 - 2006 CAPITAL BUDGET PROJECTS

2005 Police Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Vehicles</b>							
11 Marked Patrol Vehicles	\$335,000		\$335,000				
2 Snow Machines & Trailer	\$22,000		\$22,000				
1 Van	\$27,000		\$27,000				
1 Boat	\$1,000		\$1,000				
<b>TOTAL:</b>	<b>\$385,000</b>	<b>\$0</b>	<b>\$385,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Mobile Data	\$685,000	\$423,260					
Specialty Unit/Enforcement Supplies	\$20,000	\$20,000				\$261,740	
Automation	\$20,000	\$20,000					
Leasehold Improvements	\$5,000	\$5,000					
Security/Camera System	\$20,000	\$20,000					
Communications	\$750,000					\$750,000	
Communications Reserve							
<b>TOTAL:</b>	<b>\$1,500,000</b>	<b>\$488,260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,011,740</b>	
<b>2005 GRAND TOTAL:</b>	<b>\$1,885,000</b>	<b>\$488,260</b>	<b>\$385,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,011,740</b>	

<sup>1</sup> Police Equipment Reserve

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs
			Capital Envelope	Reserve Funds	Grants or Subsidies	Other Recoveries	
Tom Davies Community Centre & Arena	expansion - 2 additional dressing rooms	\$ 250,000					
Carmicheal Arena	metal roof retrofit - insulation	\$ 160,000					
Centennial Arena	flooring, ceiling tiles, ceramic tiles	\$ 15,000					
Centennial Arena	washroom improvements	\$ 25,000					
Raymond Plourde Arena	replace Overhead Door - Zamboni	\$ 5,000					
Raymond Plourde Arena	lighting - lobby	\$ 5,000					
Raymond Plourde Arena	dehumidifiers (2)	\$ 30,000					
Raymond Plourde Arena	heating system - bleachers	\$ 10,000					
Raymond Plourde Arena	shower / floor / door in Ref room	\$ 10,000					
Raymond Plourde Arena	replace chiller	\$ 30,000					
Cambrian Arena	replace header trench	\$ 30,000					
Carmicheal Arena	rubber flooring	\$ 20,000					
McClelland Arena	foundation repairs	\$ 95,000					
Sudbury Community Centre / Arena	plant refrigeration / control panels	\$ 80,000					
Sudbury Community Centre / Arena	*main floor (4) washrooms - renovations	\$ 100,000					
Sudbury Community Centre / Arena	upstairs hall, heating / cooling system	\$ 25,000					
Chelmsford Arena	upstairs hall, improve lighting	\$ 5,000					
Chelmsford Arena	dehumidifier system	\$ 15,000					
Chelmsford Arena	flooring & ceiling tiles, entrance / lobby	\$ 20,000					
Chelmsford Arena	washroom improvements, stalls / sinks	\$ 15,000					
Chelmsford Community Centre / Arena	Overhead Door - Zamboni	\$ 5,000					
Dr. Leclair Community Centre / Arena	Canteen Upgrades	\$ 10,000					
Dr. Leclair Community Centre / Arena	Flooring, rubber in dressing rooms	\$ 25,000					
Dr. Leclair Community Centre / Arena	*Zamboni room doors	\$ 10,000					
I.J. Coady Memorial Arena	exit doors / hardware	\$ 7,500					
I.J. Coady Memorial Arena	parking lot improvements, grading	\$ 5,000					
I.J. Coady Memorial Arena	dehumidifier - ice surface	\$ 15,000					
Coniston Arena / Community Centre	replace chiller	\$ 35,000					
Capreol Community Centre & Arena	replace compressor	\$ 30,000					
Capreol Community Centre & Arena	burgular alarm system	\$ 7,500					
Capreol Community Centre & Arena	Roof	\$ 80,000					
Valley East Library Building	entrance repairs - Youth Centre	\$ 10,000					
Walden Citizen Service Centre / Library	structural repairs / building shell	\$ 75,000					
Bennet W. Moxam Community Centre	window & door replacement / repair	\$ 20,000					
Bennet W. Moxam Community Centre	interior / exterior lighting	\$ 6,000					
Kinsmen Sports Complex Building	exit doors & entrance repairs	\$ 10,000					
Kinsmen Sports Complex Building	heating / ventilation	\$ 15,000					
Howard Armstrong Recreation Centre	building shell repairs - Phase 2	\$ 500,000					
Howard Armstrong Recreation Centre	sauna heating system (2) / repairs	\$ 25,000					

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	FUNDING SOURCES					
			Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	
Onaping Community Centre / Pool	Heating system boiler repairs	\$ 10,000						
Onaping Community Centre / Pool	ventilation system - pool / dressing rooms	\$ 15,000						
Economic Development / Other - Various	Mechanical - various locations	\$ 25,000						
Centre Lionel E. Lalonde Centre	door replacement / repairs	\$ 15,000						
Centre Lionel E. Lalonde Centre	flooring / conference room	\$ 20,000						
Centre Lionel E. Lalonde Centre	phase 2, re-roofing	\$ 350,000						
Coniston Medical Centre	re-roofing - shingles / ventilation	\$ 20,000						
Millennium Resource Centre	Boiler System	\$ 40,000						
Val Therese Main Fire Hall	Exhaust Ventilation System	\$ 45,000						
Val Caron Fire Hall	interior improvements / ceiling	\$ 5,000						
Leon Ave. Station	suspended heaters	\$ 7,000						
Long Lake Road Station	re-roofing	\$ 45,000						
Second Ave. Station	floor grates	\$ 8,000						
Second Ave. Station	replace shingles	\$ 20,000						
Azilda Fire Hall	siding, soffit, fascia, remove tower	\$ 35,000						
Valley East Health Clinic - Town Hall	handicap access	\$ 15,000						
Onaping Medical Centre	Hot water tank / access door	\$ 5,000						
Camp Wassakwa Log Cabin	exterior refinishing	\$ 7,500						
Simon Lake Park	doors / hardware	\$ 5,000						
Various Studies / Reports	Ontario Disabilities Act - barrier free	\$ 50,000						
Bleazard Playground Fieldhouse	shingles / soffit / fascia	\$ 15,000						
Centennial Field Canteen	ventilation system	\$ 5,000						
Gatchell Pool	hot water system / holding tank - pool	\$ 50,000						
Nickel District Pool	replace pool filter system / pump / valves	\$ 25,000						
Nickel District Pool	pool heating system - heat exchanger	\$ 15,000						
Public Works Facilities Various Locations	Mechanical - various locations	\$ 50,000						
Frobisher Storage Building	Storage building - Phase 2	\$ 300,000						
Levack Warehouse 2	siding	\$ 10,000						
Various Locations	TSSA / oil tank / ice melting pits	\$ 25,000						
Sudbury Transit Garage	doors / hardware	\$ 20,000						
Sudbury Transit Garage	Heat Exchangers - roof top	\$ 15,000						
Sudbury Transit Garage	overhead door operators	\$ 15,000						
Asbestos Audits	Asbestos Audits - various locations	\$ 50,000						
Contingency	unexpected failures / breakdowns	\$ 250,000						
Various Studies	specialized reports / studies	\$ 50,000						

**TOTAL 2005**      \$3,478,800      \$1,940,850      \$1,532,850

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or			Unfinanced Project Costs
				Reserve Funds	Grants or Subsidies	Other Recoveries	
<b>Structures</b>							
MR 63 College Street Phase II	Underpass Improvements & Road Work	\$ 2,000,000	\$ 2,000,000				
Boland Bay	Structure Upgrading	\$ 300,000	\$ 300,000				
Road Culvert	Replacement	\$ 200,000	\$ 200,000				
Engineering Consultants	Structural Investigation	\$ 200,000	\$ 200,000				
<b>Storm Drainage Improvements</b>							
Access/Field/Regent	Storm Sewer Extension & Road Culvert Replacement	\$ 350,000	\$ 350,000				
Kairreen Street	Replace Deteriorated Storm Drainage Improvement	\$ 60,000	\$ 60,000				
Horobin Street	Channel Improvement Tributary 8A	\$ 100,000	\$ 100,000				
Dominton Drive	Storm Sewer Outlet	\$ 50,000	\$ 50,000				
Linda Street	Storm Sewer Outlet	\$ 150,000	\$ 150,000				
Spot Improvements/Study	Various Locations	\$ 190,000	\$ 190,000				
<b>Sidewalks &amp; Walkways</b>							
First	Elm Crescent to 150m south	\$ 10,000	\$ 10,000				
Gratton	Errington to Cote	\$ 25,000	\$ 25,000				
Charlebois	Junction to Jollette	\$ 45,000	\$ 45,000				
Copper	Franklin to MacMillan	\$ 10,000	\$ 10,000				
Field	Timothy to Melvyn Phase II	\$ 110,000	\$ 110,000				
Frappier	Elizabeth Centre Entrance to Flake	\$ 55,000	\$ 55,000				
Church	Birch to Spruce	\$ 80,000	\$ 80,000				
Cote	East of Laura	\$ 50,000	\$ 50,000				
Grenadier	Josephine to Diane	\$ 50,000	\$ 50,000				
Dennie	at Ferguson	\$ 10,000	\$ 10,000				
Victoria	Gilman to Albinson Phase I	\$ 100,000	\$ 100,000				
Pine	Second to Edward	\$ 35,000	\$ 35,000				
Onaping Falls	Various	\$ 20,000	\$ 20,000				
Downtown	Lockstone Repair	\$ 20,000	\$ 20,000				
Paraplegic Ramps	Various	\$ 30,000	\$ 30,000				

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE

2004 - 2006 CAPITAL BUDGET PROJECTS

2005 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b>New Street Lights</b>							
Burma Road at Refuse Drop-off		\$ 1,300	\$ 1,300				
Bruce Street, Off Hwy. 69S		\$ 1,300	\$ 1,300				
Gordon Lake Road, House #74		\$ 1,300	\$ 1,300				
Taipales Road, House #1347		\$ 1,000	\$ 1,000				
Winterhaven, House #2854		\$ 800	\$ 800				
Vermillion Lake Road, House #158, Move Existing Light		\$ 1,300	\$ 1,300				
Adam Street, House #15		\$ 1,000	\$ 1,000				
York Drive, Off Vermillion Lake Road		\$ 1,300	\$ 1,300				
Lane, Rear of 27 Morrison		\$ 4,200	\$ 4,200				
Leduc Street (VE), House #3144		\$ 1,300	\$ 1,300				
St. Catherine's Lane, East of Broadway		\$ 2,500	\$ 2,500				
Lane, North of Jean, Burton to Bessie		\$ 3,000	\$ 3,000				
Township of Dill, Cleland and Dryden		\$ 3,000	\$ 3,000				
<b>Roads</b>							
Hwy. 69 N	Valleyview Drive, Main Street 5th Lane	\$ 2,000,000	\$ 2,000,000				
MR 86, Falconbridge	CNR Tracks to CN Overpass	\$ 1,000,000	\$ 1,000,000				
Garson/Coniston	Spot	\$ 100,000	\$ 100,000				
Penage Lake Road	Spot	\$ 100,000	\$ 100,000				
MR 55	Fielding, Northerly .7 km, Spot	\$ 150,000	\$ 150,000				
Hillcrest	Dennie - Lincoln	\$ 50,000	\$ 50,000				
Riverside Drive	Houle Street to King Street	\$ 60,000	\$ 60,000				
First Avenue North	North Leg of Elm Crescent, South 150 meters	\$ 40,000	\$ 40,000				
Gratton Street	Errington Avenue to Cote	\$ 50,000	\$ 50,000				
Junction Avenue	Notre Dame Avenue to Charlebois	\$ 60,000	\$ 60,000				
Charlebois Street	Junction Avenue to Joliette Avenue	\$ 50,000	\$ 50,000				
Bayview Court	Willow Street Northerly	\$ 10,000	\$ 10,000				
Copper Street	Franklin Drive to MacMillan Street	\$ 50,000	\$ 50,000				
CKSO Road	Phase II	\$ 100,000	\$ 100,000				
Crescent Park Road	MacDonald Cartier to Gordon Drive	\$ 40,000	\$ 40,000				
Field Street	Timothy Street to Melvin Street	\$ 100,000	\$ 100,000				

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
	St. Agnes to Laurier Street	\$ 40,000	\$ 40,000				
	<u>Other</u>						
	Crack sealing	\$ 100,000	\$ 100,000				
	Traffic system upgrades	\$ 170,000	\$ 170,000				
	Street lights upgrades	\$ 175,000	\$ 175,000				
	Upper Val Caron drainage study	\$ 400,000	\$ 400,000				
	Contingencies and s&w works	\$ 190,950	\$ 190,950				
<b>TOTAL ROADS AND DRAINAGE 2005</b>		<b>\$ 9,309,250</b>	<b>\$ 9,309,250</b>				

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS

2005 CAPITAL WATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
Gary - Lasalle to Monfort (#10 by number of breaks)	\$450,000					
Clemow - Mary to Irving (#4 by number of breaks)	350,000					
Robinson - Southview to Ascott (#17 by number of breaks)	425,000					
Tennis Club Lane - Copper Cliff	120,000					
Winchester Ave - Kingsmount to Wembly	60,000					
Operating Manuals	200,000					
College Syreet Underpass (with road program)	200,000					
Water Upgrade with road program	200,000					
Dennie - Hanna to Selwood (Fire flow and freezing services)	500,000					
Falconbridge Watermain replacement-N of Lasalle (with road program)	270,000					
MR24 Lively - Niemi Rd to 3rd - 12"	500,000					
Cranbrook Cres (#1 by breaks)	425,000					
Levack water supply	3,000,000					
Wanapitae WTP capacity upgrades	1,000,000					
Valeey well & pumphouse	700,000					
Ramsey lake watershed protection	150,000					
Water conservation initiatives	100,000					
Energy management	50,000					
Scada upgrades	100,000					
Operating manuals & as-builts	100,000					
Contingencies	210,000					
<b>TOTAL WATER, 2005</b>	<b>\$9,110,000</b>	<b>\$7,448,186</b>	<b>\$1,661,814</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
 2004 - 2006 CAPITAL BUDGET PROJECTS  
 2005 CAPITAL WASTEWATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
South End Rock Tunnel	\$1,600,000					
Bancroft Drive - Levesque to Moonlight	200,000					
Operating Manuals	200,000					
Sewer Upgrade with road program	600,000					
Lively WWTP expansion	1,200,000					
Sudbury WWTP replace 3 <sup>rd</sup> clarifier	500,000					
Sludge/energy plant	2,000,000					
Scada upgrades	100,000					
Operating manuals and as-builts	100,000					
Contingencies	270,000					
<b>TOTAL WASTEWATER 2005</b>	<b>\$6,770,000</b>	<b>\$7,186,730</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 CAPITAL SOLID WASTE PROJECTS

FUNDING SOURCES

PROJECT	PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVES FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
SUDBURY LANDFILL SITE	VISUAL AND NOISE BARRIERS	\$230,000					
WATER MODELLING	PHASE I STUDY	300,000					
AZILDA LANDFILL SITE	STORM WATER POND	100,000					
LITTER	NEW CONTAINERS	10,000					
MONITORING AND CONTINGENCIES	ALL SITES	170,000					
<b>TOTAL 2005</b>		<b>\$810,000</b>	<b>\$1,020,000</b>				<b>(\$210,000)</b>

PUBLIC WORKS DEPARTMENT

EQUIPMENT

PROPOSED 2005 AND 2006 EQUIPMENT REPLACEMENT PROGRAM

FUNDING SOURCES

VEHICLE TYPE	NO. OF UNITS	UNIT COST	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
Snow Plows & Spreaders	25	\$ 200,000	\$ 5,000,000					
Sidewalk Plows & Spreaders	6	\$ 110,000	\$ 660,000					
Light Trucks	36	\$ 30,000	\$ 1,080,000					
1 Ton Trucks	19	\$ 38,000	\$ 722,000					
Dump Trucks	8	\$ 75,000	\$ 600,000					
Cars and Mini-Vans	3	\$ 22,000	\$ 66,000					
Earth Moving Equipment	25	\$ 135,000	\$ 3,375,000					
Ice Resurfacers	5	\$ 80,000	\$ 400,000					
Steamers	6	\$ 8,000	\$ 48,000					
Trailers	21	\$ 3,000	\$ 63,000					
Asphalt Equipment	1	\$ 60,000	\$ 60,000					
Grass Mowers	40	\$ 25,000	\$ 1,000,000					
Pumps, Generators, Tampers...	60	\$ 4,000	\$ 240,000					
Street Sweepers, Sewer Cleaners	4	\$ 250,000	\$ 1,000,000					
<b>TOTAL 2005 to 2006</b>			<b>\$14,314,000.00</b>		<b>\$8,000,000.00</b>			<b>\$8,314,000.00</b>
<b>2005 estimate 50%</b>			<b>\$ 7,157,000</b>		<b>\$ 3,000,000</b>			<b>\$ 4,157,000</b>
<b>2006 estimate 50%</b>			<b>\$ 7,157,000</b>		<b>\$ 3,000,000</b>			<b>\$ 4,157,000</b>

2005 Closed Recreation Facilities Capital Projects

**FUNDING SOURCES**

<u>Project Description</u>	<u>Project Costs</u>	<u>Capital Envelope</u>	<u>Reserves or Reserve Funds</u>	<u>Grants or Subsidies</u>	<u>Other Recoveries</u>	<u>Unfinanced Project Costs</u>
<u>Adanac Ski Hill</u>						
Upgrade Snow Making Equipment	\$100,000					\$100,000
<u>Falconbridge Arena</u>						
Replace Condensor	\$25,000					\$25,000
<u>Barrydowne Arena</u>						
Roof Repairs/Coating	\$15,000					\$15,000
<b>TOTAL</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140,000</b>

CITY OF GREATER SUDBURY  
2004 - 2006 CAPITAL BUDGET PROJECTS

2006 CAPITAL PROJECTS

FUNDING SOURCES

CAPITAL ENVELOPE	Unfunded Carried forward from Previous Year	Project Costs	Capital Envelope	Reserve Funds	Grants or Subsidies	Reallocated Capital and Other Recoveries	Total Funded	Cumulative Unfinanced Project Costs
<b>Citizens and Leisure</b>								
Library	\$125,000	\$325,000	\$200,000				\$200,000	\$250,000
Community Improvement Plan	0	200,000	200,000				200,000	0
Neighbourhood Participation Projects	0	150,000	150,000				150,000	0
General	11,075,839	29,200,000	494,581			50,000	544,581	39,731,258
Cemetery	0	1,056,000		56,000		1,000,000	1,056,000	0
Transit	0	1,780,000	206,000	180,000			386,000	1,394,000
Parking	0	0					0	0
<b>Subtotal</b>	<b>11,200,839</b>	<b>32,711,000</b>	<b>1,250,581</b>	<b>236,000</b>	<b>0</b>	<b>1,050,000</b>	<b>2,536,581</b>	<b>41,375,258</b>
<b>Corporate Services</b>								
Corporate Infrastructure	0	311,340	311,340				311,340	0
Information Technology	1,000,000	602,000	102,000				102,000	1,500,000
Community Support Projects	0	1,520,000	1,520,000				1,520,000	0
<b>Subtotal</b>	<b>1,000,000</b>	<b>2,433,340</b>	<b>1,933,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,933,340</b>	<b>1,500,000</b>
<b>Economic Development</b>								
	0	230,000	230,000				230,000	0
<b>Emergency Services</b>								
Fire and EMS	5,812,101	6,840,776	192,810	1,385,808			1,578,618	11,064,361
<b>Health and Social Services</b>								
	0	793,740	693,740				693,740	100,000
<b>Police Services</b>								
	2,383,480	2,720,000	486,260	870,000			1,356,260	3,745,220
<b>Public Works</b>								
Buildings	3,208,150	3,024,500	1,940,850				1,940,850	4,291,800
Roads & Drainage	0	9,309,250	9,309,250				9,309,250	0
Municipal Road 35	0	3,050,000	3,050,000				3,050,000	0
Water	0	6,930,000	7,811,192	(881,192)			6,930,000	0
Wastewater	0	7,270,000	7,584,722	(314,722)			7,270,000	0
Solid Waste	0	1,780,000	1,020,000	760,000			1,780,000	0
Fleet and Equipment	4,157,000	7,157,000		3,000,000			3,000,000	8,314,000
<b>Subtotal</b>	<b>7,365,150</b>	<b>39,620,750</b>	<b>50,716,014</b>	<b>2,584,086</b>	<b>0</b>	<b>1,050,000</b>	<b>33,280,100</b>	<b>12,635,800</b>
<b>2008 TOTAL:</b>	<b>\$27,761,570</b>	<b>\$84,249,606</b>	<b>\$35,504,845</b>	<b>\$5,065,894</b>	<b>\$0</b>	<b>\$1,050,000</b>	<b>\$41,620,539</b>	<b>\$70,390,639</b>

**2006 Citizen and Leisure Services Capital Projects - Libraries and Leisure**

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	
<b>Library Projects</b>						
South Branch Expansion Phase III	\$325,000	\$200,000				\$125,000
Total project cost \$975,000 over 3 years (2004-2006)						
<b>Leisure Projects</b>						
Community Improvement Plans	\$200,000	\$260,000				
Neighbourhood Participation Projects	\$150,000	\$150,000				
Multi Pad/Sports Complex *includes 2 ice pads, sports fields, multi use rooms, fitness centre, swimming pool	\$25,000,000					\$25,000,000
Rotary Park Development Partnership with Rotary Clubs of Sudbury 50% each partner	\$100,000	\$50,000			\$50,000	
Land Acquisition/Trail Development *purchase lands necessary for community trail development	\$100,000	\$50,000				\$50,000
Recreation/Community Centre Upgrades	\$1,600,000	\$150,000				\$1,450,000

**2006 Citizen and Leisure Services Capital Projects - Libraries and Leisure**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>	<b>NOTES</b>
Playground Upgrades -purchase of new equipment -general landscaping -upgrades/outdoor rink/buildings	\$400,000	\$144,581				\$255,419	
Onaping Falls Pool -indoor swimming pool (re-piping entire pool system)	\$500,000					\$500,000	
Sports Fields/Facilities Enhancements	\$1,500,000	\$100,000				\$1,400,000	
<b>SUBTOTAL GENERAL</b>	<b>\$29,200,000</b>	<b>\$494,581</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$28,655,419</b>	
<b>2006 GRAND TOTAL</b>	<b>\$29,875,000</b>	<b>\$1,044,581</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$28,780,419</b>	
<b>3 YEAR TOTAL</b>	<b>\$43,415,000</b>	<b>\$3,133,742</b>	<b>\$125,000</b>	<b>\$25,000</b>	<b>\$150,000</b>	<b>\$39,981,258</b>	

**2006 Cemetery Services Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>
Civic Memorial Mausoleum Phase III	\$1,000,000				\$1,000,000	\$0
Eyre/Anglican Retaining Wall	\$33,000		\$33,000			\$0
Lasalle Cemetery Fencing	\$8,000		\$8,000			\$0
Civic Memorial Fencing	\$15,000		\$15,000			\$0
<b>2006 TOTAL:</b>	<b>\$1,056,000</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>
<b>3 YEAR TOTAL</b>	<b>\$1,392,000</b>	<b>\$0</b>	<b>\$392,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>

2006 Transit Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	
3 Bus Rebuilds	\$180,000		\$180,000			\$0
4 Replacement Buses	\$1,600,000	\$206,000				\$1,394,000
<b>2006 TOTAL:</b>	<b>\$1,780,000</b>	<b>\$206,000</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,394,000</b>
<b>3 YEAR TOTAL</b>	<b>\$2,140,000</b>	<b>\$206,000</b>	<b>\$540,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,394,000</b>

2006 Parking Section Capital Projects

FUNDING SOURCES

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
Implementation of Downtown Parking Strategic Plan	\$0	\$0	\$0	\$0	\$0	\$0
<b>2006 TOTAL:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>3 YEAR TOTAL</b>	<b>\$390,000</b>	<b>\$0</b>	<b>\$390,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**NOTES**

During 2004 a Downtown Parking Strategic Plan was initiated. Recommendations and timelines for implementation will be incorporated into 2006 capital budget plans.

**CORPORATE SERVICES  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2005 Corporate Services Capital Projects**

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Corporate Infrastructure</b>							
Voice Communications							
Docutech							
Records Maintenance							
POA Court Facilities							
<b>Contingencies</b>	\$311,340						\$0
		\$311,340					
<b>Information Technology</b>							
Replace Central Network Switch	\$102,000	\$102,000					\$0
Geographic Information System	\$200,000						\$200,000
Ortho-imagery and Mapping	\$300,000						\$300,000
<b>Subtotal</b>	<b>\$602,000</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
<b>Community Support Projects</b>							
Sudbury Regional Hospital and Northeastern Ontario Cancer	\$1,000,000	\$1,000,000					\$0
Other Support	\$295,000	\$295,000					\$0
<b>Subtotal</b>	<b>\$1,295,000</b>	<b>\$1,295,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>2005 TOTAL:</b>	<b>\$2,208,340</b>	<b>\$1,708,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

**ECONOMIC DEVELOPMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2006 GSDC Capital Projects

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
<b><u>Contingent Commitments</u></b>							
Subury Neutrino Observatory Outreach and P.R. Campaign Year 5 of 5	\$25,000		\$25,000			\$0	
Deep Mining Research Consortium, Year 4 of 5	\$40,000		\$40,000			\$0	
Three Year Tourism Development Plan, Year 3 of 3	\$165,000		\$165,000			\$0	
<b>2006 TOTAL:</b>	<b>\$230,000</b>		<b>\$230,000</b>			<b>\$0</b>	

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2006 Emergency Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<b>Vehicles</b>							
Pumper 11	\$375,000		\$410,958			-\$35,958	Represents Contribution to Equipment Reserve Fund
Pumper 19	\$375,000					\$375,000	
Pumper 25	\$375,000					\$375,000	
Tanker 9	\$185,000					\$185,000	
Ambulance 5184	\$113,000		\$113,000			\$0	
Ambulance 5223	\$113,000		\$113,000			\$0	
Ambulance 5225	\$113,000		\$113,000			\$0	
Ambulance 5226	\$113,000		\$113,000			\$0	
Ambulance 5228	\$113,000		\$113,000			\$0	
Ambulance 5251	\$113,000		\$113,000			\$0	
Ambulance 5253	\$113,000		\$113,000			\$0	
Vehicle 5008	\$35,000		\$35,000			\$0	
<b>TOTAL:</b>	<b>\$2,136,000</b>	<b>\$0</b>	<b>\$1,236,958</b>	<b>\$0</b>	<b>\$0</b>	<b>\$899,042</b>	
<b>Equipment</b>							
SCBA	\$100,000					\$100,000	
Forestry Pumps	\$7,558					\$7,558	
Stationary Generators	\$26,500					\$26,500	
Portable Generators	\$7,957					\$7,957	
4" Gate Valve	\$2,971					\$2,971	
Lanterns	\$1,504					\$1,504	
Suction Strainer	\$1,219					\$1,219	
Heavy Hydraulics	\$31,827					\$31,827	
Hand Tools	\$10,600					\$10,600	
45 mm Hose	\$16,405					\$16,405	
100 mm Hose	\$18,147					\$18,147	
Nozzles	\$17,261					\$17,261	
Leather Boots	\$26,500					\$26,500	
Immersion Suits	\$6,583					\$6,583	
Foam Eductors	\$8,186					\$8,186	
4 new Defibrillators	\$117,000		\$117,000			\$0	
Defibrillator Equipment	\$21,150		\$21,150			\$0	
Proflex Stretcher @ 5	\$20,500		\$20,500			\$0	
<b>TOTAL:</b>	<b>\$441,868</b>	<b>\$0</b>	<b>\$158,650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$283,218</b>	

**EMERGENCY SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2006 Emergency Services Capital Projects

Project Description	Project Costs	FUNDING SOURCES				Unfinanced Project Costs	NOTES
		Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<u>Project List</u>							
Bunker Gear - career staff	\$55,909	\$55,909				\$0	
Training - AlerTech	\$56,244	\$56,244				\$0	
Thermal Imaging Camera	\$29,714	\$29,714				\$0	
Portable Radios	\$16,979	\$16,979				\$0	
Pagers	\$22,922	\$22,922				\$0	
Opticoms	\$11,142	\$11,142				\$0	
EP Guidebook	\$70,000					\$70,000	
<b>TOTAL</b>	<b>\$262,910</b>	<b>\$192,910</b>				<b>\$70,000</b>	
<u>Facilities</u>							
Joint EMS/Fire Headquarters	\$4,000,000					\$4,000,000	
<b>TOTAL</b>	<b>\$4,000,000</b>					<b>\$4,000,000</b>	
<b>2006 GRAND TOTAL</b>	<b>\$6,848,778</b>	<b>\$192,910</b>	<b>\$1,395,608</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,252,260</b>	

**HEALTH AND SOCIAL SERVICES DEPARTMENT  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2006 Capital Projects

**FUNDING SOURCES**

Project Description	Project Costs	Capital Envelope	FUNDING SOURCES			Unfinanced Project Costs	NOTES
			Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries		
<u>Pioneer Manor</u> Capital Redevelopment	\$693,740	\$693,740				\$0	
<u>Children Services</u> Day Care Repairs	\$100,000					\$100,000	Matching funds for non-profit agencies to repair or replace aging child care facilities
<b>TOTAL:</b>	<b>\$793,740</b>	<b>\$693,740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	

Greater Sudbury Police Service  
2004 - 2006 CAPITAL BUDGET PROJECTS

2006 Police Services Capital Projects

FUNDING SOURCES

Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs	NOTES
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Vehicles

22 Marked Patrol Vehicles	\$640,000		\$640,000 <sup>1</sup>				<sup>1</sup> Police Equipment Reserve
8 Unmarked Vehicles	\$230,000		\$230,000 <sup>1</sup>				
Command Post	\$350,000					\$350,000	<sup>2</sup> Mobile Command Post to be shared with Police, Fire, EMS

TOTAL: \$1,220,000      \$0      \$670,000      \$0      \$0      \$350,000

Mobile Data	\$685,000	\$423,260				\$261,740	
Specialty Unit/Enforcement Supplies	\$20,000	\$20,000					
Automation	\$20,000	\$20,000					
Leasehold Improvements	\$5,000	\$5,000					
Security/Camera System							
Communications Reserve	\$20,000	\$20,000				\$750,000	

TOTAL: \$1,500,000      \$488,260      \$0      \$0      \$0      \$1,011,740

2006 GRAND TOTAL: \$2,720,000      \$488,260      \$670,000      \$0      \$0      \$1,361,740

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2006 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	FUNDING SOURCES			
			Reserves or Funds	Capital Envelope	Grants or Subsidies	Other Recoveries
<b>Building Conservation</b>						
Tom Davies Community Centre & Arena	dehumidifiers / ventilation (2) units	\$ 30,000				
Tom Davies Community Centre & Arena	compressors	\$ 40,000				
Centennial Arena	electrical accommodations / special events	\$ 7,500				
Centennial Arena	shelter for generator	\$ 20,000				
Raymonde Plourde Arena	hall-windows	\$ 50,000				
Raymonde Plourde Arena	canteen improvements	\$ 10,000				
Cambrian Arena	ventilation dress - rooms	\$ 5,000				
Cambrian Arena	dehumidifier replacement	\$ 15,000				
Cambrian Arena	metal roof retrofit	\$ 150,000				
Centre Lionel E. Lalonde Centre	windows / exterior shell preservation	\$ 60,000				
Countryside Arena	electrical accommodations / special events	\$ 5,000				
Countryside Arena	concession upgrades	\$ 10,000				
Countryside Arena	condenser	\$ 35,000				
McClelland Arena	concession upgrades	\$ 10,000				
McClelland Arena	external repairs to brick / paving	\$ 30,000				
Sudbury Community Centre / Arena	compressors Phase 2	\$ 90,000				
Sudbury Community Centre / Arena	handicap access / elevator	\$ 80,000				
Sudbury Community Centre / Arena	upstairs hall - replace windows	\$ 25,000				
Chelmsford Arena	canopy @ exterior doorway	\$ 8,000				
Chelmsford Arena	overhead door Zamboni room	\$ 5,000				
Chelmsford Arena	upstairs hall - washroom improvements	\$ 10,000				
Chelmsford Arena	Parking Lot upgrade south side	\$ 5,000				
Chelmsford Arena	upstairs hall - replace flooring	\$ 15,000				
Chelmsford Arena	Dr. Leclair Hall - heating / air equipment	\$ 40,000				
Dr. Leclair Community Centre & Arena	shower floor / doors & frames	\$ 20,000				
Dr. Leclair Community Centre & Arena	flooring, rubber in hallway	\$ 10,000				
I.J. Coady Memorial Arena	canteen upgrade	\$ 10,000				
I.J. Coady Memorial Arena	parking lot improvements	\$ 25,000				
Coniston Arena / Community Centre	replace chiller	\$ 35,000				
Garson Arena / Community Centre	replace lobby glass facing rink	\$ 8,000				
Garson Arena / Community Centre	metal roof retrofit (rink #1)	\$ 40,000				
Capreol Community Centre & Arena	TSSA / oil tank / ice melting pits	\$ 100,000				
Various Locations	800 sf expansion	\$ 150,000				
Lively Citizen Service Centre / Library	heating / cooling system improvement	\$ 30,000				
Walden Citizen Service Centre / Library	washrooms (Youth Centre)	\$ 15,000				
Walden Citizen Service Centre / Library	re-roof	\$ 65,000				
Copper Cliff Centennial Library	improvements to main entrance	\$ 15,000				
Bennet W. Moxam Community Centre	roofing	\$ 40,000				
Naughton Community Centre		\$				

**PUBLIC WORKS DIVISION  
BUILDING & FACILITIES SECTION  
2004 - 2006 CAPITAL BUDGET PROJECTS**

**2006 Building & Facilities Capital Projects**

**FUNDING SOURCES**

Location	Project Description	Project Costs	Reserves or				Unfinanced Project Costs
			Capital Envelope	Funds	Grants or Subsidies	Other Recoveries	
Howard Armstrong Recreation Centre	building shell repairs - Phase 3	\$ 300,000					
Onaping Community Centre / Pool	replace pool pump / filter	\$ 15,000					
Falcombridge Community Centre	heating system - furnace	\$ 35,000					
Economic Development / Other-Various	mechanical - various locations	\$ 50,000					
Beaver Lake Fire Hall Garage	insulation / energy retrofit	\$ 40,000					
Capreol Fire Hall	* Council Resolution # 2003-288	\$ 10,000					
Capreol Garage / Fire Department	renovations, Fire / Ambulance	\$ 250,000					
Hanmer / Garson / Dowling Stations	roofing - various; subject to inspection	\$ 60,000					
Lourdes School Archive Building	doors / hardware	\$ 15,000					
Valley East Health Clinic - Town Hall	washroom upgrade (basement)	\$ 20,000					
Fielding Memorial Park Building	air conditioning system	\$ 25,000					
Fielding Memorial Park Building	electrical upgrade	\$ 5,000					
Lively Tennis Centre Building - Rink	door / window replacement	\$ 5,000					
Simon Lake Park multi-use building	shingle replacement soffit / fascia	\$ 10,000					
Various Studies / Reports	Ontario Disabilities Act - barrier free	\$ 75,000					
Sunnyside Playground Centre	shell improvements / cladding	\$ 20,000					
Bell Park Changehouse / Washrooms	re-roof	\$ 50,000					
Bell Park Concession Building	re-roof	\$ 15,000					
Bell Park Lifeguard Building	re-roofing	\$ 10,000					
Little Britain Tot Lot Fieldhouse	re-roof / soffit / fascia	\$ 15,000					
White Water Lake Park	canopy / shelter - concrete floor repairs	\$ 15,000					
Gatchell Pool	replace pool blanket	\$ 8,000					
Nickel District Pool	pool blanket	\$ 8,000					
Nickel District Pool	change rooms, lockers	\$ 15,000					
Public Works Facilities - various locations	* Council Resolution # 2003-288	\$ 50,000					
Public Works Facilities - various locations	Roofing - various locations	\$ 50,000					
Kathleen St. Facility	Overhead Door	\$ 10,000					
St. Clair Public Works Office / Garage	garage lighting upgrade / paint	\$ 45,000					
Levack Municipal Building	windows & doors	\$ 10,000					
Nickel Centre Equipment Depot	replace - 2 overhead doors	\$ 15,000					
Nickel Centre Garage / Storage	replace - 2 overhead doors	\$ 15,000					
Sudbury Transit Garage	heating / suspended heaters - various	\$ 20,000					
Sudbury Transit Garage	electrical upgrade	\$ 20,000					
Sudbury Transit Garage	Roof "A" - Tar & Chip Roof	\$ 50,000					
Asbestos Audit	Asbestos Audits - various locations	\$ 50,000					
Contingency	unexpected failures / breakdowns	\$ 250,000					
Various Studies / Reports	specialized reports / studies	\$ 50,000.00					

**TOTAL 2006**      \$3,924,500      \$1,940,890      \$1,983,650

**PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS**

2006 Roads & Drainage Capital Projects

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b>Structures</b>							
MR 63 College Street Phase II	Underpass Improvements and Road Work	\$ 1,900,000	\$ 1,900,000				
MR 96 Desmarais Road	Bridge Rehabilitation	\$ 500,000	\$ 500,000				
Culvert Replacement	Various	\$ 100,000	\$ 100,000				
Engineering Consultants	Structural Investigations	\$ 200,000	\$ 200,000				
<b>Storm Drainage Improvements</b>							
Struthers/Whittaker Phase II	Storm Sewer Outlet	\$ 250,000	\$ 250,000				
Fourth Avenue	Storm Sewer Outlet	\$ 150,000	\$ 150,000				
Eastern Avenue/A Street	Replace/Upgrade East Storm Sewer	\$ 400,000	\$ 400,000				
Spot Improvements Drainage Studies	Various	\$ 150,000	\$ 150,000				
<b>Sidewalks &amp; Walkways</b>							
Falcon	Cote to Edward	\$ 30,000	\$ 30,000				
Morris	Annie to Landmark Entrance	\$ 45,000	\$ 45,000				
Poplar	First to Fourth	\$ 85,000	\$ 85,000				
MR 24	MR 55 to Jacobson	\$ 150,000	\$ 150,000				
Victoria	Gilman to Albinson, Phase II	\$ 100,000	\$ 100,000				
Pine	Elm to Berean Baptist Church	\$ 50,000	\$ 50,000				
Struthers	Regent to Whittaker	\$ 20,000	\$ 20,000				
Queen Elizabeth	9th to 6th	\$ 30,000	\$ 30,000				
Longyear	Parkinson to Hardy	\$ 30,000	\$ 30,000				
Onaping Falls	Various	\$ 30,000	\$ 30,000				
Gary	Madison Northerly	\$ 30,000	\$ 30,000				
Downtown	Lockstone Repair - Various	\$ 20,000	\$ 20,000				
Paraplegic Ramps	Various	\$ 30,000	\$ 30,000				

**PUBLIC WORKS DIVISION**  
**ROADS & DRAINAGE**  
**2004 - 2006 CAPITAL BUDGET PROJECTS**  
**2006 Roads & Drainage Capital Projects**

**FUNDING SOURCES**

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<b><u>New Street Lights</u></b>							
	Teistar, Playground behind Houses	\$ 2,500	\$ 2,500				
	Footpath, Dearbourne to Agincourt, House #1570	\$ 1,000	\$ 1,000				
	Lane, East of Logan, North of Jane	\$ 3,700	\$ 3,700				
	Vermillion Street, House #2417	\$ 1,300	\$ 1,300				
	Lane, North of Jean,						
	Between Eva and Antwerp	\$ 5,300	\$ 5,300				
	Footpath, West of Attlee at						
	Gemmill Intersection	\$ 1,900	\$ 1,900				
	Footpath, Hebert to Willshire	\$ 1,500	\$ 1,500				
	Footpath, Margaret to Garland	\$ 3,600	\$ 3,600				
	Township of Dill, Cleland and Dryden	\$ 3,000	\$ 3,000				
<b><u>Roads</u></b>							
	Four Lining, Falconbridge to	\$ 2,200,000	\$ 2,200,000				
	By-Pass, Phase I	\$ 1,000,000	\$ 1,000,000				
	Kathleen Street to CNR Tracks	\$ 100,000	\$ 100,000				
	Phase II	\$ 100,000	\$ 100,000				
	Spot	\$ 100,000	\$ 100,000				
	Spot	\$ 100,000	\$ 100,000				
	Spot	\$ 100,000	\$ 100,000				
	Spot	\$ 50,000	\$ 50,000				
	Cote Avenue to Edward	\$ 50,000	\$ 50,000				
	Spot	\$ 80,000	\$ 80,000				
	First to Fourth	\$ 60,000	\$ 60,000				
	Church to MR 89	\$ 80,000	\$ 80,000				
	Various	\$ 80,000	\$ 80,000				
	Notre Dame Avenue						
	Notre Dame Avenue						
	Garson/Coniston						
	Penage Lake Road						
	Fielding Road						
	Cobalt Street						
	Falcon Street						
	Morris Street						
	Poplar						
	Spruce Street						
	Laneways						

PUBLIC WORKS DIVISION  
ROADS & DRAINAGE  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2006 Roads & Drainage Capital Projects

FUNDING SOURCES

Project	Project Description	Project Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
<u>Other</u>							
	Crack sealing	\$ 100,000	\$ 100,000				
	Traffic sytems upgrades	\$ 170,000	\$ 170,000				
	Street lights upgrades	\$ 175,000	\$ 175,000				
	Contingencies and s&w works	\$540,450	\$ 540,450				
<b>TOTAL ROADS AND DRAINAGE 2006</b>		<b>\$ 9,309,250</b>	<b>\$ 9,309,250</b>				

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS

2006 CAPITAL WATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
Robinson - Ascott to Kelly Lake - 12"	\$700,000					
Selwood - Dennie to Stuil (Fire flow and freezing services)	750,000					
Bouchard - Regent to Southview - 16" (# 5 by break rate)	400,000					
Marcel - Martindale to Nesbitt	300,000					
MR24 Lively - 3rd to 10th - 12" and services on Queen Elizabeth St.	650,000					
Operating Manuals	200,000					
Water Upgrade with road program	200,000					
Long Lake Road - Ester to Harrison -24" (with road program and to loop mains)	450,000					
Wanapitae WTP upgrades	1,000,000					
Groundwater protection	500,000					
Abandon well no 6 Capreol	300,000					
Energy management	50,000					
Plant security	250,000					
Communication systems upgrade	200,000					
New Valley well and pumphouse	300,000					
Well and pump rehabilitations	250,000					
Scada upgrades	100,000					
Operating manuals and as-builts	100,000					
Contingencies	230,000					
<b>TOTAL WATER 2006</b>	<b>\$6,900,000</b>	<b>\$7,811,192.00</b>	<b>\$861,192.00</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
2004 - 2006 CAPITAL BUDGET PROJECTS  
2006 CAPITAL WASTEWATER PROJECTS

FUNDING SOURCES

PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVE FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
South End Rock Tunnel	\$1,600,000					
New Sudbury Trunk Sewer	500,000					
Sewer Upgrade with road program	200,000					
Operating Manuals	200,000					
Lively WWTP expansion	1,850,000					
Cheimsford WWTP tertiary treatment	1,000,000					
Azilda WWTP expansion	1,000,000					
Sudbury WWTP replace 4 <sup>th</sup> clarifier	200,000					
Lift station upgrades	150,000					
Scada upgrades	150,000					
Operating manuals and as-builts	100,000					
Energy management	50,000					
Contingencies	270,000					
<b>TOTAL WASTEWATER 2006</b>	<b>\$7,270,000</b>	<b>\$7,584,722</b>	<b>-\$314,722</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PUBLIC WORKS  
 2004 - 2006 CAPITAL BUDGET PROJECTS  
 2006 CAPITAL SOLID WASTE PROJECTS

FUNDING SOURCES

PROJECT	PROJECT DESCRIPTION	PROJECT COSTS	CAPITAL ENVELOPE	RESERVES AND RESERVES FUNDS	GRANTS SUBSIDIES	OTHER RECOVERIES	UNFINANCED COSTS
SUDBURY LANDFILL SITE	ACCESS ROAD	\$150,000					
HANMER LANDFILL SITE	CELL CLOSURE	1,450,000					
LITTER	NEW CONTAINERS	10,000					
MONITORING AND CONTINGENCIES	ALL SITES	170,000					
<b>TOTAL 2006</b>		<b>\$1,770,000</b>	<b>\$1,020,000</b>				<b>\$760,000</b>

PUBLIC WORKS DEPARTMENT

EQUIPMENT

PROPOSED 2005 AND 2006 EQUIPMENT REPLACEMENT PROGRAM

FUNDING SOURCES

VEHICLE TYPE	NO. OF UNITS	UNIT COST	Costs	Capital Envelope	Reserves or Reserve Funds	Grants or Subsidies	Other Recoveries	Unfinanced Project Costs
Snow Plows & Spreaders	25	\$ 200,000	\$ 5,000,000					
Sidewalk Plows & Spreaders	6	\$ 110,000	\$ 660,000					
Light Trucks	36	\$ 30,000	\$ 1,080,000					
1 Ton Trucks	19	\$ 38,000	\$ 722,000					
Dump Trucks	8	\$ 75,000	\$ 600,000					
Cars and Mini-Vans	3	\$ 22,000	\$ 66,000					
Earth Moving Equipment	25	\$ 135,000	\$ 3,375,000					
Ice Resurfacers	5	\$ 80,000	\$ 400,000					
Steamers	6	\$ 8,000	\$ 48,000					
Trailers	21	\$ 3,000	\$ 63,000					
Asphalt Equipment	1	\$ 60,000	\$ 60,000					
Grass Mowers	40	\$ 25,000	\$ 1,000,000					
Pumps, Generators, Tampers...	60	\$ 4,000	\$ 240,000					
Street Sweepers, Sewer Cleaners	4	\$ 250,000	\$ 1,000,000					
<b>TOTAL 2005 to 2006</b>			<b>\$14,314,000.00</b>		<b>\$6,000,000.00</b>			<b>\$8,314,000.00</b>
2005 estimate 50%			\$ 7,157,000		\$ 3,000,000			\$ 4,157,000
2006 estimate 50%			\$ 7,157,000		\$ 3,000,000			\$ 4,157,000

**2006 Closed Recreation Facilities Capital Projects**

**FUNDING SOURCES**

<b>Project Description</b>	<b>Project Costs</b>	<b>Capital Envelope</b>	<b>Reserves or Reserve Funds</b>	<b>Grants or Subsidies</b>	<b>Other Recoveries</b>	<b>Unfinanced Project Costs</b>
<b><u>Adanac Ski Hill</u></b>						
Rebuild Chalet	\$415,000					\$415,000
Including washroom upgrades						
Upgrade Parking Area	\$40,000					\$40,000
Upgrade Park Fencing	\$15,000					\$15,000
<b><u>R.G. Dow Pool</u></b>						
Coating/Sealing South Wall	\$20,000					\$20,000
Replace 2 Heat Exchangers	\$20,000					\$20,000
Replace Pool Filter Systems/Pumps	\$50,000					\$50,000
Pool Deck Repair and Replacement	\$10,000					\$10,000
Replace Pool Tank Heater System	\$15,000					\$15,000
<b><u>Falconbridge Arena</u></b>						
Ventilation Upgrades	\$65,000					\$65,000
Chiller Replacement	\$35,000					\$35,000
<b><u>Barrydowne Arena</u></b>						
Roof Repairs/Coating	\$30,000					\$30,000
<b>2006 TOTAL:</b>	<b>\$715,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$715,000</b>
<b>3 YEAR TOTAL</b>	<b>\$2,621,000</b>	<b>\$0</b>	<b>\$409,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,211,943</b>

# Request for Recommendation Finance Committee

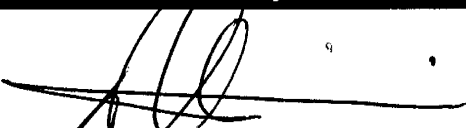


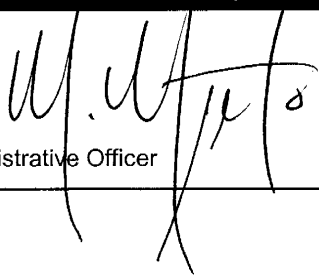
Type of Decision										
Meeting Date	March 30, 2004				Report Date	March 29, 2004				
Decision Requested		Yes		No	Priority	X	High		Low	
	Direction Only				Type of Meeting	X	Open		Closed	

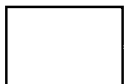
Report Title
Use of Consultants

Policy Implication + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
N/A	
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
FOR INFORMATION ONLY	
<input type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 D. Wuksinic General Manager of Corporate Services

Recommended by the C.A.O.
 M. Mieto Chief Administrative Officer



Report Prepared By

Division Review

**BACKGROUND**

Council at its meeting of March 22<sup>nd</sup> requested a report on the subject of Consultants that could be used to establish future policy in this area. The report was also to include where they are currently used within the organization and their related costs.

From a policy perspective, a quick review of the internet resulted in the following policy statements regarding the definition of consultants and their use. From a policy of the City of San Diego, the following,

*“The City requires services of a recurring nature or for a specific one time project which cannot be routinely provided by City staff either because of the expertise required or the ongoing workload. Consultants may be employed where City staff is unable to accommodate this requirement”.*

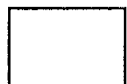
From Management Consultancies Association,

*“probably the single most important reason for hiring consultants is to bring in people with a particular set of skills.....specialist knowhow falls into two categories. First there’s the industry specific skills - unique people who are experts in your sector, perhaps to assess the implication of a move by one of your competitors or to help decide whether a new management approach -Customer Relations Management (CRM) for example would have benefits and second there is what you call issue specific skills, which is where you need people who are experts in a particular issue - it may be a problem or an opportunity.”*

And finally from the City of Toronto’s policy for selection and hiring of professional consulting services we find the following,

*“The City should only utilize consultants and professional services when:*

- i) City staff are fully occupied with other tasks and assignments and the project requires urgent completion*
- ii) Specific projects require certain technical capabilities or unique and specialized advice not available inhouse*
- iii) The advice or services sought and the resulting expenditure can be justified as being necessary to satisfy program requirements*



Date: March 29, 2004

- iv) *Independent expertise is required by legislation or regulation*
- v) *Council has directed the use of external assistance, and/or*
- vi) *Priority Capital projects require greater City resources than are available....*

*Professional and consulting services are defined as but not limited to those provided in the following category:*

- i) *Technical and professional consultants who typically undertake activities for a defined assignment to assist Managers in delivering services requiring the application of mandatory or essential technical services by a credited professional or quasi-professionals (including architectural or engineering design, project supervision services, accounting, actuarial, medical, appraisal, scientific, community planning, banking/financial, surveying or landscape/interior design in name)*
- ii) *Management consultants who typically undertake planning, organising and directing activities to assist Managers in analysing management problems and in recommending solutions for a defined assignment (can be operational, administrative, organisational or policy in nature)*
- iii) *System development consultants who typically undertake activities on a defined assignment to assist Managers in developing and maintaining systems including information processing, telecommunications and office automation (can be analytical, project management, programming, testing or of an implementation nature)*
- iv) *Other consulting categories used at the City of Toronto include*
- v) *Legal consultants determined in consultation with Legal staff*
- vi) *Research and development consultants doing an investigative study to provide the City with increased knowledge or information*
- vii) *Creative communications consultants, inclusive of advertising, promotional, public relations and graphic design services.*

*A consultant is defined as any firm or individual providing time limited expertise, advice or professional services that are not readily available from City staff. The skills are not present because it is not economical for the City to hire staff for that purpose or the work is not able to be accommodated internally in a timely fashion. Consulting services result in contracts (or other forms of agreement) and some are provided on a fee for service basis (mainly in technical/professional services).*



*Not all services used by the City constitute consulting services as defined above, specifically the following types of services are not considered consulting assignments/projects for the purposes of this policy. They are used by the City to actually provide services on its behalf;*

- i) Service provided under what is (legally) an employee/employer relationship*
- ii) Contracted out/outsourced services - garbage/waste collection, certain repair work, snow clearing for example*
- iii) Purpose of service contracts - day care, hospitals, language translation, certain testing inspections, certain computer systems development for example*
- iv) Managed services, golf courses, concessions, certain facilities for example*
- v) Fees, special examiners fees, employment/placement fees, training course instruction for example*
- vi) Tendered work for direct operational responsibilities for the City (ie. Where what is to be done and how it is to be done are known, specifications are detailed and suppliers compete only on price). ”*

All of the above are excerpts from policy statements found on the web, however, we did not attach the full text as they are in excess of thirty-five pages in length. One can access these publications at [www.city.toronto.on.ca/cao/pdf/consultants](http://www.city.toronto.on.ca/cao/pdf/consultants). With regards to the San Diego quote, it can be accessed at [www.clerkdoc.sannet.gov/Website/council-policy](http://www.clerkdoc.sannet.gov/Website/council-policy). Finally with regards to the Management Consultants Association, this quote can be accessed at [www.mcninet.com/onassociations](http://www.mcninet.com/onassociations).

In conclusion, all of the foregoing state in one way or the other that the criteria for retaining consultants can be summed up as follows:

- a) Where the field of expertise is not available in house
- b) Where there is insufficient internal resources to achieve the deadlines
- c) An external review is desirable or mandated
- d) Where one is acquiring proprietary knowledge or systems

#### Consultants Used at the City of Greater Sudbury

The City of Greater Sudbury is no different than any other major corporation within the private and/or public sector and uses consultants as described above. Attachment "I" will provide you with a partial listing of the consultants used in 2003.



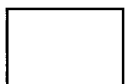
## Summary

From a viewing of the attachment, you will note that the majority of projects where consultants (outside expertise is utilized) is in the capital area. Accordingly, each of these projects is budgeted incorporating the consultants' costs as part of the overall project and are charged back to the capital budget.

Also please note that outside legal fees in both the human resources and legal division were not included in this study as they were subjects of two separate reports.

As stated earlier, the City of Sudbury is no different than any other major corporation and uses consultants / outside expertise, principally in one of the four criteria identified earlier; namely,

- (a) Where the field of expertise is not available in house.
- (b) Where there is insufficient internal resources to achieve the deadlines.
- (c) An external review is desirable or mandated.
- (d) Where one is acquiring proprietary knowledge or systems.



## Attachment "I"

*Consultants Used at the City of Greater Sudbury in 2003***Corporate Services**

Name of Consultant	Project / Use	Amount
Acclaim SBA Bradley Physiotherapy Centre CBI Physiotherapy and Rehabilitation Champagne - Klassen Psychological Service Sudbury Physio Centre	Employee Rehab and Rehabilitation	\$70,766
Appraisal North Realty Royal Lepage North Heritage Realty	Property Appraisals	41,160
D. S. Dorland Surveying Del Bosco Surveying	Legal Surveys	98,000
KPMG, LLB	Auditing and Various Management Reports	80,200
Harra Associates	Taxi By-law	28,850
Hemson Consulting Ltd.	Tax Capping / Tax Policy	16,150
Haynes Advertising	Elections / Advertising & Applications for Council & Citizen Appointments	57,325
I H S Solutions Limited	Council Document Search	57,330
Municipal Tax Equity	Tax Capping Project	27,371
George A. Gray Customs Brokers Limited	GST / PST for Goods Purchased in the States Project	11,865
R. F. Moffatt	Review of Assessment Base; defend or appeal values.	15,120
Vailtech	Upgrading of Tax System to include new regulatory requirements.	17,140

Name of Consultant	Project / Use	Amount
Tom Walton	Verification of Tax Vacancy Rebate Applications.	4,980
Avotus Corporation	Upgrade and training on OTM software package.	3,899
Class Software Solutions	Proprietary Information relating to our Leisure Service Programs registrations and facility bookings software.	22,050
LITCO Systems Incorporated	Payment of annual maintenance fee for Formscape product	4,379
Penn Systems	Development of Software for both Building and Fire Inspectors	27,704
PeopleSoft Canada	Implementation of ERP System modules Financials on Human Resources / Payroll	320,455
Spyre Solutions	Developed strategy for Financial Reporting Systems within the ERP System	26,215
E Solutions / Conestoga Rovers	Web design - Elections and Libraries	290,000
Kronos	Implementation of Proprietary System dealing with Payroll and Scheduling within Emergency Services	77,750
Subtotal		1,298,709

**Public Works Department** retains engineering consultants on a regular basis. With few exceptions, all consulting assignments are for design tendering and supervision of capital construction projects. Some of the large projects will stand several years with the corresponding engineering fees also spread over consecutive budget years. In 2003, the Public Works Department retained the following consulting engineers:

Name of Consultant	Project / Use	Amount
Earthcare Canada Limited	Algonquin Area Storm Water Study	120,000
K. Smart Associates	Various municipal drains i.e. Macher - Perras Drain; Trillium Drain, Branch D, Brunet Drain	113,000
Gas Tops Limited	Project Treatment Plants maintenance plan	360,000
R. Ferron	Fall Arrest Systems, Plants	40,000
Earth Tech Canada Limited	Solid Waste Optimization Study	198,000
Earth Tech Canada Limited	Class Environmental System - New Sudbury Sewers	104,000
Golder Associates Limited	Ground Water Studies - Capreol, Valley East, Garson, Dowling, Falconbridge, Onaping	588,000
Dennis Consultants	Capreol Water Supply	410,000
Golder Associates	Landfill Sites Monitoring	70,000
R. V. Anderson / Dennis Consultants	South End Rock Tunnel (multi-year cost)	3,000,000
Subtotal		5,003,000

The following multi-year consulting assignments were issued prior to 2003 and are ongoing:

Name of Consultant	Project / Use	Amount
C. H. M. Gore & Storrie Limited	David Street Water Treatment Plant	2,600,000
Northland Engineering	Municipal Road 35, Roads & Bridges, Four Laning	1,350,000
Dennis Consultants	Small Water Systems Upgrade and Compliance	130,000
<b>Subtotal</b>		<b>4,080,000</b>

#### **Emergency Services**

Name of Consultant	Project / Use	Amount
IBI Group	Master Fire Plan	101,111
William Jones	Master Fire Plan	31,200
John Braney	Master Fire Plan	13,876
IBI Group	Co-Ordination Services for CGS Fire Service Communications (Entire project cost \$210,865)	14,711
<b>Subtotal</b>		<b>160,898</b>

## Economic Development & Planning

Name of Consultant	Project / Use	Amount
Creative Odyssey	Regional Business Centre Project - Business Plan Challenge, Brochures, Ads, Community Outreach	7,500
Nexus Graphics	Youth Strategy Project - Logo Development, Booth Design	6,500
Thomson, Tremblay & Cooper (TTC)	Expo 2000 Project - Marketing and Promotion Brochure	15,000
50 Carlton	Tourism Project - Re Tourism Marketing	40,000
Paul Haynes	Tourism Project - Tourism re Creative Remarketing	18,000
Accumen Consultants	Feasibility Study Report on Development of a Technology Incubator (90% sponsored by Fednor)	22,500
Connect Inside Inc.	Connect Ontario Project - Development of a Business Plan and the Geo Smart Funding Application (50% funded by the Province)	66,087
Spacial Data Solutions	Connect Ontario Project	1,000
Nexus Graphics	eSudbury.com Project / Smart Works Brand Creation	5,600
Creative Odyssey	eSudbury.com Project / Smart Works Prototype Logo Design	1,150
CECGEO Group	eSudbury.com Project	13,018
Northway Photomap Inc.	West Nile Virus Control	23,074

Name of Consultant	Project / Use	Amount
BioForest Technologies	West Nile Viruses Control Project / Mosquito Larvae Siting	1,040
Morkon Consultants	Audit of Animal Control Services to prepare for competitive bid process	1,500
BPPI Partners	Digitizing all of CGS's Zoning By-laws and Maps (Transition Board Recommendation)	17,870
Meridian	Official Plan Consolidation	88,372
Meridan	Official Plan Review	287,094
Michilak and Callio	Official Plan Background Study - Healthy Communities	44,940
Monteith	Official Plan - Parks & Leisure	138,796
Earth Tech	Official Plan Review - Storm Water	123,050
Dennis Consultants	Official Plan Review - Infrastructure	174,000
Meridian	Official Plan Review - Water Front and Rural Issues	32,275
Meridian	Official Plan Review - Agriculture	44,252
Sani-ITA	Ortho Imagery	101,842
Earth Tech	Official Plan Review - Transportation Study	175,000
Subtotal		1,449,460

### Citizen and Leisure

Name of Consultant	Project / Use	Amount
G. Michalak & Associates	Community Action Network	4,895
Mark Elliott Associates Landscape Architects	Minnow Lake Place Site Plan	10,037

Name of Consultant	Project / Use	Amount
VeriFact	Public Opinion Poll re Volunteer Centre	3,638
Perry & Perry Architects	Architectural and Project Management Services Mausoleum at Civic Memorial Cemetery	32,500
DMA Consulting	Library Branch Space Needs Report	40,000
Castellan Luciew James Architects	Greater Sudbury Airport	134,010
Desmarais Keenan	Purchase of Voyageur Hangar	14,400
Earth Tech	Sudbury Airport Project - Water / Wastewater Requirements	97,640
Pryde Schropp McComb Inc.	Sudbury Airport - Aeronautical Engineering Design for Electrical / Navigational Aids	24,150
Subtotal		361,270

### Health and Social Services

Name of Consultant	Project / Use	Amount
Nicholls Yallowega Belanger	Architectural Services - renovations Pioneer Manor	1,500,000
Fred Lowes	Project Supervision - Pioneer Manor Project	103,000
Chris Stewart	Various Seniors' Issues	80,000
Subtotal		1,683,000

# Request for Recommendation Finance Committee

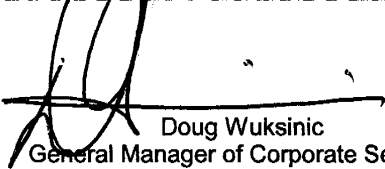


Type of Decision										
Meeting Date	March 30, 2004				Report Date	March 26, 2004				
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority		High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

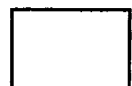
Report Title
LEGAL SERVICES OVERVIEW

Policy Implication + Budget Impact	
	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
	Background Attached

Recommendation	
FOR INFORMATION ONLY	
	Recommendation Continued

Recommended by the General Manager
 Doug Wuksinic General Manager of Corporate Services

Recommended by the C.A.O.
Mark Mieto Chief Administrative Officer



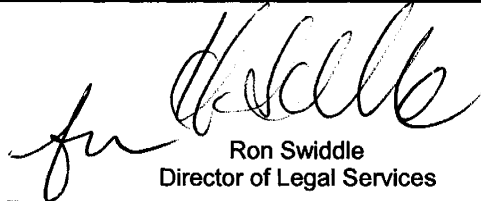
Date: March 5, 2004

Report Prepared By



Heather Salter  
Deputy City Solicitor

Division Review



Ron Swiddle  
Director of Legal Services

As the budget process proceeds it is clear that many Councillors have questions regarding how legal services are delivered by the Corporate Services Department. Unfortunately at various times misconceptions and inaccurate or incomplete information has compounded the concerns. Therefore, this report requested by the Finance Committee on March 3, 2004 will attempt to outline in a comprehensive way the manner in which the City's legal services are delivered.

BACKGROUND:

To understand where we are today it is important to have some historical context. Prior to amalgamation two of the former municipalities had in-house legal departments. The former Region employed two lawyers, with a support staff of five. This included three secretaries, one law clerk and a receptionist/file clerk. The in-house lawyers did not provide legal services in the area of labour relations or employment law, that area was managed exclusively by the human resources department.

The former City of Sudbury employed two lawyers, but at the time of amalgamation one of those lawyers was not part of the legal department, she was Director of Administrative Services (Clerks and by-law enforcement). That lawyer, however, did provide legal services in two areas, labour relations and employment law and by-law prosecutions. 2.5 (full-time equivalent) support staff (1.5 secretarial and one law clerk) supported the two lawyers.

None of the other former municipalities employed lawyers or law clerks, they outsourced these services from private law firms.

In addition to their in-house staff, both the former City of Sudbury and the Region also supplemented their legal services with outside Counsel. Each had budgets for this purpose. At the Region, the Human Resources Division also had a budget for purchasing legal services externally. Therefore, historically legal services were delivered as a hybrid model, i.e., a mix of both employed in-house Counsel and outsourced legal services.

During the amalgamation process a Transition Board Task Force reviewed the delivery of legal services and made recommendations. The choices available were to staff a full-service in-house Legal Division, which would deliver all but exceptional functions; or to outsource all legal services and provide no service in-house; or to continue to deliver legal services to the corporation with a mix of in-house and outsourced legal services.



In the end, the Transition Board recommended to the new Council the following (Blueprint For The Future pages 20-21):

“Corporate Legal Services

- provide legal service with internal staff supplemented with external Counsel when required.
- expand legal services provided in-house.
- outsourcing when feasible should be local.
- provide legal services, where possible, to Agencies, Boards and Commissions.
- limit outsourcing to specialized legal areas.
- legal services performed by By-law Officers and students, Paralegals where possible.

Corporate Services Human Resources

- contract services for representation at hearings and appeals tribunals.”

In accordance with the Transition Board recommendations the Legal Division for the new City of Greater Sudbury was organized as a hybrid delivery model, i.e., internal counsel supplemented by outsourced legal services. The new division was not mandated to provide legal services in the area of labour relations and employment law, the Human Resources Division was given a budget for contracted legal services for that purpose.

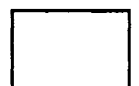
Contrary to the Transition Board recommendations, in-house legal services were not expanded. The in-house complement is four lawyers, the same number as were employed in-house by the former municipalities.

EXISTING SITUATION

Finding the appropriate mix between in-house legal service and outsourced legal service is one of the most difficult challenges faced by Chief Legal Officers in either private sector corporations or public sector legal departments. How many lawyers you employ and what specific skills and experience you want them to have or develop depends on what proportion of your services you wish to outsource and what type of services are most suitable to outsource.

Obviously the highly specialized unique legal services will always be outsourced, such as patent advice or litigation. It is a highly specialized area of law and we rarely encounter a need for it. It would not make any sense to hire an in-house lawyer with this expertise.

However, many choices are not so obvious. The practice of municipal law has changed dramatically in the last ten years. The areas of competency for municipal lawyers has expanded in previously unseen directions. For example, only a few years ago municipalities had no ability to create or own corporations. Now we are shareholders of business corporations such as the utilities and the housing corporation. We also operate non-share corporations such as the Community Development Corporations. Under the new *Municipal Act, 2001*, there are opportunities to create others.



Date: March 5, 2004

The downloading of Family Support functions has created a need for lawyers who specialize in family law. The physical assets assumed by the new City has created a significant increase in the number and complexity of the real estate transactions completed by the City, including leasing, which was previously a rarity. The number and complexity of new laws and regulations governing the operations of the City has expanded considerably as well.

The Legal Division no longer provides only legal services. We include the Property (real estate services) Division, including Centre Lionel E. Lalonde Centre, run a Provincial Offences Court and have responsibility for Clerks and By-law Enforcement Services.

The scope of core legal services, required in the normal day-to-day business has expanded considerably since amalgamation. In addition to the core municipal departments the Legal Division provides services to the Police Services Board, Greater Sudbury Housing Corporation, Airport corporation, Pioneer Manor and the economic development corporations. In other municipalities it is not uncommon for lawyers to be assigned exclusively to those areas with separate budgets. The capability of the existing in-house legal counsel to respond to these needs in a timely fashion is stretched beyond capacity.

#### OUTSOURCING:

Currently, and historically almost all litigation is outsourced. There are a number of reasons for this.

Most of the City's litigation is covered by our insurance policy. The City's policy of insurance insures the City against third party claims for personal injury and property damage and for other types of compensatory damages for wrongful acts such as, defamation or negligent misrepresentation. Most litigation against the City is covered by the policy. Under the terms of the policy our insurer hires and pays legal counsel of their choice to defend the City as required. In-house legal counsel do not direct the litigation and generally do not approve settlements. The insurer may choose to settle claims or go to trial at its discretion. The City's deductible limit is \$50,000 for each loss. Accordingly the first \$50,000 of both damages and all expenses are charged to the City. **These amounts are not paid from the contracted services account in the Legal Division.** These expenditures are reflected in the Finance Division accounts.

This year the City will be preparing an RFP for an insurance program to commence in 2005. If Council wishes to review how claims under the City's deductible limit are handled, i.e., to consider "contracting in" that service, this option could be presented and the pros and cons, financial and otherwise, could be evaluated at that time. Some municipalities do handle all litigation for claims within their deductible limits in-house.

Litigation which is not covered by insurance is sporadic and unpredictable. Examples of proceedings which are not covered by insurance are: claims arising out of breach of contract, challenges to the legal validity of municipal by-laws, Ontario Municipal Board appeals, or Coroner's Inquests. Legal proceedings may also be initiated by the City itself, such as actions to recover debts, or to enforce contracts. It cannot be predicted in advance what volume of this work will be required or when it will be required. Also some matters may require a specific area of expertise. Accordingly, it is difficult to staff to respond to this need.



Date: March 5, 2004

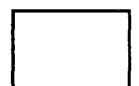
It should also be noted that the City Solicitor has very limited authority to commence legal proceedings or to authorize settlements. Accordingly, Council approval is usually required before actions are commenced or settlements offered or accepted. Council therefore has considerable control over these expenditures. There is an ample supply of outside lawyers locally, who are capable of providing general litigation services to the City. Except in circumstances where a specific expertise is required, and it is not available locally, this work is outsourced to the local Bar.

It should also be noted that Prosecutions in the Provincial Offences Court are handled a little differently. As recommended by the Transition Board, the majority of these matters are handled by the Municipal Prosecutor or By-law Enforcement Officers, all non-lawyer employees of the Legal Division. When necessary due to the complexity of the matter, this work is outsourced to the local Bar and not handled in-house. Again, this is because the Legal Division is not currently staffed to provide litigation services in-house and this work can be efficiently outsourced locally.

In the last several years the City has also incurred significant outside legal costs related to public private partnerships or the pursuit of economic development opportunities. Examples include: Sudbury District Energy Corporation, Union Gas, Wind Farm, etc., all of which have required expertise, not available in-house, for example, expertise in the electricity or energy utility field. In many municipalities these legal costs are budgeted in capital or special project accounts in the relevant operating departments.

It should also be noted that the contracted services budget in the Legal Division is not used exclusively for the retention of lawyers. Also paid from this account are various expert witnesses required in the related litigation. For example, forensic accountants, appraisers, engineers, surveyors, planners, etc. In addition, the Legal Division purchases various support services from time to time from this budget, such as research, receptionist and file clerk functions. Whenever possible, the division also uses high school and college students on volunteer placements, at no cost, to supplement staff resources. During the summer months two law school students are hired at student rates.

Historically the routine work of the division, which can generally be categorized as solicitors' work, (i.e., not litigation/court work) has been kept in-house. This work requires expertise in municipal law and extensive corporate knowledge of the City itself i.e., City policies, practices, priorities, staff and Council. It is very difficult to outsource efficiently. However due to resource constraints in-house it has been attempted in the last two years. Results have not been encouraging. It is a very expensive way to deliver service and has not always resulted in more timely delivery. In many cases the expertise required is not available locally.



Date: March 5, 2004

It is important to understand that expenditures for contracted support staff and the outsourcing of routine legal work are the only truly discretionary expenditures in this budget. In 2003 they accounted for approximately \$206,600. The cost of litigation and other legal services will vary from year to year and depends on events and decisions not within the control of the Legal Division. The budget for outsourced legal services is at best a "guesstimate" based on experience, trends, and what outstanding matters we are aware of. In every year there are actions commenced by others which must be defended or other expenditures directed by Council.

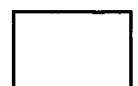
The Legal Department advocated for and was granted additional in-house lawyers to eliminate the outsourcing of routine work. During the 2003 budget the hiring of one additional lawyer and a secretary were approved (budget option attached). However, the positions have not been filed.

**SPECIFIC QUESTIONS FROM THE FINANCE COMMITTEE**

At the March 3<sup>rd</sup>, 2004 Finance meeting staff were also requested to provide information comparing our municipality to other municipalities. In general, the largest municipalities (population 400,000 +) for example Toronto, Hamilton, Mississauga, Ottawa, and York Region maintain full service legal departments and outsource as little as possible. Only the exceptional files are referred outside. Small municipalities, (less than 100,000 population) rely more extensively on outsourcing, but many have at least one or two lawyers in-house. In the mid-size range (100,000 - 250,000) of single tier municipalities which Greater Sudbury occupies, other municipalities provide legal services with a mix of in-house counsel and outsourcing.

Identifying the relevant comparables is difficult. Population size is simple and has some relevance at it may reflect the volume of work handled by the legal department. However, it does not account for scope. Because the two tier system persists in the rest of the Province we have three different kinds of municipalities: upper tier (Regions), lower tier, and single tier. Greater Sudbury is now single tier, therefore our municipality (and legal department) is responsible for all areas of jurisdiction within the power of municipalities. Upper and lower tiers divide these responsibilities between them so the legal departments in neither upper tier or lower tier municipalities provide services equivalent to single tiers such as Greater Sudbury. Below is a chart listing the medium sized single tier municipalities and the number of in-house lawyers employed.

CITY	POPULATION	# IN-HOUSE LAWYERS
Chatham-Kent	104,000	1
Guelph	106,000	3
Kingston	108,000	4
Thunder Bay	112,000	1
Windsor	202,000	4



Date: March 5, 2004

We do not have any detailed information regarding the above municipalities budgets or expenditures on outsourced legal services. The municipalities were contacted for this information but it was not available for the preparation of this report. A letter will be provided under separate cover with some very ballpark figures provided by the other municipalities. It should be noted that it is very difficult to ascertain whether we are comparing apples to apples. Each municipality will budget for legal expenditures in their own way, for example, all expenditures may be in the legal department budgets, others may absorb some of those amounts in other department budgets or in capital budgets.

Also we will not know if the comparable year is a typical one for that municipality or if they had extraordinary expenditures related to specific events. We would also need to ascertain what level of service the departments provide, such as, do the legal departments provide services to local boards and corporations, do they do insurance litigation, do they have a Provincial Offences court, etc. If such a report is to be developed it will require some time and the co-operation of the municipalities contacted.

As indicated our Legal Division does not budget for or direct legal services related to Human Resources, i.e., arbitrations and grievances. The Director of Human Resources has this jurisdiction and responsibility. The Legal Division does not currently have the capacity or expertise to assume this function in-house. If this work is to be "contracted-in" it will require the hiring of a sixth lawyer with the appropriate background. Mr. Thomson has prepared a separate report explaining how these services have been delivered to date.

### Recommendations

To effect expenditure control in the provision of legal services it is respectfully submitted that Council consider the following recommendations:

1. Proceed to immediately to fill the vacant lawyer and secretarial position in the Legal Division as approved in the 2003 budget;
2. Budget for legal services in capital accounts when appropriate.
3. Review whether changes to the City's insurance program, such as assuming the claims handling and litigation functions in-house for claims below the City's deductible, would reduce costs. This would be done in conjunction with the RFP for insurance which will occur later this year. Changes of this nature would require additional staffing in both Legal and Finance. Some municipalities do this work in house, presumably at a cost saving.



# Request for Recommendation Finance Committee




Type of Decision									
Meeting Date	March 30, 2004				Report Date	March 30, 2004			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Update on Tax Policy

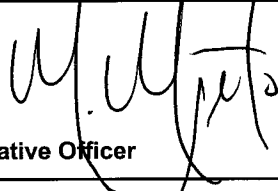
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation
For information only.
Recommendation Continued

**Recommended by the General Manager**

  
 D. Winkler  
 General Manager of Corporate Services

**Recommended by the C.A.O.**

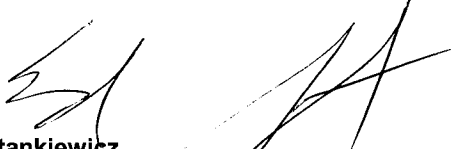
  
 M. Mieto  
 Chief Administrative Officer



Date: March 30, 2004

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**Report Prepared By**



E. Stankiewicz  
Co-ordinator of Current Budget

**Division Review**

for 

S. Jonasson  
Director of Finance/City Treasurer

**BACKGROUND**

This report will provide Council with basic information regarding property tax policy, tax billing schedule, educational tax rates, Bill 140 capping information, tax tools and new options available to municipalities.

Since 1998, with the introduction of the Fair Municipal Finance Act, municipalities have been required to establish property tax policies under provincially legislated guidelines. These guidelines have changed regularly, requiring municipalities to re-think and re-adjust their policies on an annual basis.

Property tax policy is a complex issue. There is no one-size fits all solution, as each municipality has unique circumstances.

For 2004, the new provincial government has provided more options in addition to the tax tools that are currently available. As a result of these additional tools, more analysis will have to be undertaken for 2004.

For this analysis the City has retained a Property Tax Policy Consultant in order to provide Council with the most appropriate recommendations relating to tax policy for our community.

**Educational Session for Council**

Since there are a number of new city councillors, an educational session relating to property tax policy will be held in order to provide a history and possible ramifications of the tax tools. Some of the issues that will be addressed are:

1. History of property tax reform in Ontario
2. Primary tax policy responsibilities and decisions faced by Council
3. Provincial rules and regulations governing tax policy
4. The results of using some of the tax tools available to the City
5. What decisions the City of Sudbury has adopted in the past
6. The implications of the Province's system of levying education property taxes
7. What effect the recent developments related to tax policy will have on the City's residents.

This education session will be held in April and will be conducted by our Property Tax Policy Consultant.

**When can the Tax Policy Development be performed?**

Once again, the City will be waiting for the Province to file regulations before any analysis can be performed. The Province has extended all of the tax policy decision deadlines to the end of May, realizing that all regulations required for municipalities to proceed with analysis cannot be filed in a timely basis. There are a number of issues that have to be considered relative to tax policy as outlined in the next section.



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### ***Tax Tools***

There are a number of tax tools that are available to municipalities for property tax policy development. The City has options to:

1. Alter tax ratios
2. Choose optional property classes
3. Choose new property classes
4. Choose discounts for sub-class properties
5. Fund capping shortfalls
6. Choose the percentage of tax rebate for registered charities
7. Use graduated taxation
8. Implement a phase-in program

These tools will be explained at the education session.

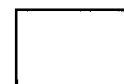
To date the City has:

- Altered tax ratios in order to ensure that all property owners pay their share of any municipal levy increase.
- Adopted a large industrial class to ensure that these properties continue to pay their fair share of taxes.
- Adopted a new multi-residential class with a lower ratio than the conventional multi-residential class in order to promote development.
- Funded a capping shortfall in the industrial class by a contribution from reserves in 2003.
- Provided a 40% tax rebate to registered charities in accordance with provincial legislation.

For 2004, the Province introduced two new tax tools which will allow municipalities to pass on some levy increases to property owners who are in classes that exceed the provincial threshold and will also allow municipalities to move tax ratios upward to provide revenue neutrality within a class. More analysis is required to determine the impact of each.

### ***Education Tax Rates***

The City has been contacting the Ministry of Finance staff enquiring as to what date the regulation relating to both residential and non-residential tax rates will be available. To date they have not provided any information relative to the timing of the regulation. The residential tax rates are crucial to the City meeting it's targeted tax due dates of early June and early July. Prior to 1998 these dates were the norm, but the complexities of tax capping has prevented us from achieving these dates, although we have been closer in the last two years. In 2003, the final tax due dates for residential properties were June 26, 2003 and July 28, 2003, with non-residential due dates being July 28, 2003 and August 28, 2003. It was hoped that it would be possible to go back to the historical due dates for all classes in 2004. However, due to delays with provincial regulations it is unlikely that these dates are achievable, thereby adversely affecting our cash flow. The non-residential education rates are crucial to the analysis required to determine taxation levels related to Bill 140 adjustments (capping and clawbacks).



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### ***On-line Property Tax Analysis (OPTA) System***

The application that the City uses for analysis of the tax tools and the Bill 140 capping provision is the On-line Property Tax Analysis system. The system accepts the assessment data from the Municipal Property Assessment Corporation (MPAC) and updates this data regularly to ensure changes to property values are incorporated into the system. This data is continually revised to ensure the utmost accuracy prior to any analysis being performed.

### ***Bill 140 Capping Provision***

The province, through Bill 140, only allows for a 5% tax increase (excluding the municipal levy increase) from the previous year's taxation level for properties in the multi-residential, commercial and industrial classes. In 2003, the 100% clawback of the reduction properties did not provide sufficient funding to pay for the capping of the increasing properties. Therefore, the City had to bring approximately \$300,000 into revenues from reserves to offset this funding shortfall. Until the OPTA system is completely operational with the capping reports available, it will not be known whether the City will experience a capping shortfall in 2004.

As a result of the lack of regulations required and OPTA modifying the system relating to the new regulations that have currently been filed, there will be a delay in tax policy development for 2004.

### **Summary**

At this time, staff is not certain when property tax policy can be completed. However, Council will be kept apprised of the progress of this issue.

