



# FINANCE AND ADMINISTRATION COMMITTEE AGENDA

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Finance and Administration Committee Meeting  
**Tuesday, December 8, 2020**  
Tom Davies Square - Council Chamber / Electronic Participation

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## COUNCILLOR MIKE JAKUBO, CHAIR

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**Deb McIntosh, Vice-Chair**

6:00 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING  
COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

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Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the *Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act* and the City of Greater Sudbury's *Procedure By-law*.

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## **ROLL CALL**

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

## ADOPTING, APPROVING OR RECEIVING ITEMS IN THE CONSENT AGENDA

(RESOLUTION PREPARED FOR ITEM C-1)

### ROUTINE MANAGEMENT REPORTS

- C-1. Report dated November 16, 2020 from the General Manager of Community Development regarding Healthy Community Initiative Fund Applications. **4 - 10**  
**(RESOLUTION PREPARED)**  
(This report provides a recommendation regarding approval(s) of eligible Healthy Community Initiative Fund application(s) in accordance with By-law 2018-129.)

## REGULAR AGENDA

### MANAGERS' REPORTS

- R-1. Report dated November 17, 2020 from the General Manager of Community Safety regarding Non-Competitive Purchase (Sole Source) - Fire Marque. **12 - 14**  
**(RESOLUTION PREPARED)**  
(This report provides a recommendation regarding continuing use of Fire Marque Inc. services for the collection of approved funds under a qualified homeowners insurance policy.)
- R-2. Report dated November 25, 2020 from the General Manager of Corporate Services regarding Asset Management Status Report. **15 - 44**  
**(FOR INFORMATION ONLY)**  
(This report provides information regarding asset management planning, progress and the performance of asset classes.)
- Report dated November 25, 2020 from the Chief Administrative Officer regarding City of Greater Sudbury Funding for Science North Go Deeper Project. **45 - 56**  
**(RESOLUTION PREPARED)**  
(This report provides a recommendation requesting a business case for funding for the Science North Go Deeper Project.)

2021 Operating Budget Update 57 - 57  
**(RESOLUTION PREPARED) (REPORT TO FOLLOW)**

(This report provides recommendations regarding an update on the 2021 Operating Budget process.)

2021 Capital Budget Update 58 - 67  
**(FOR INFORMATION ONLY) (REPORT TO FOLLOW)**

(This report provides information regarding analysis on debt options for the 2021 Capital Budget.)

## **ADOPTING, APPROVING OR RECEIVING ITEMS IN THE CONSENT AGENDA**

C-0.

(RESOLUTION PREPARED FOR ITEM C-1)

## **ROUTINE MANAGEMENT REPORTS**

R-2. Report dated November 16, 2020 from the General Manager of Community Development regarding Healthy Community Initiative Fund Applications. 5 - 11  
**(RESOLUTION PREPARED)**

(This report provides a recommendation regarding approval(s) of eligible Healthy Community Initiative Fund application(s) in accordance with By-law 2018-129.)

## **MANAGERS' REPORTS**

R-3. Report dated November 17, 2020 from the General Manager of Community Safety regarding Non-Competitive Purchase (Sole Source) - Fire Marque. 12 - 14  
**(RESOLUTION PREPARED)**

(This report provides a recommendation regarding continuing use of Fire Marque Inc. services for the collection of approved funds under a qualified homeowners insurance policy.)

R-4. Report dated November 25, 2020 from the General Manager of Corporate Services regarding Asset Management Status Report. 57 - 44  
**(FOR INFORMATION ONLY)**

(This report provides information regarding asset management planning, progress and the performance of asset classes.)

R-7. Report dated November 25, 2020 from the Chief Administrative Officer regarding City of Greater Sudbury Funding for Science North Go Deeper Project. 45 - 56  
**(RESOLUTION PREPARED)**

(This report provides a recommendation requesting a business case for funding for the Science North Go Deeper Project.)

R-8. 2021 Operating Budget Update 57 - 57  
**(RESOLUTION PREPARED) (REPORT TO FOLLOW)**

(This report provides recommendations regarding an update on the 2021 Operating Budget process.)

- R-10. 2021 Capital Budget Update **58 - 67**  
**(RESOLUTION PREPARED) (REPORT TO FOLLOW)**

(This report provides information regarding analysis on debt options for the 2021 Capital Budget.)

### **MEMBERS' MOTION**

I-0.

### **CORRESPONDENCE FOR INFORMATION ONLY**

- I-2. Report dated November 17, 2020 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 July 1 - September 30, 2020. **86 - 102**  
**(FOR INFORMATION ONLY)**

(This report provides information regarding the City of Greater Sudbury Contract Awards \$100,000 or greater from July 1 - September 30, 2020.)

- I-4. Report dated November 20, 2020 from the General Manager of Corporate Services regarding 2020 Third Quarter Statement of Council Expenses . **103 - 103**  
**(FOR INFORMATION ONLY)**

(This report provides information regarding the 2020 third quarter statement of Council expenses.)

### **ADDENDUM**

- Report dated November 17, 2020 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 July 1 - September 30, 2020. **86 - 102**  
**(FOR INFORMATION ONLY)**

(This report provides information regarding the City of Greater Sudbury Contract Awards \$100,000 or greater from July 1 - September 30, 2020.)

- Report dated November 20, 2020 from the General Manager of Corporate Services regarding 2020 Third Quarter Statement of Council Expenses . **103 - 103**  
**(FOR INFORMATION ONLY)**

(This report provides information regarding the 2020 third quarter statement of Council expenses.)

### **CIVIC PETITIONS**

**ADJOURNMENT**

**DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

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## Request for Decision

### Healthy Community Initiative Fund Applications

Presented To: Finance and Administration Committee

Presented: Tuesday, Dec 08, 2020

Report Date Monday, Nov 16, 2020

Type: Routine Management Reports

### Resolution

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the General Manager of Community Development, presented at the Finance and Administration Committee meeting on December 8, 2020;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to implement the recommended changes.

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan with respect to the goal: Create a Healthier Community, as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, Promoting Mental Health Awareness, Achieving Compassionate City Designation and Implementing an Age-Friendly Strategy. The Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.

### Report Summary

By-law 2018-129 requires Council's approval for all eligible Healthy Community Initiative Capital fund requests exceeding \$10,000, and Grant requests exceeding \$1,000. The General Manager of Community Development is recommending that funding requests identified in the report be approved as proposed.

#### Signed By

##### Report Prepared By

Lyne Côté Veilleux  
Co-ordinator of Community Initiatives & Quality Assurance  
*Digitally Signed Nov 16, 20*

##### Division Review

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Nov 16, 20*

##### Financial Implications

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Nov 16, 20*

##### Recommended by the Department

Steve Jacques  
General Manager of Community Development  
*Digitally Signed Nov 18, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 24, 20*

**Financial Implications**

The Healthy Community Initiative (HCI) Fund is allocated within prescribed budgets. Approval of an HCI capital project includes approval of operating costs to be provided in the base budget in subsequent budget years for the operating department.



## **Background**

By-law 2018-129, requires Council's approval for all Grant requests which meet Healthy Community Initiative (HCI) funding criteria and exceed \$1,000 and all Capital requests which meet HCI funding criteria and exceed \$10,000. Eligible applications for Grant requests of \$1,000 or less, and eligible Capital requests of \$10,000 or less may be approved by the General Manager (GM) of Community Development.

## **HCI Fund Applications and Financial Summary**

Appendix A - Healthy Community Initiative Fund - Applications, lists HCI Fund requests by Ward as recommended by the GM of Community Development for approval by Council. All projects listed in Appendix A have been evaluated against By-law 2018-129 and its related criteria and have been verified to ensure sufficient funds are available within each Ward's funding allocation.

Appendix B – Healthy Community Initiative Fund – Application Outcomes, provides a list of HCI Fund applications that were approved or denied by the GM of Community Development since the last report presented at the Finance and Administration Committee meeting on September 15, 2020.

Appendix C – Healthy Community Initiative Fund Financials, includes the recommended approvals contained in this report as well as a summary of HCI Fund allocation balances up to December 8, 2020. The amounts may increase due to reimbursement of under-spent funds from completed and reconciled projects/initiatives.

## **Next Steps**

Upon Council approval, applicants will receive written notification confirming their approved funding and the intended use of funds, and grant recipients will also receive a Final Report form. The Final Report form is to be completed by the applicant and returned post-event/project completion for reconciliation by Financial Services. Grant recipients will receive funding via electronic fund transfer or by cheque (where applicable) for the approved amount, whereas a capital funded project will be managed by the City of Greater Sudbury, working closely with the applicant.

Should an HCI fund request not be approved, the applicant will be notified of same.

## **Resources Cited**

Healthy Community Initiative Fund, By-law 2018-129

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24310.pdf>

**Healthy Community Initiative (HCI) Fund  
Applications for Council Approval – December 8, 2020**

**CAPITAL FUNDS**

<b>Ward</b>	<b>Recipient/ Project/ Location</b>	<b>Purpose for Funds</b>	<b>Estimated Operating Costs/Yr</b>	<b>Amount Requested</b>	<b>Amount Recommended for Approval by the GM</b>
9	Coniston Playground Association / Age and Ability Inclusive Park / Centennial Park, Coniston	To support completing phase I of II that includes costs relating to the purchase and installation of sensory playground equipment and fencing.	\$3,500	\$67,655	\$67,655

**GRANTS**

<b>Ward</b>	<b>Recipient/Initiative</b>	<b>Purpose for Funds</b>	<b>Amount Requested</b>	<b>Amount Recommended for Approval by the GM</b>
No items to report				

**Healthy Community Initiative Fund**

**Applications: Approved/Denied by the General Manager, Community Development**

For the period of August 25, 2020 to November 16, 2020

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**Successful Applications**

<i>Capital Funds</i>				
Ward	Group / Project	Estimated Operating Costs/Yr	Amount Requested	Amount Approved
No items to report				

<i>Grants</i>			
Ward	Group / Project	Amount Requested	Amount Approved
7	Lake Wahnapiatae Home & Campers Association / Lake Safety Program (Spring 2021)	\$ 700	\$ 700

**Unsuccessful Applications**

Ward	Group / Project	Amount Requested	Reason(s) for Denial
No items to report			

## Healthy Community Initiative (HCI) Fund Financials for the Period Ending December 8, 2020

### Schedule 1.1 – Capital

Ward	2020 Allocation*	Uncommitted Funds from 2019 (carry forward)	Fund Adjustments from Completed Projects	Approved by Community Development GM 2020	Approved by Council 2020	Proposed for Approval by Council	End Balance of Uncommitted Funds After Resolution	Pending Requests (to Nov. 16/20)
1	\$ 24,625	\$ 28,511	\$ -	\$ -	\$ -	\$ -	\$ 53,136	\$ 67,300
2	\$ 24,625	\$ 8,936	\$ -	\$ 8,500	\$ -	\$ -	\$ 25,061	\$ -
3	\$ 24,625	\$ 39	\$ -	\$ -	\$ 24,500	\$ -	\$ 164	\$ 29,700
4	\$ 24,625	\$ 10,060	\$ (3,500) <sup>1</sup>	\$ -	\$ -	\$ -	\$ 31,185	\$ -
5	\$ 24,625	\$ 48,506	\$ -	\$ -	\$ 50,000	\$ -	\$ 23,131	\$ -
6	\$ 24,625	\$ 45,850	\$ -	\$ 3,899	\$ -	\$ -	\$ 66,576	\$ -
7	\$ 24,625	\$ 40,158	\$ (4,672) <sup>2</sup>	\$ 4,900	\$ 25,000	\$ -	\$ 30,211	\$ 7,000
8	\$ 24,625	\$ 52,390	\$ (10,156) <sup>3</sup>	\$ 10,000	\$ 34,100	\$ -	\$ 22,759	\$ -
9	\$ 24,625	\$ 38,576	\$ -	\$ 1,040	\$ -	\$ 62,161	\$ 0	\$ -
10	\$ 24,625	\$ 65,413	\$ -	\$ -	\$ -	\$ -	\$ 90,038	\$ -
11	\$ 24,625	\$ 28,328	\$ -	\$ -	\$ 48,500	\$ -	\$ 4,453	\$ 3,000
12	\$ 24,625	\$ 37,410	\$ 26,100 <sup>4</sup>	\$ 6,200	\$ -	\$ -	\$ 81,935	\$ 50,000

### Schedule 1.2 – Grants

Ward	2020 Allocation*	Uncommitted Funds from 2019 (carry forward)	Fund Adjustments from Under-spent Initiatives	Approved by Community Development GM 2020	Approved by Council 2020	Proposed for Approval by Council	End Balance of Uncommitted Funds After Resolution	Pending Requests (to Nov. 16/20)
1	\$ 12,375	N/A	\$ 1,000 <sup>5</sup>	\$ 1,000	\$ 2,500 <sup>6</sup>	\$ -	\$ 9,875	\$ -
2	\$ 12,375	N/A	\$ -	\$ 1,000	\$ 2,500 <sup>6</sup>	\$ -	\$ 8,875	\$ -
3	\$ 12,375	N/A	\$ 2,000 <sup>7</sup>	\$ 1,000	\$ 13,250 <sup>6</sup>	\$ -	\$ 125	\$ -
4	\$ 12,375	N/A	\$ -	\$ -	\$ 8,467 <sup>6</sup>	\$ -	\$ 3,908	\$ -
5	\$ 12,375	N/A	\$ -	\$ -	\$ 6,467 <sup>6</sup>	\$ -	\$ 5,908	\$ -
6	\$ 12,375	N/A	\$ -	\$ 1,000	\$ 3,967 <sup>6</sup>	\$ -	\$ 7,408	\$ -
7	\$ 12,375	N/A	\$ -	\$ 1,400	\$ 2,500 <sup>6</sup>	\$ -	\$ 8,475	\$ -
8	\$ 12,375	N/A	\$ 3,000 <sup>8</sup>	\$ -	\$ 5,500 <sup>6</sup>	\$ -	\$ 9,875	\$ -
9	\$ 12,375	N/A	\$ -	\$ 500	\$ 2,967 <sup>6</sup>	\$ 5,494 <sup>9</sup>	\$ 3,414	\$ -
10	\$ 12,375	N/A	\$ -	\$ -	\$ 2,967 <sup>6</sup>	\$ -	\$ 9,408	\$ -
11	\$ 12,375	N/A	\$ -	\$ -	\$ 2,500 <sup>6</sup>	\$ -	\$ 9,875	\$ -
12	\$ 12,375	N/A	\$ -	\$ 400	\$ 4,000 <sup>6</sup>	\$ -	\$ 7,975	\$ -

\* The annual HCI Reserve Fund contribution was less than 2% in 2020 to achieve the maximum threshold of \$24,000 resulting in an increase of \$125 in the capital and of \$125 in the grant allocations per ward.

## Appendix C - Healthy Community Initiative Fund Financials

- <sup>1</sup> Additional amount of \$3,500 required to award the Whitewater splash pad tender
- <sup>2</sup> Additional amount of \$4,672 required for the Penman outdoor rink project
- <sup>3</sup> Additional amount of \$10,156 required to award the Twin Forks splash pad tender
- <sup>4</sup> Surplus of \$26,100 from the Ridgecrest adult exercise equipment and shade structure project
- <sup>5</sup> Unspent funds of \$500 from cancelation of the 2020 Robinson bocce tournaments+\$500 from cancelation of the 2020 Delki Dozzi bocce tournaments
- <sup>6</sup> \$2,500 per ward to Banque d'aliments Sudbury Food Bank for the Cultivate Your Neighbourhood program (By-law 2020-90)
- <sup>7</sup> Unspent funds of \$2,000 from cancelation of the 2020 Onaping Falls Summer Fest event
- <sup>8</sup> Unspent funds of \$3,000 from cancelation of the 2020 New Sudbury Days event
- <sup>9</sup> Grant funds to supplement the capital allocation in awarding the full amount requested towards the Age and Ability Inclusive Park project

## Request for Decision

### Non-Competitive Purchase (Sole Source) - Fire Marque

Presented To: Finance and Administration Committee

Presented: Tuesday, Dec 08, 2020

Report Date: Tuesday, Nov 17, 2020

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury approves the Sole Source of a Revenue Generating Contract for Services from Fire Marque Inc., who, through its intellectual property is able to recover insurance costs on behalf of Fire Services by invoicing insurance companies for costs of fire department attendance with respect to insured perils, as outlined in the report entitled "Non-Competitive Purchase (Sole Source) - Fire Marque", from the General Manager of Community Safety, presented at the Finance and Administration Committee meeting on December 8, 2020;

AND THAT the General Manager of Community Safety be authorized to enter into a service agreement for a five (5) year period.

### Relationship to the Strategic Plan / Health Impact Assessment

This report deals with operational matters.

### Report Summary

This report seeks Council's approval to Sole Source with Fire Marque Inc., who through its intellectual property, is able to recover insurance costs on behalf of Fire Services by invoicing insurance companies for costs of fire department attendance with respect to insured perils.

### Financial Implications

If a new five (5) year service agreement is executed, it is expected that this initiative will result in net annual revenues of approximately \$125,000 beginning in 2021 for a total of approximately \$625,000 in revenue throughout the Contract Term.

#### Signed By

##### **Report Prepared By**

Jesse Oshell  
Deputy Fire Chief  
*Digitally Signed Nov 17, 20*

##### **Financial Implications**

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Nov 20, 20*

##### **Recommended by the Department**

Joseph Nicholls  
General Manager of Community Safety  
*Digitally Signed Nov 17, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 23, 20*

## **BACKGROUND**

Since January of 2016, the City of Greater Sudbury has used the Services of Fire Marque Inc. As the current Contract expires on December 31, 2020, staff are seeking Council's approval to enter into a new five (5) year Contract. There are no other agencies in Canada that provide this specific service, and therefore, would be a Sole Source. Fire Marque Inc. provides a specialty Service to recover insurance proceeds which are available from insured property owners when a fire response has occurred. Fire Marque Inc. utilizes a process it calls Indemnification Technology which accounts for data collection, reviewing of insured perils, insurance policy wording interpretation, invoicing, follow-up, and record keeping. It has the knowledge, staff, and infrastructure to perform cost recovery from insurance companies through an agency agreement. The amount of insurance coverage, per policy, can range from \$500 to \$25,000.

Including Greater Sudbury, there are approximately 105 municipalities from across Canada using the services of Fire Marque Inc. Fire Marque Inc. does not charge the municipality for this service as any costs associated with the recovery of funds is recouped through a 30% service charge which is only paid when monies have been collected from the insurance companies.

Since the implementation, this initiative has generated an average annual revenue of approximately \$125,000. This revenue is used in the areas of fire prevention, public education, and training programs for suppression firefighters.

Fire Services has the authority to invoice property owners under By-law 2020-58 Fire Services – Establishing and Regulating By-law and under By-law 2020-26 Miscellaneous User Fees, the latter which was recently updated to support the recovery of these insured perils.

### **Purchasing By-Law Implications**

The operation of the City's Purchasing By-Law requires that a Revenue Generating Contract generating \$100,000 or more be competitively procured. However, through market research and consultation with other Ontario municipalities, it has been determined that Fire Marque Inc. is the only source that meets the requirements of the City. The Purchasing By-law allows the City to Sole Source a non-competitive Revenue Generating Contract with Fire Marque Inc., subject to Council approval.

Note that applicable trade agreements do not apply to Revenue Generating Contracts.

## **CONCLUSION**

As the City of Greater Sudbury has been using the services of Fire Marque Inc. for five (5) years, and Council approved an update to the User Fee By-law required to support the ongoing use of this Service on October 20, 2020, staff are therefore seeking Council's approval to Sole Source to Fire Marque Inc. and authorize the General Manager of Community Safety to enter into a new five (5) year Contract with Fire Marque Inc.



## For Information Only

### Asset Management Status Report

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Dec 08, 2020

Report Date Wednesday, Nov 25,  
2020

Type: Managers' Reports

### Resolution

For Information Only

### Relationship to the Strategic Plan / Health Impact Assessment

This report is directly linked to the goals described in City Council's 2019 - 2027 Strategic Plan. The emphasis is on Goal 1; Asset Management and Service Excellence.

### Report Summary

This report outlines asset management planning, progress and the performance of asset classes.

### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

Nicholas Zinger  
Corporate Asset Management  
Coordinator  
*Digitally Signed Nov 25, 20*

**Manager Review**

Shawn Turner  
Director of Assets and Fleet Services  
*Digitally Signed Nov 25, 20*

**Division Review**

Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet  
*Digitally Signed Nov 25, 20*

**Financial Implications**

Steve Facey  
Manager of Financial Planning &  
Budgeting  
*Digitally Signed Nov 25, 20*

**Recommended by the Department**

Kevin Fowke  
General Manager of Corporate  
Services  
*Digitally Signed Nov 25, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 25, 20*

# Asset Management Status Report

## 1. Background

Asset management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its service objectives through cost-effective life-cycle management of assets. In 2018, City Council approved an Enterprise Asset Management Policy aimed at ensuring its municipal infrastructure systems are supported by plans and financing decisions that demonstrate effective service support and appropriate regard for managing lifecycle costs.

A State of the Infrastructure Report (SOIR) will be prepared at least once per term of Council as outlined in the Enterprise Asset Management Policy. The SOIR will provide comprehensive information regarding the major asset classes managed by the City. To complement the SOIR, staff will prepare an asset management status report annually.

The purpose of this document is to present the annual asset management status report. The report discusses asset management planning activities, progress, and information on the performance of asset classes. This is a follow up to the Asset Management Status Report presented to the Finance and Administration Committee on October 22<sup>nd</sup>, 2019.

The previous Asset Management Status Report provided definition of the key steps that the City must perform in-order to meet the Enterprise Asset Management Policy requirements. The key steps that were discussed include: defining level of service, failure prediction of an asset, risk management and assessment, asset life-cycle planning and optimization and financial strategy. The annual report will continue to evolve along with the dynamic asset management program with evaluation of the state of the City's infrastructure supported by asset data that will drive capital investment and long term asset management strategies.

On December 13, 2017 the province approved O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperities Act, 2015. The City has been working to develop asset management plans for all of its infrastructure assets that comply with legislation. This includes describing the asset's expected service level and performance based on technical data. This information is required to comply with O. Reg. 588/17, and must be based on data from at most the two calendar years prior to 2021 or 2023, the legislated Phase 1 and 2 completion deadlines.

The asset condition information, financial need and associated risks that are discussed in this report reflect best available data and professional judgment. Work continues to refine data collection activities and manage the evolution of our asset management program.

## 2. The Asset Management Roadmap

Key steps that must be performed to develop and implement effective asset management plans are detailed in the Figure 1 below.

Within the asset management roadmap, the legislated phase 1 and 2 asset management plans are developed in steps 1 through 6 (Assess and Plan). The Implement column represents

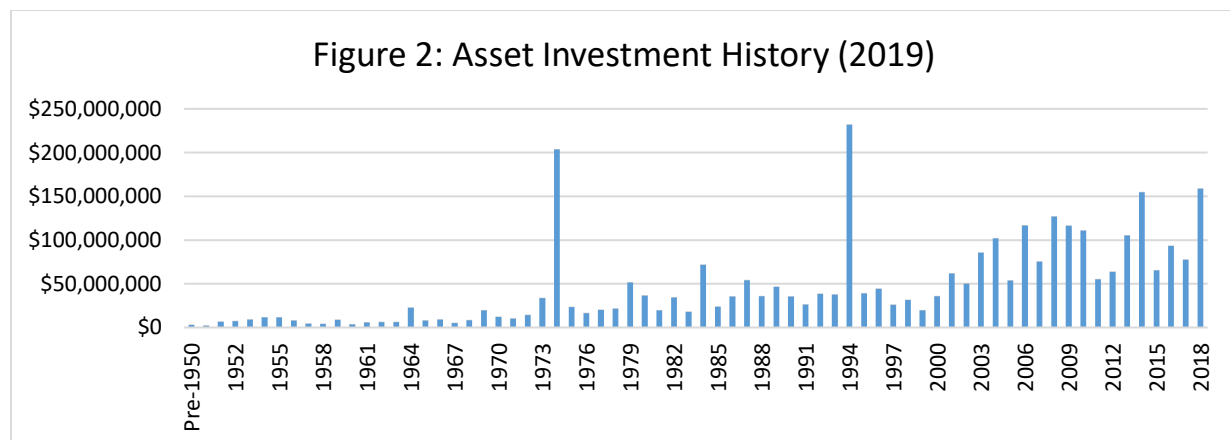
requirements of the phase 3 asset management plan. In the short term, activity is focused on data collection and analysis to identify existing level of service, quantifiable risk and infrastructure need. Over the next several years, activities are focused on the development of a sustainable financing strategy to achieve target level of service at an acceptable level of risk.

**Figure 1: The Asset Management Roadmap**

<b>A) Assess</b>	<b>B) Plan</b>	<b>C) Implement</b>
<b>1. Framework</b> <ul style="list-style-type: none"> <li>Asset Management Policy</li> <li>Review Asset Management Practices</li> <li>Develop Council Reporting</li> </ul>	<b>4. Modeling</b> <ul style="list-style-type: none"> <li>Criticality</li> <li>Failure Prediction</li> <li>Climate Change Resiliency</li> <li>Risk Management Framework</li> </ul>	<b>7. Benchmark</b> <ul style="list-style-type: none"> <li>Target Level of Service Framework</li> <li>Review Existing and Generate Additional Key Performance Indicators</li> </ul>
<b>2. Need and Gap Analysis</b> <ul style="list-style-type: none"> <li>Data Availability</li> <li>Data Collection Practices</li> <li>Path to Improvement</li> </ul>	<b>5. Prioritization</b> <ul style="list-style-type: none"> <li>Asset Lifecycle Planning and Optimization</li> <li>Cost Benefit Analysis</li> <li>Project Scheduling</li> </ul>	<b>8. Sustainability Strategy</b> <ul style="list-style-type: none"> <li>Financing Strategy for Target Levels of Service</li> <li>Plan to manage infrastructure within the City's capacity to renew and maintain assets, and accept the associated risk</li> <li>Cost &amp; Asset Tracking</li> </ul>
<b>3. Assessment</b> <ul style="list-style-type: none"> <li>Data Analysis</li> <li>Asset Performance</li> <li>Legislative and Industry Standards</li> <li>Levels of Service</li> </ul>	<b>6. Financial Strategy</b> <ul style="list-style-type: none"> <li>Long-Term Needs</li> <li>Capital expenditure and significant operating costs to maintain life cycle activities</li> <li>Funding Gap</li> <li>Future Demand</li> </ul>	<b>9. Execution</b> <ul style="list-style-type: none"> <li>Monitor Performance of Asset Management Program</li> </ul>

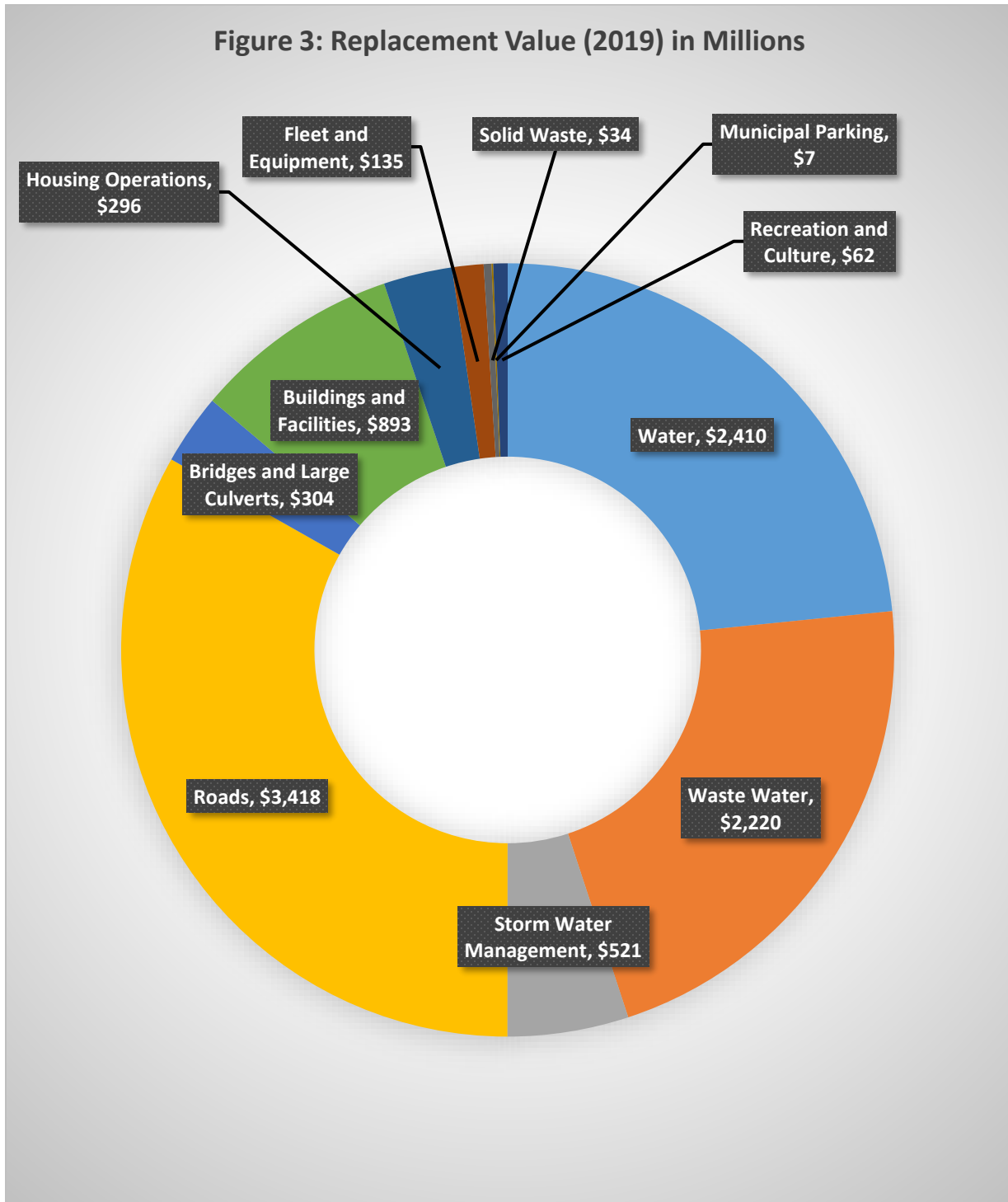
### 3. City of Greater Sudbury Asset Value

The corporation has a historical capital investment of \$3.22B (2019) invested into infrastructure assets that is detailed in Figure 2. The expenditure data to develop Figure 2 is managed within the City’s Tangible Capital Asset Database.



The historical investment of \$3.22B (2019) invested into infrastructure assets spans across a large portfolio that translates into \$10.3B of replacement value (2019). The replacement value is an increase to the value reported in October 2019. The primary reason for the increase is due to inflation.

Replacement values of infrastructure assets are presented in Figure 3.



## 4. City of Greater Sudbury Asset Portfolio

The following question and answer format has been identified to provide additional details of infrastructure and its performance. The performance of an asset is largely predicated on its condition. Infrastructure condition reporting involves both technical and professional judgement. The responses to questions and the asset condition information in this report reflects our best available data and professional judgement. Work continues to refine data collection activities and manage the evolution of our asset management program.

### 4.1. What infrastructure assets does the City own?

Table 1 provides a brief description of the infrastructure assets that the City owns.

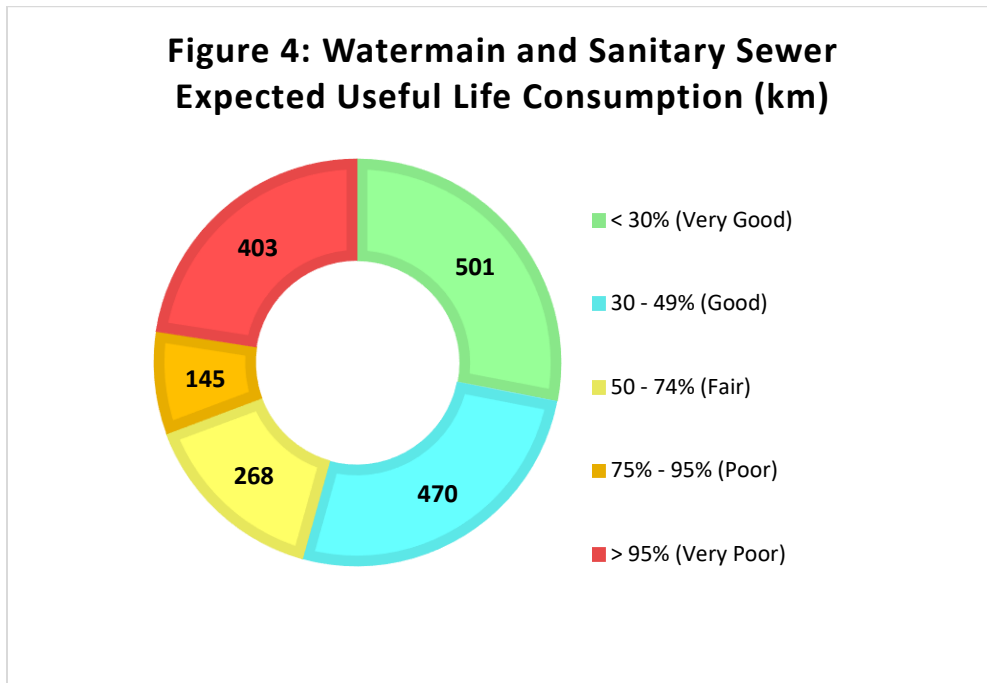
<b>Table 1: Infrastructure Assets</b>	
<b>Asset Class</b>	<b>Description</b>
Water and Wastewater (Core Infrastructure)	<ul style="list-style-type: none"> <li>The City owns and operates six water supply systems and thirteen wastewater collection systems.</li> <li>Linear water mains, systems and control valves, valve chambers, hydrants, service connections, meter stations, water meters, pump houses, distribution facilities, storage facilities, treatment facilities and well facilities.</li> <li>Rock tunnel, linear gravity and forcemain sanitary sewer, lateral connections, control valves, drop shafts, maintenance holes, lift stations, collection facilities and treatment facilities.</li> </ul>
Storm Water Management (Core Infrastructure)	<ul style="list-style-type: none"> <li>The City's geographic area requires that the City must maintain a large storm water management system.</li> <li>Linear gravity storm water mains, ditches, manholes, catch basins, discharges, inlets, ponds, and oil and grit separators.</li> </ul>
Roads, Bridges and Large Culverts (Core Infrastructure)	<ul style="list-style-type: none"> <li>The City owns and operates a road network of 3,535 km of varying road classifications; namely primary arterial, secondary arterial, tertiary arterial, collector and local.</li> <li>The City owns 185 structures; 94 bridges and 91 large culverts. A large culvert is characterized as a structure with a span greater than 3 meters.</li> </ul>
Buildings and Facilities	<ul style="list-style-type: none"> <li>The City owns and operates over 400 buildings.</li> <li>Arenas, pools, ski chalets, field houses, libraries, museums, community centers, municipal offices, depots, garages, long-term care facilities, fire and paramedic halls, etc.</li> </ul>
Housing Operations	<ul style="list-style-type: none"> <li>Housing operations owns and operates a portfolio of 1,848 social housing units that accommodate approximately 4,300 community members.</li> <li>High rise apartments, low rise apartments, townhouses, single family, duplex, and semi-detached homes.</li> </ul>
Fleet and Equipment	<ul style="list-style-type: none"> <li>The City owns a fleet of 559 vehicles and 6,517 pieces of equipment.</li> <li>Heavy, medium and light duty vehicles, ambulances, fire trucks, GOVA bus, heavy equipment, municipal tractors and light diesel equipment, paramedic equipment, fire equipment, bus stop shelters, park maintenance equipment and various operating equipment</li> </ul>
Solid Waste	<ul style="list-style-type: none"> <li>The City owns and operates 3 active landfills and 13 transfer stations.</li> <li>Landfills, transfer stations, scales, monitoring wells, landfill access roads, storm water ponds, leachate management systems and ponds, and a landfill gas management system.</li> </ul>
Municipal Parking	<ul style="list-style-type: none"> <li>The City owns 12 municipal parking lots, however maintains 13 municipal parking lots as one lot is leased.</li> <li>Paved municipal parking lots, gravel lots, meters, pay machines, kiosks, ticketing system, light standards and 438 curbside parking spaces.</li> </ul>
Parks	<ul style="list-style-type: none"> <li>The City owns and maintains over 300 outdoor sport playing surfaces, 1,400 hectares of parkland and 177 km of trails.</li> <li>Playgrounds, soccer and baseball fields, basketball courts, tennis and pickleball courts, skating paths, outdoor rinks, ski hills, splash pads, and BMX and skate parks.</li> </ul>

## 4.2. What is the condition of the City's infrastructure assets?

The following figures provide a description of infrastructure asset condition. For additional asset condition details and an explanation of condition scores, please see Appendix A.

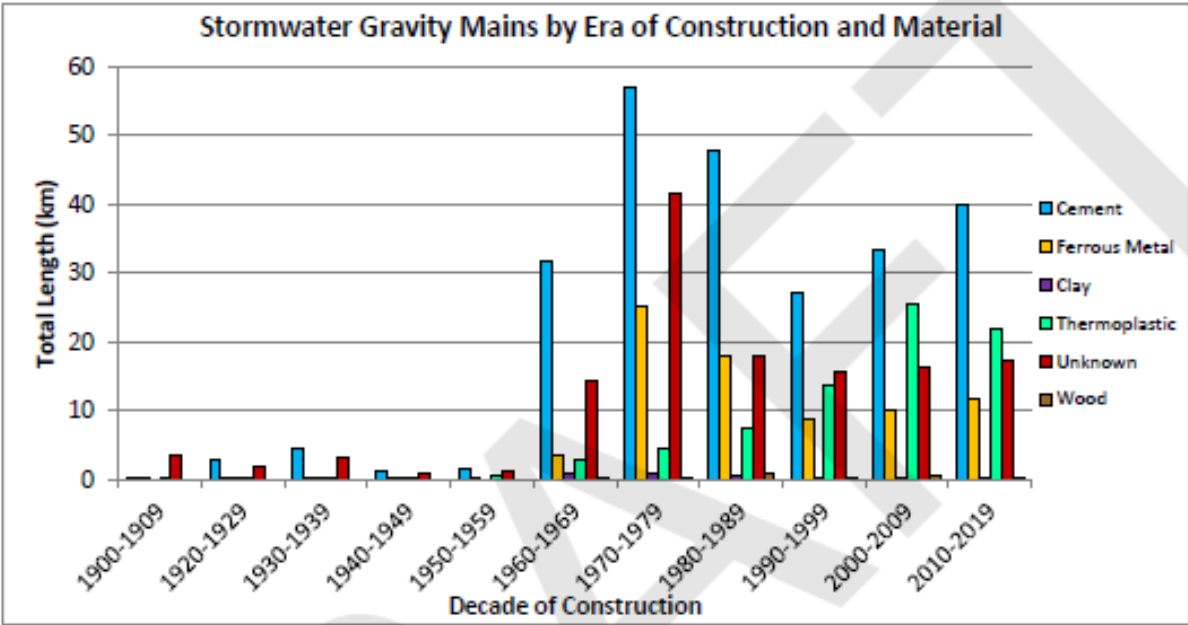
### 4.2.1. Water and Wastewater (Core Infrastructure)

The asset condition framework for water and wastewater linear infrastructure is based on asset life expectancy and asset age for the development of the Asset Management Plan Water and Wastewater. However, a more detailed analysis is required to refine the available data to reflect existing conditions. The condition of watermain and sanitary sewer by consumption is provided in Figure 4.



### 4.2.2. Storm Water Management (Core Infrastructure)

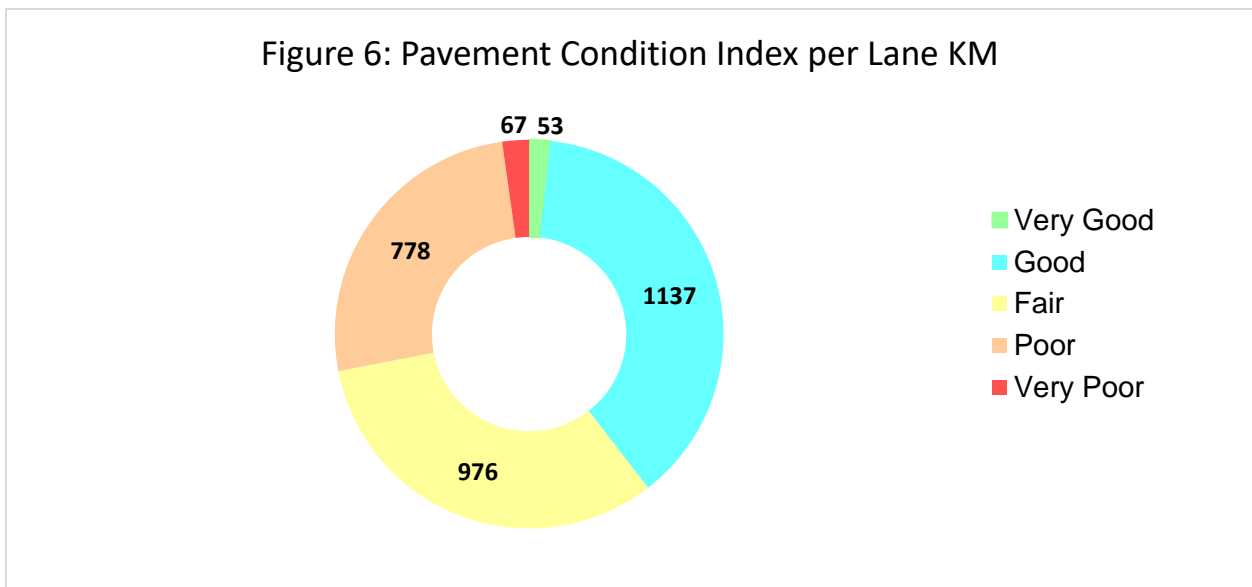
The asset management plan for storm water management identifies 30 and 100 year investment profiles included in Appendix A. The investment profiles indicate that, although the STM system is relatively new, capital investment and additional maintenance programs are required to ensure the STM system continues to serve the community. As a result CCTV condition data collection program for storm water infrastructure has been initiated. The stormwater gravity main by era of construction is provided in Figure 5.



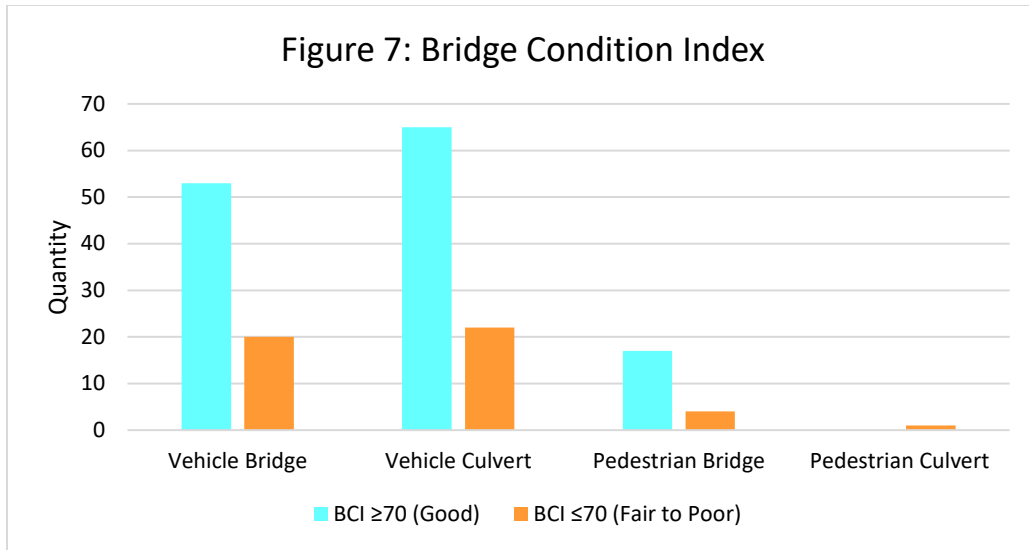
**Figure 5:** Stormwater Gravity Mains by Era of Construction and Material

**4.2.3. Roads, Bridges and Large Culverts (Core Infrastructure)**

The City’s Pavement Condition Index by km of road is provided in Figure 6.



The Bridge Condition Index summarized in Figure 7 is from the 2018 Bridge and Large Culvert Structural Inspections. Currently the 2020 Bridge and Large Culvert Structural Inspection project is underway. Additional structures will be incorporated in the 2020 inspections due to the opening of the Maley Drive extension.



#### 4.2.4. Buildings and Facilities

The City's inventory of buildings and facilities exceeds 400 buildings. Included in Table 2 are 160 of the building that have building condition assessment completed and have been uploaded in the building and facility asset management and capital planning tool. The asset repository is under development as the condition assessment program continues to move forward.

Service Area	Quantity of Buildings	Area (ft <sup>2</sup> )	Average Condition
Asset Services	4	538,755	3.64% - Very Good
Citizen Services	24	196,979	6.53% - Good
Emergency Services	25	243,690	25.42% - Poor
Health Services	9	629,307	0.56% - Very Good
Parks & Recreation	98	968,461	6.48% - Good

#### 4.2.5. Housing Operations

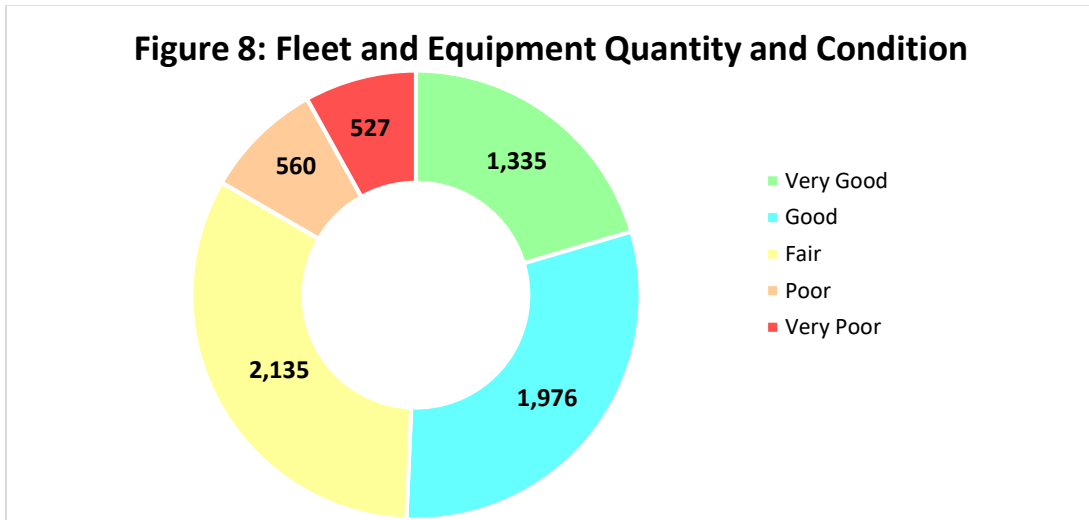
The housing operations asset repository is stored within an asset management and capital planning software. The Facility Condition Index output for the housing inventory is provided in Table 3.

Building Type	Quantity of Buildings	Area (ft <sup>2</sup> )	Average Condition
High Rise	6	583,769	14.67% - Fair
Low Rise	6	233,476	8.49% - Good
Townhouse, Single Family, Duplex and Semi-Detached	325	1,689,621	17.03% - Fair



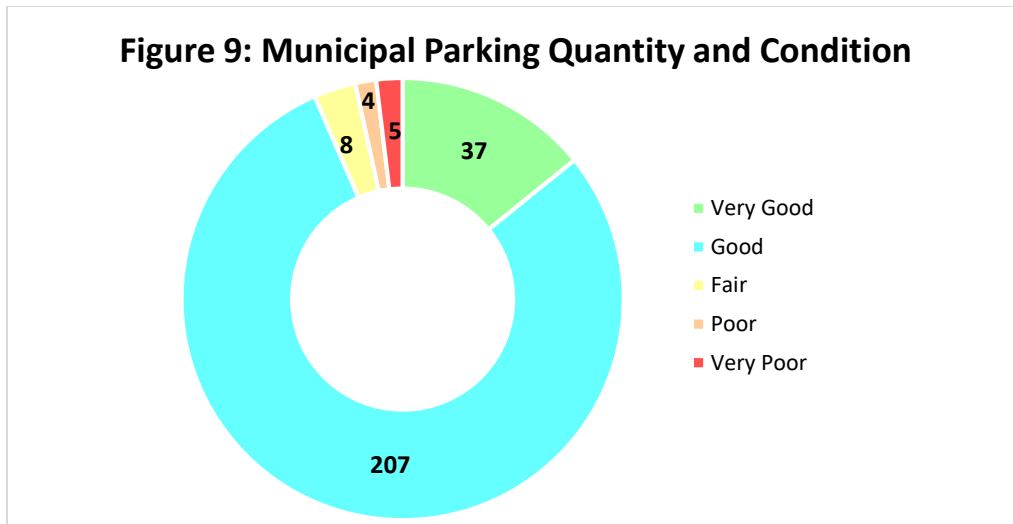
#### 4.2.6. Fleet and Equipment

The condition of fleet and equipment provided in Figure 8 is determined by age and usage (mileage, engine hours).



#### 4.3. Municipal Parking

The condition of municipal parking assets provided in Figure 9 is determined by condition inspections completed in the summer of 2020 and infrastructure age.



#### 4.3.1. Parks

The condition of parks assets in Table 4 is determined by age or previous year inspection programs. Parks assets were inspected in the summer of 2020 and the condition data is under review.

<b>Table 4: Parks and Recreation Asset Condition</b>		
<b>Service Area</b>	<b>Asset Type</b>	<b>Condition</b>
Rec Space	Splash Park (ie. DJ Hancock Splash Park, Memorial Splash Park)	82 – Very Good
	Trails (ie. Junction Creek Trail, Bell Park Trail and Boardwalk)	57 – Fair
Parks	Regional Parks, Community Parks, Neighbourhood Parks, Playgrounds and Tot Lots (ie. Bell Park and Delki Dozzi)	2.1 - Satisfactory

**4.4. What is the current status of asset management planning and what is our infrastructure need?**

The City's Assets Section canvassed various divisions and sections to compile the performance indicators that detail the current status of asset management planning summarized by asset class in the tables that follow.

The ALoS referred to in the following tables is Asset Level of Service which is the condition and performance expectations for a given asset in order to produce desired levels of service.

The estimated annual capital investment to maintain current asset level of service (ALoS) is incorporated from newly developed asset management plans in accordance with *O. Reg. 588/17* or the City of Greater Sudbury Municipal Asset Management Plan (2016) developed by KPMG. The estimated annual capital investment to maintain current ALoS source is provided under the notes section. For definition of the quality of financial estimate, please refer to Appendix B.

#### 4.4.1. Water and Wastewater (Core Infrastructure)

<b>Table 5: Water and Wastewater Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	<b>70% Complete</b>	<ul style="list-style-type: none"> <li>• Existing Asset Level of Service complete</li> <li>• Target Asset Level of Service require additional data collection and analysis</li> <li>• Legislation drivers include but are not limited to: Safe Drinking Water Act (2002), Clean Water Act (2006), Ontario Water Resources Act (1990), Public Lands Act (1990), Conservation Authorities Act (1990), Lakes and Rivers Improvement Act (1990), Water Opportunities and Water Conservation Act (2010), Nutrient Management Act (2002), Sustainable Water and Sewage Systems Act (2002), Municipal Water and Sewage Transfer Act (1997), Canadian Environmental Protection Act (1999), Environmental Assessment Act (1990), Environmental Protection Act (1990), Canadian Water Quality Guidelines, Provincial Water Quality Objectives, Building Code Act (1992), National Fire Code, Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.</li> </ul>
Data Standards	<b>75% Complete</b>	<ul style="list-style-type: none"> <li>• Recommendations from the Asset Management Plan Water and Wastewater include identification of additional data performance measure reporting</li> <li>• Consequence of failure is established; however data for probability of failure to be improved for plants and linear assets</li> <li>• The current CCTV inspection program follows the Pipeline Assessment Certification Program (PCAP)</li> <li>• The CCTV program will bolster the probability of failure for linear assets</li> <li>• The Building Condition Assessment Project will bolster the probability of failure for Plants and Facilities</li> <li>• Building Condition Assessment submissions are being completed using industry standards</li> </ul>
Data Availability	<b>75% Complete</b>	<ul style="list-style-type: none"> <li>• Assets are known and documented</li> <li>• Data collection for water and wastewater assets are on going</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$110,000,000</b>	<ul style="list-style-type: none"> <li>• Annual capital investment requirement until 2021; followed by an annual capital investment requirement of \$90,000,000 from 2022 - 2026</li> <li>• Estimate is from the Asset Management Plan Water and Wastewater</li> </ul>
Quality of Capital Investment Estimate	<b>B - Linear Pipe D - Plants &amp; Facilities</b>	<ul style="list-style-type: none"> <li>• Quality will improve with additional datasets.</li> <li>• Plants and facility building condition and process assessments have not yet been incorporated in the estimate. The data is being collected, analyzed and will be included in the next phase of the Asset Management Plan Water and Wastewater</li> </ul>

#### 4.4.2. Storm Water Management (Core Infrastructure)

<b>Table 6: Storm Water Management Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	<b>65% Complete</b>	<ul style="list-style-type: none"> <li>Existing Asset Level of Service complete</li> <li>Target Asset Level of Service require additional data collection and analysis</li> <li>Legislation drivers include but are not limited to: Ontario Water Resources Act (1990)</li> </ul>
Data Standards	<b>75% Complete</b>	<ul style="list-style-type: none"> <li>Consequence of failure is well established; however data for probability of failure to be improved</li> <li>The Storm Water Asset Management Plan recommends additional data collection techniques such as CCTV camera inspection of linear pipe</li> <li>Presently initiating a CCTV inspection program what will follow the Pipeline Assessment Certification Program (PCAP)</li> <li>The CCTV program will bolster the probability of failure for linear assets</li> </ul>
Data Availability	<b>75% Complete</b>	<ul style="list-style-type: none"> <li>Assets are known and documented</li> <li>Data collection for storm water assets are on going</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$9,559,000</b>	<ul style="list-style-type: none"> <li>The value represents the annual capital investment requirement over a 30-year period.</li> <li>Annual capital investment taken from the Storm Water Asset Management Plan</li> </ul>
Quality of Capital Investment Estimate	<b>C</b>	<ul style="list-style-type: none"> <li>Quality will improve with additional datasets and level of service targets</li> <li>Estimate is based on local experiences unique to Greater Sudbury area; for example acidic soils.</li> </ul>

#### 4.4.3. Roads, Bridges and Large Culverts (Core Infrastructure)

<b>Table 7: Roads, Bridges and Large Culverts Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	<b>80% Complete</b>	<ul style="list-style-type: none"> <li>• Asset Level of Service framework for Phase 1 has been prepared and is being validated</li> <li>• Phase 3 to start after Phase 1 completed</li> <li>• A significant software upgrade is underway to perform data analysis</li> <li>• Legislation drivers include but are not limited to: Highway Traffic Act (1990), Minimum Maintenance Standards, O. Reg. 104/97: Standards for Bridges</li> </ul>
Data Standards	<b>75% Complete</b>	<ul style="list-style-type: none"> <li>• Pavement Condition Index (PCI) and Bridge Condition Index (BCI) well established</li> <li>• Potential for Safety Improvement is monitored with network screening</li> <li>• Risk Framework for roads under development</li> <li>• Risk Framework for bridges and large culverts under development</li> </ul>
Data Availability	<b>85% Complete</b>	<ul style="list-style-type: none"> <li>• Assets are known and documented</li> <li>• PCI data collected in 2019 and currently being assessed; Pavement Management System (PMS) is being upgraded</li> <li>• Biennial bridge and large culvert structural inspection program for 2020 is underway</li> <li>• Gravel road visual inspection underway</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$169,800,000 for Roads \$4,887,000 for Bridges and Large Culverts</b>	<ul style="list-style-type: none"> <li>• Roads annual capital investment requirement provided by the CGS Municipal Asset Management Plan (2016) developed by KPMG</li> <li>• Bridge and large culvert annual capital investment requirement provided with the 2018 Bridge and Large Culvert Structural Inspection (2020 inspection program underway)</li> </ul>
Quality of Capital Investment Estimate	<b>D - Roads B - Bridges</b>	<ul style="list-style-type: none"> <li>• With the pavement management system upgrade, ongoing road estimates will be data driven</li> <li>• Quality will improve with additional datasets</li> </ul>

#### 4.4.4. Buildings and Facilities

<b>Table 8: Buildings and Facilities Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	<b>35% Complete</b>	<ul style="list-style-type: none"> <li>• Asset Level of Service framework has been prepared</li> <li>• Legislation drivers include but are not limited to: Environmental Protection Act (1990), Physical Activity and Sport Act (2003), Building Code Act (1992), National Fire Code, Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.</li> </ul>
Data Standards	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>• Building condition assessment data collection follows industry standards for example Uniformat II and adapted to meet City specific requirements</li> <li>• A risk based prioritization framework has been developed for prioritizing capital need</li> <li>• The risk framework considers probability of failure which is driven by actual asset condition and established consequences of failure</li> <li>• Facility condition index is designed to forecast facility need and consider future expenditure scenarios</li> </ul>
Data Availability	<b>50% Complete</b>	<ul style="list-style-type: none"> <li>• The building condition assessment program is well underway.</li> <li>• Originally, the building condition assessment program experienced delay due to COVID-19 resulting from building closures, however the City is working to make up the time</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$32,500,000</b>	<ul style="list-style-type: none"> <li>• Buildings and facilities annual capital investment requirement provided by the CGS Municipal Asset Management Plan (2016) developed by KPMG</li> </ul>
Quality of Capital Investment Estimate	<b>D</b>	<ul style="list-style-type: none"> <li>• Quality will improve with additional datasets</li> <li>• The building condition assessment program must be completed prior to implementing a condition data driven estimate of facility need</li> </ul>

#### 4.4.5. Housing Operations

<b>Table 9: Housing Operations Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	<b>50% Complete</b>	<ul style="list-style-type: none"> <li>• Existing Asset Level of Service Complete</li> <li>• Target Asset Level of Service discussion will begin following the Council approval of the Housing Operations Asset Management Plan prepared to meet Phase 2. Target level of service will include the Housing Revitalization.</li> <li>• Legislation drivers include but are not limited to: Housing Services Act (2011), Promoting Affordable Housing Act (2016), Environmental Protection Act (1990), Building Code Act (1992), National Fire Code, Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.</li> </ul>
Data Standards	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>• Building condition assessment data collection follows industry standards for example Uniformat II and adapted to meet City specific requirements</li> <li>• The risk based prioritization framework developed with the City's buildings and facilities will also be applied to the housing operations database. The framework is an enhancement to the prioritization framework that housing has applied in recent years</li> </ul>
Data Availability	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>• Housing operations has building condition assessments for the entire asset inventory. However, data collection is perpetual. As with buildings and facilities among other asset classes, condition data must be audited regularly. Industry standard is to perform an audit every 5 years</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$5,178,540</b>	<ul style="list-style-type: none"> <li>• Housing facility annual capital investment requirement developed with the housing operations asset management and capital planning tool database</li> </ul>
Quality of Capital Investment Estimate	<b>C</b>	<ul style="list-style-type: none"> <li>• Quality will improve with additional datasets.</li> <li>• Engaging in the revitalization program to replace buildings and sell buildings that are in low demand will improve the overall stock condition and financial estimates. Repair and upgrades to older units are subject to fluctuating contractor pricing in the market.</li> </ul>

#### 4.4.6. Fleet and Equipment

<b>Table 10: Fleet and Equipment Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	<b>50% Complete</b>	<ul style="list-style-type: none"> <li>• Existing Asset Level of Service Complete</li> <li>• Target Asset Level of Service discussion will begin following the Council approval of the Fleet and Equipment Asset Management Plan prepared to meet Phase 2. The AMP is close to completion.</li> <li>• Legislation drivers include but are not limited to: Ambulance Act (1990), Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), Public Vehicles Act (1990), O. Reg. 199/07: Commercial Motor Vehicle Inspections, O. Reg. 424/97: Commercial Motor Vehicle Operators Information, and MOECC Reg. 347: General - Waste Management (Hazardous Material Transport)</li> </ul>
Data Standards	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>• Fleet data collection is well underway</li> <li>• The risk based prioritization framework has been developed for the fleet and equipment asset registry</li> <li>• Data is driven by asset age and collection of mileage or engine run-time hours</li> </ul>
Data Availability	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>• Assets are known and documented</li> <li>• Data for fleet and equipment is available. However data storage and analysis has been challenging. Several databases must be amalgamated in spreadsheets</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$9,906,124</b>	<ul style="list-style-type: none"> <li>• Estimated annual capital investment requirement is from the Fleet and Equipment Asset Management Plan and based over a 20 year period.</li> <li>• Estimate includes all Fleet, Fire, Paramedic, Transit, Parks and Housing Operations assets included in the Fleet and Equipment Asset Management Plan</li> </ul>
Quality of Capital Investment Estimate	<b>B</b>	<ul style="list-style-type: none"> <li>• Reliable inventory and age data; minimal assumptions for fleet and equipment</li> </ul>



#### 4.4.7. Solid Waste

<b>Table 11: Solid Waste Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	<b>5% Complete</b>	<ul style="list-style-type: none"> <li>Existing Asset Level of Service discussions have been preliminary. There was some delay experienced due to COVID-19. Discussions are resuming.</li> <li>Legislation drivers include but are not limited to: Occupational Health and Safety Act (1990), MOECC Reg. 347: General - Waste Management (Hazardous Material Transport), and Ontario Regulation 542 and Waste Diversion Act (2002)</li> </ul>
Data Standards	<b>10% Complete</b>	<ul style="list-style-type: none"> <li>The asset inventory is being reviewed to develop data and condition standards</li> <li>A risk based prioritization framework will be developed</li> </ul>
Data Availability	<b>25% Complete</b>	<ul style="list-style-type: none"> <li>Available data is being reviewed to determine if or what additional data collection is required</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$1,500,000</b>	<ul style="list-style-type: none"> <li>Solid Waste - Landfills annual capital investment requirement provided by the CGS Municipal Asset Management Plan (2016) developed by KPMG</li> </ul>
Quality of Capital Investment Estimate	<b>D</b>	<ul style="list-style-type: none"> <li>Quality will improve with additional datasets.</li> <li>A risk based prioritization framework will improve the quality of financial estimate</li> </ul>

#### 4.4.8. Municipal Parking

<b>Table 12: Municipal Parking Asset Information</b>		
<b>Performance Indicator</b>	<b>Current Status</b>	<b>Notes</b>
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	<b>50% Complete</b>	<ul style="list-style-type: none"> <li>Existing Asset Level of Service Complete</li> <li>Target Asset Level of Service discussion will begin following the Council approval of the Municipal Parking Asset Management Plan prepared to meet Phase 2. The AMP is close to completion.</li> <li>Legislation drivers include but are not limited to: O. Reg. 413/12: Integrated Accessibility Standards, Accessibility for Ontarians with Disabilities Act (2005)</li> </ul>
Data Standards	<b>90% Complete</b>	<ul style="list-style-type: none"> <li>A municipal parking inspection program has been developed and implemented in 2020</li> <li>The risk based prioritization framework developed with the probability and consequence of failure</li> </ul>
Data Availability	<b>95% Complete</b>	<ul style="list-style-type: none"> <li>The 2020 municipal parking inspection program has ensured data is available for the entire municipal parking inventory</li> </ul>
Estimated Annual Capital Investment to Maintain Current ALoS	<b>\$191,156</b>	<ul style="list-style-type: none"> <li>Estimated annual capital investment requirement is from the Municipal Parking Asset Management Plan and based over a 60 year period.</li> </ul>
Quality of Capital Investment Estimate	<b>B</b>	<ul style="list-style-type: none"> <li>Reliable inventory of condition and age data; minimal assumptions for municipal parking assets</li> </ul>

The municipal parking data is based on current conditions. The City’s Downtown core is beginning a renewal due to significant construction projects. To address the post construction target municipal parking utilization of the Downtown area, there are a number of options that the City is considering to accommodate the increase in parking demand including: parking structure development, transportation demand management, shared parking agreements, surface parking expansion and periphery lot parking incentives.

**4.5. What is the financial risk associated with asset ownership?**

To demonstrate the financial risk associated with ownership of the City’s Asset portfolio, please refer to Table No. 13. Table 13 demonstrates the sum of the estimated annual capital investment to maintain current ALoS discussed above, compared to the capital budget expenditure of the previous 5 years. It is important to note that additional expenditure from the operating budget helps to further reduce the funding gap. Maintenance dollars spent can contribute to extending the actual service life of infrastructure.

The funding gap or unfunded capital investment value provided in Table 13 represents an estimate based on data that is evolving. With the development of target levels of service, Council is provided the opportunity to select whether to proceed or not proceed with capital investment and determine what level of infrastructure need can be reasonably deferred.

<b>Table 13: Funding Gap</b>	
<b>Budget Year</b>	<b>Capital Expenditure</b>
2016	\$109,729,400
2017	\$225,332,024
2018	\$266,125,363
2019	\$123,265,540
2020	\$172,546,126
Mean Capital Expenditure =	\$179,399,691
Sum of Annual Capital Investment Requirement =	\$343,521,820
<b>Annual Funding Gap =</b>	<b>\$164,122,129</b>

**Note:** 1. Sum of annual capital investment requirement is the sum of Estimated Annual Capital Investment to Maintain Current ALoS from Tables 5 to 12.

**4.6. How are the City’s assets performing?**

The City’s Tangible Capital Asset Database can perform straight-line asset depreciation which demonstrates, where the City’s assets are in their **theoretical** useful lives. Straight-line depreciation is a conservative approach to allocating an asset’s useful life over time. Many of the City’s major assets have a more rapid depreciation curve. For illustrative purposes, the percentage of straight-line theoretical useful life consumption (conservative) compared to historical investment is detailed in Figure 10.

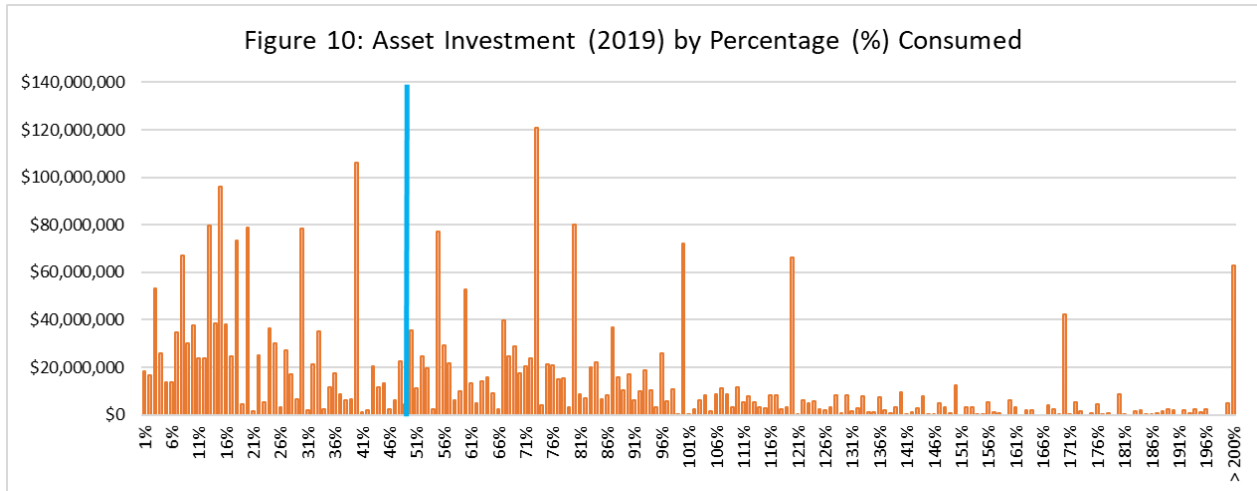


Figure 10 displays the amount of **theoretical** useful life that has been consumed in all asset classes. The blue line represents 50% of asset life consumed. The chart demonstrates that 46% of the City’s infrastructure investment has consumed less than half its theoretical useful life. Meanwhile, 19% of infrastructure investment is beyond its theoretical useful life.

Through the development of levels of service and maintenance plans, the City is afforded the opportunity to address asset consumption.

## 5. Milestones and Next Steps in Asset Management Planning

The City’s asset management plans are being prepared by asset class and the plans are in various stages of development. Table 14 provides a brief summary of asset management plans. The table identifies legislated completion dates, completion target date and the current status to identify areas of significant progress.

<b>Table No. 14: Legislated Milestones and Current Status</b>				
<b>AM Plan Core Infrastructure</b>	<b>Division or Section</b>	<b>Legislated Phase 1 Date</b>	<b>Current Status</b>	<b>Completion for Council Approval</b>
Water AM Plan	Infrastructure and Capital Planning Services	July 1, 2021	<ul style="list-style-type: none"> <li>• Complete</li> <li>• A building condition assessment project is underway to bolster the quality of standardized data for the City's water plants and facilities.</li> <li>• Staff is working to address recommendations of the Asset Management Plan Water and Wastewater.</li> </ul>	Complete
Wastewater AM Plan	Infrastructure and Capital Planning Services	July 1, 2021	<ul style="list-style-type: none"> <li>• Complete</li> <li>• A building condition assessment project is underway to bolster the quality of standardized data for the City's wastewater plants and facilities.</li> <li>• Staff is working to address recommendations of the Asset Management Plan Water and Wastewater.</li> </ul>	Complete
Storm Water Management AM Plan	Infrastructure and Capital Planning Services	July 1, 2021	<ul style="list-style-type: none"> <li>• The final submission of the Storm Water Management Asset Management Plan (SAMP) has been prepared for stakeholder review.</li> <li>• Included with the SAMP are recommendations that have been accelerated for implementation. Staff have initiated and are diligently working on a sustainable storm water financing study. The purpose of the study is to develop funding models to achieve sustainability.</li> <li>• Council has requested a business case for enhanced catch basin cleaning, which is a recommendation of the SAMP, in advance of the sustainable financing study due to the importance of system maintenance for functionality and environmental protection.</li> <li>• The CCTV inspection program initiated by the SAMP is ongoing.</li> </ul>	Complete
Roads and Transportation AM Plan	Infrastructure and Capital Planning Services	July 1, 2021	<ul style="list-style-type: none"> <li>• The City's pavement management system (PMS) is receiving an upgrade in 2020. The PMS analyzes various parameters to allow for 270 treatment zones based on 18 different treatment types. Treatment thresholds for various scenarios and pavement types have been developed by City staff to meet specific needs. The lifecycle analysis output will calculate condition based replacement value and forecast financial need for existing and target level of service options.</li> <li>• A risk framework detailing the probability and consequences of failure is being developed to supplement the decision analysis of the PMS. The quantification of risk will analyze various data sources.</li> <li>• In 2019, pavement condition data was collected and is being uploaded to be analyzed with the PMS upgrade.</li> <li>• The combination of these projects aim to optimize the funding investment for roads infrastructure and strive for the longest useful life at the lowest total cost of ownership.</li> </ul>	Second Quarter 2021
Bridge and Large Culvert AM Plan	Infrastructure and Capital Planning Services	July 1, 2021	<ul style="list-style-type: none"> <li>• The 2020 Bridge and Large Culvert Structural Inspection is underway. The asset management plan is being developed concurrently with the condition and risk driven structural inspections.</li> </ul>	Second Quarter 2021

<b>Table No. 14: Legislated Milestones and Current Status</b>				
<b>AM Plan</b>	<b>Division or Section</b>	<b>Legislated Phase 2 Date</b>	<b>Current Status</b>	<b>Completion for Council Approval</b>
Buildings and Facilities AM Plan	Assets and Fleet Services Leisure Services	July 1, 2023	<ul style="list-style-type: none"> <li>The 2020 Capital Budget approved the procurement of an asset management and capital planning tool for buildings and facilities. The tool analyzes building condition assessment data to determine and prioritize short and long term capital investment need. The project is progressing and already demonstrating a positive impact for the City's asset management capabilities for buildings and facilities.</li> <li>A risk driven prioritization framework has been prepared specific to the City's building and facility infrastructure needs. The framework quantifies risk calculated within the asset management and capital planning tool from data collected on site.</li> <li>The building condition assessment project did experience delay due to COVID-19; however the City is working to close the scheduling gap.</li> </ul>	Fourth Quarter 2022
Housing Operations	Housing Services	July 1, 2023	<ul style="list-style-type: none"> <li>Housing operations has been actively involved with the development and implementation of the City's asset management and capital planning tool for buildings and facilities. Housing operations has been using the software for a number of years. The City's Assets Section has been working with housing operations to identify improvements for the development and implementation of the risk driven prioritization framework. The framework will be used for buildings and facilities and housing portfolios.</li> <li>The 6 high rise buildings in the housing inventory are scheduled to receive updated building condition assessments.</li> </ul>	Fourth Quarter 2022
Fleet and Equipment AM Plan	Assets and Fleet, Transit, Leisure, Cemetery, Paramedic, and Fire Services	July 1, 2023	<ul style="list-style-type: none"> <li>The Fleet and Equipment Asset Management Plan is close to completion. The plan is being developed in conjunction with all affected departments.</li> </ul>	First Quarter 2022
Solid Waste (Landfill) AM Plan	Environmental Services	July 1, 2023	<ul style="list-style-type: none"> <li>The data that is available for asset inventory is under review. A minor delay was experienced due to COVID-19.</li> </ul>	Fourth Quarter 2022
Municipal Parking AM Plan	Security and By-Law Services	July 1, 2023	<ul style="list-style-type: none"> <li>A condition inspection program for municipal parking assets was prepared and implemented in 2020. The inspection data is incorporated into a risk framework.</li> <li>The Municipal Parking Asset Management Plan is close to completion.</li> </ul>	First Quarter 2022
Parks AM Plan	Leisure Services	July 1, 2023	<ul style="list-style-type: none"> <li>An improved condition inspection program for parks assets was prepared and implemented in 2020. The data collected is under review.</li> </ul>	First Quarter 2022
Long-Term Care AM Plan	Long-Term Care Services	July 1, 2023	<ul style="list-style-type: none"> <li>The Pioneer Manor building condition assessment was completed in 2019 and is being uploaded into the asset management and capital planning tool for buildings and facilities.</li> <li>Discussion related to the building and long-term care equipment assets has been delayed by COVID-19.</li> </ul>	Fourth Quarter 2022

<b>AM Plan</b>	<b>Division or Section</b>	<b>Legislated Phase 3 Date</b>	<b>Current Status</b>	<b>Completion for Council Approval</b>
All assets in Corporate Asset Management Plan	All departments and sections listed above	July 1, 2024	<ul style="list-style-type: none"> <li>• To begin following the completion of Phase 1 for core infrastructure assets</li> <li>• To begin following the completion of Phase 2 for all other infrastructure assets</li> </ul>	First Quarter 2024

Per legislation, the City will perform an annual review of asset management progress following the implementation of the Phase 3 asset management plan. The review will monitor asset management planning implementation and progress. The reviews will be completed annually for July 1<sup>st</sup>.

The regulation also states that asset management policy and plan updates are to be prepared every 5 years. To ensure internal and external transparency, policies and plans have or will be posted to the City’s website and shared with ministries or any persons as requested.

**6. Conclusion**

This report provides information on the current state of asset management and the steps staff will be taking to implement an enterprise wide approach to evolving the asset management planning.

The timeline for development and implementation of the City’s asset management program has been outlined by the Province under the Ontario Regulation 588/17. The success of the City’s asset management program relies on the collaboration of all City departments. Staff within Corporate Services will work with individual departments to ensure the City meets and achieves the steps and milestones as outlined.

Asset management will continue to provide the City with a framework for consistent, calculated, reliable and transparent decision making. Staff will update Council regularly on the status of the City’s asset management planning.

**7. Legislative References**

Ministry of Infrastructure Ontario (2011) Building Together – Guide for municipal asset management plans. (Online: <https://www.ontario.ca/page/building-together-guide-municipal-asset-management-plans>). Queen’s Printer for Ontario 2012.

Infrastructure for Jobs and Prosperity Act, 2015. (Online: <https://www.ontario.ca/laws/statute/15i15>). Queen’s Printer for Ontario 2015.

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. (Online: <https://www.ontario.ca/laws/regulation/r17588>). Queen’s Printer for Ontario 2018.

## 8. Appendix A: Condition Assessment and Need

Table A1, provides a description of the conditions that are assigned to infrastructure assets in Section 4.2. The tables and figures that follow provide additional detail not captured in Section 4.2.

Rating	Description	Watermain/Sanitary Sewer	Roads	Bridges	Buildings	Parking	Parks
		Life Consumed	PCI	BCI	FCI	Condition Index	Condition Index
<b>Very Good</b>	Well maintained, new or recently rehabilitated	0 to 30%	>85	-	0 to 5%	>80	>80
<b>Good</b>	Acceptable, generally in mid stage of expected service life	30 to 50%	56 - 85	≥70	6 to 10%	60 to 79	60 to 79
<b>Fair</b>	Signs of deterioration, requires attention, some deficiencies	50 to 75%	41 - 55	60 - 70	11 to 20%	40 to 59	40 to 59
<b>Poor</b>	Approaching end of life, condition below standard, exhibits deterioration	75 to 95%	26 - 40	≤60	21 to 30%	20 to 39	20 to 39
<b>Very Poor</b>	Near or beyond service life, widespread deterioration	>95%	<25	-	>30%	0 to 19	0 to 19

**Table A1: Condition Scores Explained Continued**

Rating	Description	Fleet Light and Medium		Fleet Heavy Duty		Ambulance		Fire Truck	
		Mileage	Life Consumed	Mileage	Life Consumed	Mileage	Life Consumed	Mileage	Life Consumed
<b>Very Good</b>	Well maintained, new or recently rehabilitated	0 to 50,000	0 to 50%	0 to 50,000	0 to 50%	0 to 75,000	0 to 50%	0 to 75,000	0 to 20%
<b>Good</b>	Acceptable, generally in mid stage of expected service life	50,001 to 100,000	51 to 100%	50,001 to 100,000	51 to 100%	75,001 to 150,000	51 to 100%	75,001 to 150,000	21 to 40%
<b>Fair</b>	Signs of deterioration, requires attention, some deficiencies	100,001 to 150,000	101 to 125%	100,001 to 150,000	101 to 125%	150,001 to 200,000	101 to 125%	150,001 to 200,000	41 to 60%
<b>Poor</b>	Approaching end of life, condition below standard, exhibits deterioration	150,001 to 200,000	126 to 150%	150,001 to 225,000	126 to 150%	200,001 to 250,000	126 to 150%	200,001 to 250,000	61 to 80%
<b>Very Poor</b>	Near or beyond service life, widespread deterioration	>200,000	>150%	>225,000	>150%	>250,000	>150%	>250,000	>80%

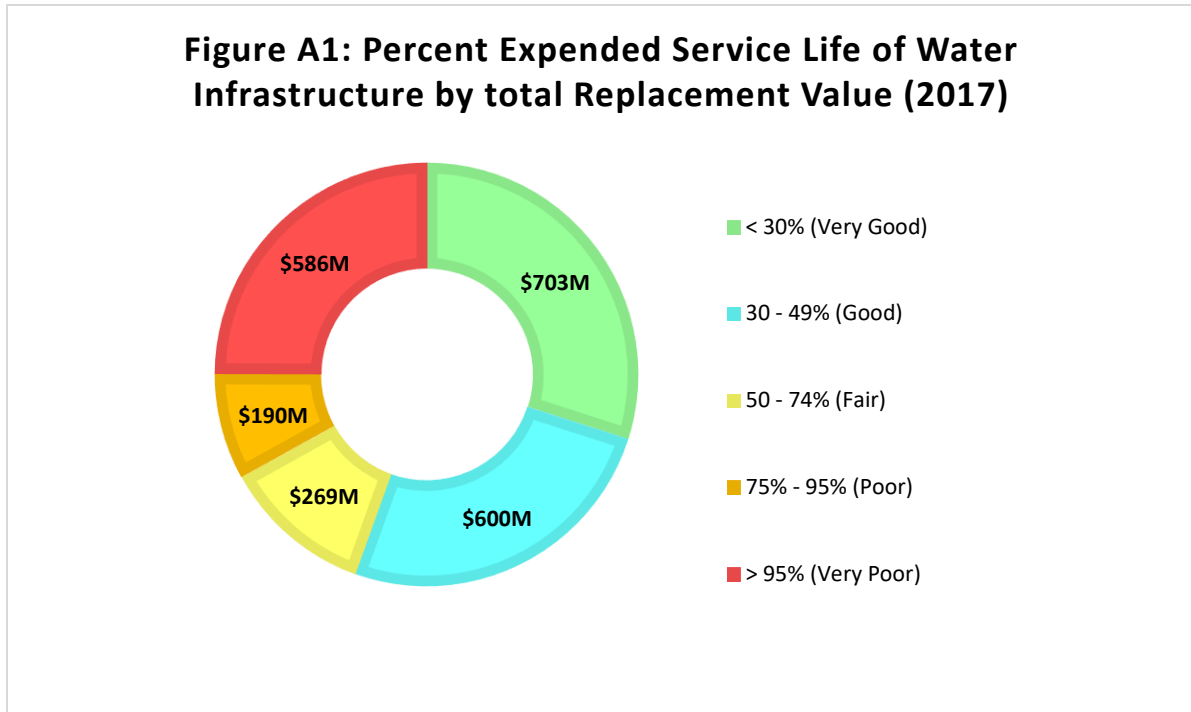
**Table A1: Condition Scores Explained Continued**

Rating	Description	GOVA Bus		M&E Heavy		M&E Light		M&E General
		Mileage	Life Consumed	Runtime	Life Consumed	Runtime	Life Consumed	Life Consumed
<b>Very Good</b>	Well maintained, new or recently rehabilitated	0 to 240,000	0 to 20%	0 to 5,000	0 to 20%	0 to 3,000	0 to 20%	0 to 20%
<b>Good</b>	Acceptable, generally in mid stage of expected service life	240,001 to 480,000	21 to 40%	5,001 to 9,000	21 to 40%	3,001 to 6,000	21 to 40%	21 to 40%
<b>Fair</b>	Signs of deterioration, requires attention, some deficiencies	480,001 to 720,000	41 to 60%	9,001 to 13,000	41 to 60%	6,001 to 9,000	41 to 60%	41 to 60%
<b>Poor</b>	Approaching end of life, condition below standard, exhibits deterioration	720,001 to 960,000	61 to 80%	13,001 to 16,000	61 to 80%	9,001 to 12,000	61 to 80%	61 to 80%
<b>Very Poor</b>	Near or beyond service life, widespread deterioration	>960,000	>80%	>16,000	>80%	>12,000	>80%	>80%

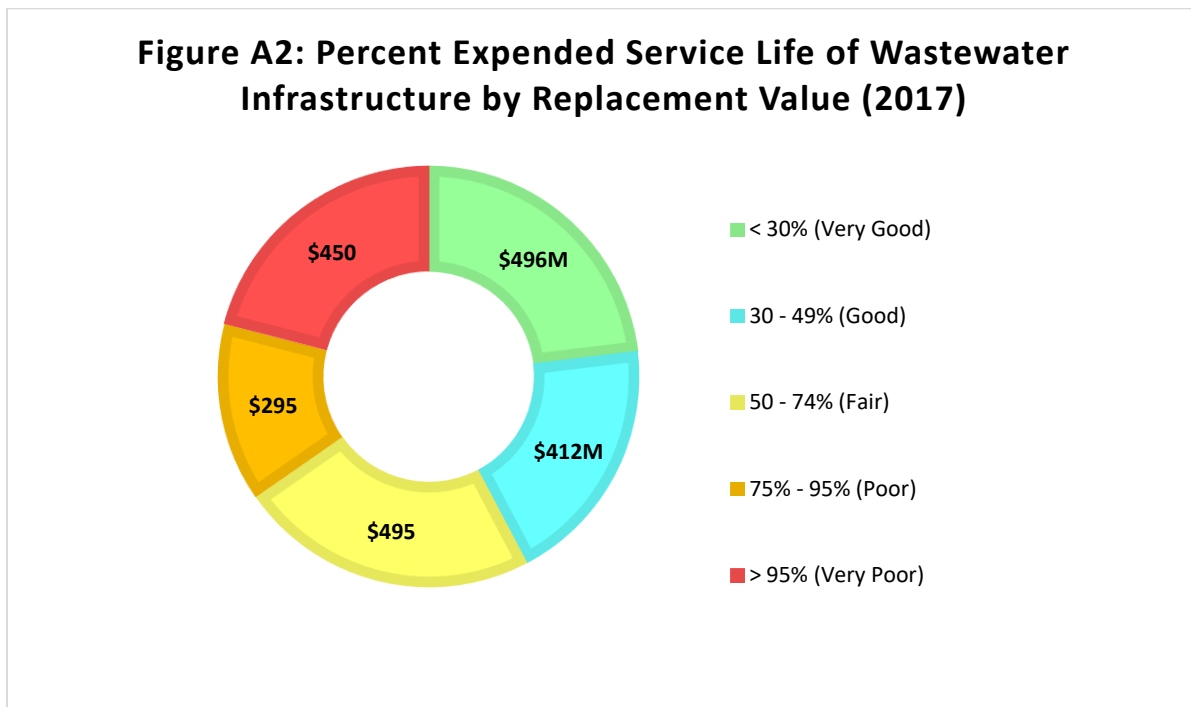


### 8.1. Water and Wastewater (Core Infrastructure)

The replacement value of water infrastructure by percent expended service life is provided in Figure A1. Figure A1 is incorporated from the Asset Management Plan Water Wastewater.

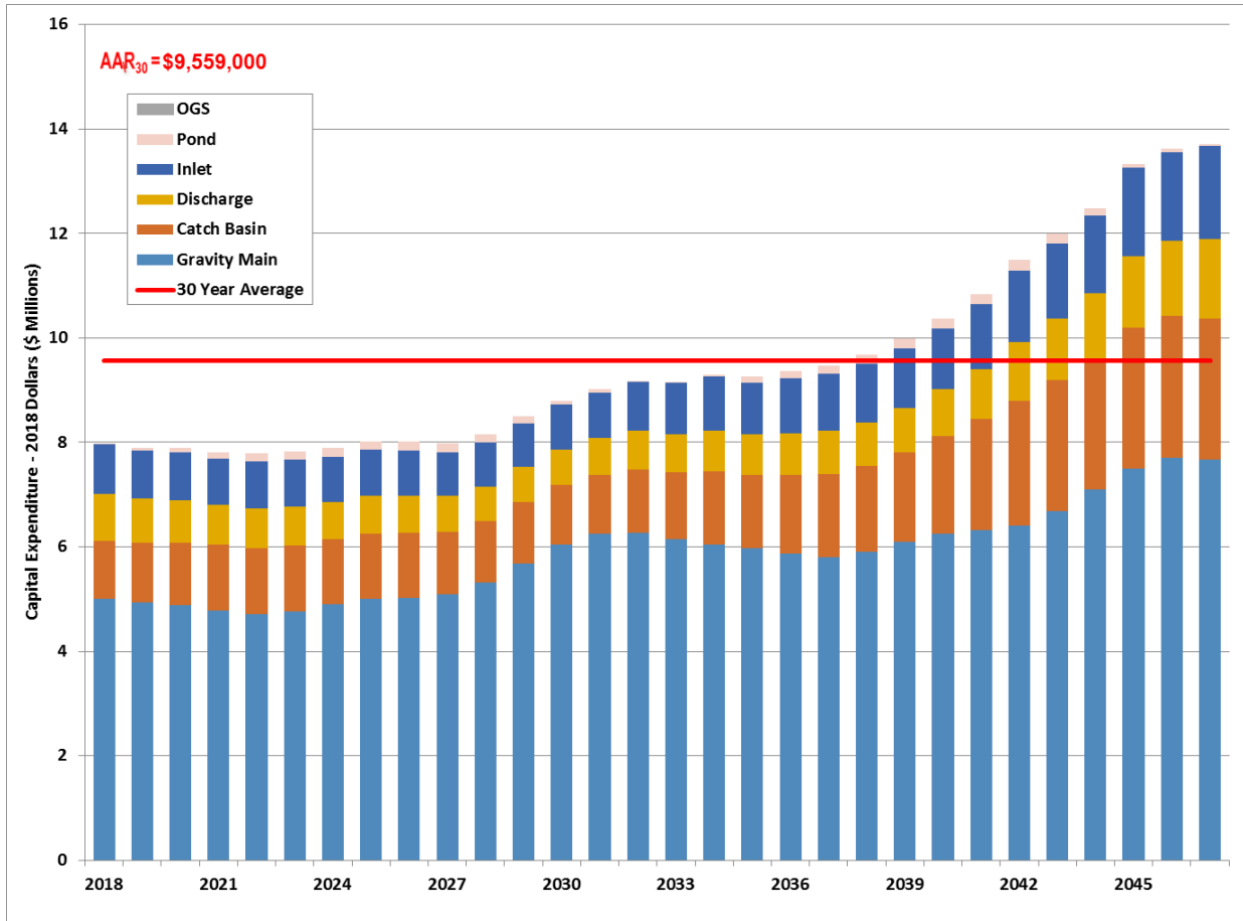


The replacement value of wastewater infrastructure by percent expended service life is provided in Figure A2. Figure A2 is incorporated from the Asset Management Plan Water Wastewater.

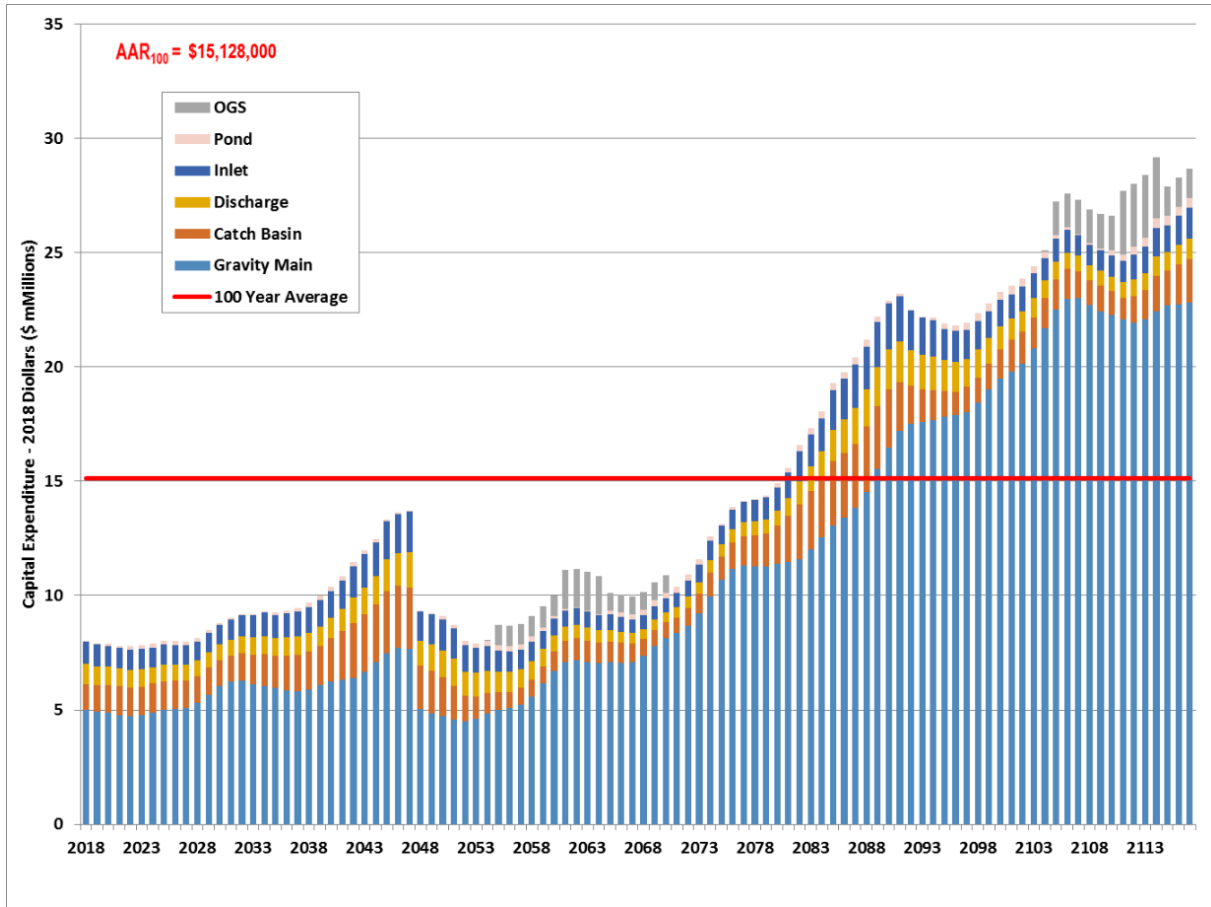


## 8.2. Storm Water Management (Core Infrastructure)

A Weibull Continuous Probability Distribution is used to analyze reliability, asset service life and model asset failure. To consider the premature failure of assets due to improper installation, severe soil and environmental conditions and assets that function beyond their estimated useful lives, the Weibull failure rate and reliability functions were analyzed to develop condition driven investment profiles. The investment profiles are featured below in Figure A3 and A4.



**Figure A3:** 30 Year Investment Profile for Storm Water Assets (Optimistic Scenario)



**Figure A4:** 100 Year Investment Profile for Storm Water Assets (Optimistic Scenario)

The 30 and 100 year investment profiles indicate that, although the STM system is relatively new, capital investment and additional maintenance programs are required to ensure the STM system continues to serve the community.

### 8.3. Roads, Bridges and Large Culverts (Core Infrastructure)

Table A2 provides a summary of the pavement condition index by road classification.

Table A2: Network Pavement Condition Index	
Asset Type	Weighted Average PCI
Arterial Roads	57.0 - Good
Collector Roads	49.1 - Fair
Local Roads	49.4 - Fair

Table A3 provides a summary of the bridge condition index identified with the 2018 structural inspections.

<b>Asset Type</b>	<b>BCI ≥70</b>	<b>BCI ≤70</b>
Vehicle Bridge	53	20
Vehicle Culvert	65	22
Pedestrian Bridge	17	4
Pedestrian Culvert	0	1

#### 8.4. Buildings and Facilities

<b>Existing Conditions</b>			<b>Projections</b>				
<b>Service Area</b>	<b>Quantity of Buildings</b>	<b>Area (ft<sup>2</sup>)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Asset Services	4	538,755	3.64%	7.00%	12.25%	15.07%	16.08%
Citizen Services	24	196,979	6.53%	9.19%	13.04%	13.40%	14.11%
Emergency Services	25	243,690	25.42%	28.99%	30.93%	39.49%	40.08%
Health Services	9	629,307	0.56%	1.09%	1.95%	2.00%	2.30%
Parks & Recreation	98	968,461	6.48%	8.75%	10.38%	12.15%	13.88%

#### 8.5. Housing Operations

<b>Existing Conditions</b>			<b>Projections</b>				
<b>Building Type</b>	<b>Quantity of Buildings</b>	<b>Area (ft<sup>2</sup>)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Highrise	6	583,769	14.67%	17.29%	18.25%	20.43%	21.43%
Low Rise	6	233,476	8.49%	9.50%	11.05%	13.21%	16.48%
Townhouse, Single Family, Duplex and Semi-Detached	325	1,689,621	17.03%	18.02%	20.51%	22.28%	23.38%

## 8.6. Fleet and Equipment

<b>Table A6: Fleet and Equipment Average Condition</b>		
<b>Service Area</b>	<b>Asset Type</b>	<b>Average Condition</b>
<b>Corporate Fleet</b>	Vehicles - Heavy Duty	62 - Good
	Vehicles - Medium Duty	55 - Fair
	Vehicles - Light Duty	56 - Fair
	Machinery and Equipment General	37 - Poor
	Machinery and Equipment Heavy	50 - Fair
	Machinery and Equipment MTs and Light Diesel	52 - Fair
	Parks and Recreation Equipment	54 - Fair
<b>Paramedic Services</b>	Ambulance	71 - Good
	Licensed Vehicles	68 - Good
	Conveyance Equipment	66 - Good
	Defibrillators	41 - Fair
	Kit Bags	70 - Good
	Operating Equipment	70 - Good
<b>Fire Services</b>	Fire Trucks	66 - Good
	Fire Trucks – Bush/Support/Spare and Training	52 - Fair
	Vehicles – Fire Licensed Light and Medium	61 - Good
	Auto Extrication	63 - Good
	Hoses	60 - Good
	SCBA and PPE Bunker Gear	58 - Fair
	Operating Equipment	54 - Fair
<b>Transit</b>	Transit Bus	42 - Fair
	Bus Stop Shelters	78 - Good

## 8.7. Municipal Parking

<b>Table A7: Municipal Parking Average Condition</b>	
<b>Asset Type</b>	<b>Average Condition</b>
Paved Municipal Parking Lots	68 - Good
Gravel Municipal Parking Lots	50 - Fair
Meters, Pay Machines, Kiosks and Ticketing	66 - Good
Light Standards	83 - Very Good

## 9. Appendix B: Data Quality Rating

<b>Table B1: Quality of Asset Datasets</b>	
<b>Data Quality Rating</b>	<b>Description</b>
<b>A</b>	<ul style="list-style-type: none"> <li>• No Assumptions with condition and age data</li> <li>• Reliable data inventory and source</li> <li>• Examples: Closed Circuit Television Inspection, Building Condition Assessment, Pavement Condition Assessment, Bridge Condition Assessment, Structural Report</li> </ul>
<b>B</b>	<ul style="list-style-type: none"> <li>• Dataset contains less than 10% assumptions</li> <li>• Moderately reliable data inventory and source</li> <li>• Example: aging condition data or studies</li> </ul>
<b>C</b>	<ul style="list-style-type: none"> <li>• Data contains greater than 10% assumptions</li> <li>• Moderately reliable data inventory and source</li> <li>• Example: aging condition data or studies</li> </ul>
<b>D</b>	<ul style="list-style-type: none"> <li>• Data from unreliable or out of date documents</li> <li>• Many assumptions of condition, age and replacement values</li> <li>• Example: purchasing records, condition data or studies older than 5 years</li> </ul>
<b>E</b>	<ul style="list-style-type: none"> <li>• Moderately reliable data for age or value, but not both</li> <li>• Only 1 moderately reliable data source</li> </ul>
<b>F</b>	<ul style="list-style-type: none"> <li>• No data available</li> </ul>

## Request for Decision

### City of Greater Sudbury Funding for Science North Go Deeper Project

Presented To: Finance and Administration Committee

Presented: Tuesday, Dec 08, 2020

Report Date Wednesday, Nov 25, 2020

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury directs staff to prepare a business case for consideration for inclusion in the 2021 budget, for the Science North Go Deeper project as outlined in the report entitled "City of Greater Sudury Funding for Science North Go Deeper Project", from the Director of Economic Development, presented at the Financial and Administration meeting on December 8, 2020.

### Relationship to the Strategic Plan / Health Impact Assessment

This project realizes a positive economic impact, job creation and supports the development of Science North's Dynamic Earth site which addresses Sudbury's position as a global leader in the mining and mining supply and services sector, as well as its role as a key component and contributor to Sudbury community vibrancy.

This project also advances Council's goals related to Business Attraction, Development and Retention, Economic Capacity and Investment Readiness, as well as Strengthening Community Vibrancy, as outlined in Council's recently adopted 2019-2027 Strategic Plan.

### Report Summary

The following report outlines Science North's request for funding for the Go Deeper project and seeks Councils direction to produce a business case for 2021 budget deliberations for the direct contribution from the City of Greater Sudbury.

Science North is seeking an investment of \$500,000 (\$250,000 in 2021 and \$250,000 in 2022) from the City of Greater Sudbury for the enhancement of the Dynamic Earth attractions: expanded underground experiences including a new multi-purpose theatre, programming space and modern mining drift; an iconic

#### Signed By

##### Report Prepared By

Dana Jennings  
Acting Manager of Tourism & Culture  
*Digitally Signed Nov 25, 20*

##### Division Review

Meredith Armstrong  
Acting Director of Economic Development  
*Digitally Signed Nov 25, 20*

##### Financial Implications

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Dec 9, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 25, 20*

underground multimedia experience; an immersive show for the Vale Chasm; a Signature Re-greening film for the Epiroc Theatre; and the opening of a new Innovation Gallery.

This project was originally endorsed by Council in 2018 as part of the larger Big Change, Big Impact project to advance Science North's strategic objective for investment and renewal as part of municipal dollars intended as matching funds with those of the GSDC through its own Community Economic Development fund.

At that time, City Council approved a matching contribution of \$750,000 to the overall project, subject to consideration as part of municipal budget deliberations and conditional upon confirmation of other funding sources (CC2018-212), for a total of \$1.5 million in combined City and GSDC funding.

The support of the City for the Go Deeper project will help to leverage \$2,000,000 of investment from NOHFC and FedNor, along with \$1,200,000 from other private-sector sources. Canadian Heritage was previously approved \$1,100,000.

### **Financial Implications**

If approved, the \$250,000 will be considered as part of the 2021 budget process, and \$250,000 would flow in 2022.



## Request for Decision

### City of Greater Sudbury Funding for Science North *Go Deeper* Project

Report date: November 2, 2020

Council meeting date: November 30, 2020

#### SUMMARY

The following report outlines Science North's request for funding for the *Go Deeper* project and seeks Council's direction to produce a business case for 2021 budget deliberations for the direct contribution from the City of Greater Sudbury.

Science North is seeking an investment of \$500,000, over two fiscal years (2021 and 2022), from the City of Greater Sudbury for the enhancement of the Dynamic Earth attractions: expanded underground experiences including a new multi-purpose theatre, programming space and modern mining drift; an iconic underground multimedia experience; an immersive show for the Vale Chasm; a Signature Re-greening film for the Epiroc Theatre; and the opening of a new Innovation Gallery.

This project was originally endorsed by Council in 2018 as part of the larger *Big Change, Big Impact* project to advance Science North's strategic objective for investment and renewal as part of municipal dollars intended as matching funds with those of the GSDC through its own Community Economic Development fund.

At that time, City Council approved a matching contribution of \$750,000 to the overall project, subject to consideration as part of municipal budget deliberations and conditional upon confirmation of other funding sources (CC2018-212), for a total of \$1.5 million in combined City and GSDC funding.

The support of the City for the *Go Deeper* project will help to leverage \$2,000,000 of investment from NOHFC and FedNor, along with \$1,200,000 from other private-sector sources. Canadian Heritage was previously approved \$1,100,000.

Staff are seeking Council's direction for the preparation of a business case to be included in 2021 budget deliberations.

#### BACKGROUND

Science North presented to City Council and the GSDC in 2018 requesting support of \$1.5 million toward the \$27 million *Big Change, Big Impact* project. Each of the projects proposed in Science North's new strategic plan are all unique and independent projects that together help realize the transformative impact that the City and GSDC committed to investing in.

The four projects earmarked for the City and GSDC Support are as follows:

1. A new signature IMAX 3D film *Reasons for Hope* in partnership with Dr. Jane Goodall

CURRENT STATUS: Approved for \$500,000 from the GSDC and endorsed by Council in August 2019. The project is in planning stages now and looking to film in 2021, with a launch anticipated in 2022.

2. Two (2) new Object Theatre multimedia experiences, one featuring climate change and the second featuring dark matter

**CURRENT STATUS:**

- a) *Climate Action Show* Object Theatre: Approved for \$250,000 from GSDC with authorization of Council in May 2020. In development now and anticipates release at the end of 2020.
- b) *The Dark Matter* Object Theatre: Science North anticipates a request for municipal funding will be brought forward for Council consideration in 2022.

3. The *Go Deeper* underground experience at Dynamic Earth

**CURRENT STATUS:** This project is being brought forward in this report with a request of \$500,000 from the City.

**The *Go Deeper* Project**

Science North is seeking an investment of \$500,000 (\$250,000 in 2021 and \$250,000 in 2022) from City Council for the development of some key components of the Dynamic Earth site. These include:

- Expanded underground experiences, including a new multi-purpose theatre, programming space and modern minding drift;
- An iconic underground multimedia experience;
- An immersive show for the Vale Chasm;
- A Signature Re-greening film for the Epiroc Theatre; and
- The opening of a new Innovation Gallery.

Details of the project, timelines and budget can be found in the submission from Science North attached to the report.

The support of the City will help to leverage \$2,000,000 of investment from NOHFC and FedNor, along with \$1,200,000 from other private-sector sources. Canadian Heritage was previously approved \$1,100,000.

**Revenues**

Funders	Funding Status	Total Funding 2020-2023
Canadian Heritage	Committed	\$ 1,100,000
FedNor	Pending	\$ 1,000,000
NOHFC	Pending	\$ 1,000,000
Private Sector	Pending	\$ 1,200,000
Applicant	Pending	\$ 200,000
City of Greater Sudbury	Current Request	\$ 500,000
		<b>\$ 5,000,000</b>

## Expenses

Project Component	Total Costs 2020-2023
Expanded underground experiences: new multi-purpose theatre, programming space and modern mining drift	\$ 2,250,000
Big Impact Multimedia Show	\$ 1,000,000
Vale Chasm Show	\$ 500,000
Sudbury Re-greening film for the Epiroc Theatre	\$ 500,000
Innovation Gallery	\$ 750,000
	<b>\$ 5,000,000</b>

In alignment with the overarching goal of Science North's *Big Change, Big Impact* strategy, the *Go Deeper* project increases visitor offerings in Greater Sudbury, supporting the city's efforts to be a destination of choice in northern Ontario. Along with other attractions and events in the community, this investment will bring new and repeat visitors to the community.

The *Go Deeper* project will support the City of Greater Sudbury's strategic goals and objectives related to Business Attraction, Development and Retention, Economic Capacity and Investment Readiness, along with Strengthening Community Vibrancy. This project is an example of "facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors".

- Science North is not only a science center and top tourism destination, it is also an important partner in the mining and mining supply and services sector by providing high quality educational and inspiration content to grow the next generation of talent.
- Companies in the industry participate in research and contribute to Science North and Dynamic Earth exhibits to reach new customers/clients, but also support the community's role as a global leader in mining.
- Science North is constantly evolving its role as a promoter and communicator of Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation with new and engaging content available to all.
- Science North believes in building strong relationships with the City and industry to meet the needs of the future while teaching the lessons learned from the past.
- Science North is a key component of Sudbury's sense of place, as a community gathering place, celebration space, learning hub and anchor destination for visitors from around the world.

## Impacts of COVID-19

Finally, it is worth noting that at this time that Science North, like many organizations, is up against significant challenges due to the impact of COVID 19 on its operations.

As with other organizations which have been forced to close facilities, the challenge comes with managing how to financially sustain this period while planning for the future and taking advantage of economic development opportunities as they present themselves.

The approval of funding from the City of Greater Sudbury would provide an important signal of the community's ongoing support and collaboration and a commitment to continued investment into local jobs and tourism, both key development areas for economic recovery. Science North has been a strong and reliable partner of the City, and investments into these projects are signs of support and confidence in the Centre and its future

## **History of Funding for Science North’s *Big Change, Big Impact* Projects**

On July 11, 2018, the City of Greater Sudbury Community Economic Development Corporation (CGSCDC, operating as the Greater Sudbury Development Corporation, or GSDC) approved conditional support of \$750,000 to Science North’s *Big Change, Big Impact* project. The total initiative that Science North proposed was for eight projects totaling \$27 million, of which four projects were specially cited for City/GSDC investment by Science North.

City Council also approved a matching contribution of \$750,000 to the overall project, subject to consideration as part of municipal budget deliberations and conditional upon confirmation of other funding sources (CC2018-212). The \$1.5 million in combined City and GSDC funding comprised 6% of the total project or 3% each.

Over the year following the endorsements of the projects and the related funding, Science North approached the GSDC to proceed on a per-project basis to take advantage of funding and sales opportunities as they arose.

To date, the GSDC has made final approvals for the entire \$750,000 of their contributions to the cited projects.

- In August 2019, City Council endorsed the GSDC to release the first investment to the *Big Change, Big Impact* initiative, by contributing \$500,000 toward the Jane Goodall *Reasons for Hope* IMAX film project.
- In May 2020, City Council endorsed the GSDC to release the second investment to the *Big Change, Big Impact* initiative, by contributing \$250,000 toward the Climate Action Show Object Theatre project.

As per the conclusion of the report to Council on these projects, the recommendation was that “Science North will need to approach the GSDC and the City separately for the remaining *Big Change, Big Impact* projects as funding and capacity become available to advance each initiative.”

## **CONCLUSION**

In support of the continued success and the positive impact on the community that Science North provides, it is recommended that City Council support the development of a business case for consideration from the 2021 Budget (\$250,000 in 2021 and \$250,000 in 2022) for the Science North’s *Go Deeper* Project.

## **PREVIOUS COUNCIL REPORTS:**

1. Science North Renewal and Expansion – Request for City Support – July 10, 2018:  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1244&itemid=15451&lang=en>
2. GSDC Funding for Science North *Big Change, Big Impact* Project – August 14, 2018:  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1245&itemid=15529&lang=en>

3. GSDC Funding for Science North IMAX Film Project – Aug 13, 2019:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1327&itemid=17374&lang=en>

4. GSDC Funding for Science North Climate Action Object Theatre - May 5, 2020:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1469&itemid=18855&lang=en>

## Request for Decision

### City of Greater Sudbury Funding for Science North *Go Deeper* Project

Report date: November 2, 2020

Council meeting date: November 30, 2020

#### SUMMARY

The following report outlines Science North's request for funding for the *Go Deeper* project and seeks Council's direction to produce a business case for 2021 budget deliberations for the direct contribution from the City of Greater Sudbury.

Science North is seeking an investment of \$500,000, over two fiscal years (2021 and 2022), from the City of Greater Sudbury for the enhancement of the Dynamic Earth attractions: expanded underground experiences including a new multi-purpose theatre, programming space and modern mining drift; an iconic underground multimedia experience; an immersive show for the Vale Chasm; a Signature Re-greening film for the Epiroc Theatre; and the opening of a new Innovation Gallery.

This project was originally endorsed by Council in 2018 as part of the larger *Big Change, Big Impact* project to advance Science North's strategic objective for investment and renewal as part of municipal dollars intended as matching funds with those of the GSDC through its own Community Economic Development fund.

At that time, City Council approved a matching contribution of \$750,000 to the overall project, subject to consideration as part of municipal budget deliberations and conditional upon confirmation of other funding sources (CC2018-212), for a total of \$1.5 million in combined City and GSDC funding.

The support of the City for the *Go Deeper* project will help to leverage \$2,000,000 of investment from NOHFC and FedNor, along with \$1,200,000 from other private-sector sources. Canadian Heritage was previously approved \$1,100,000.

Staff are seeking Council's direction for the preparation of a business case to be included in 2021 budget deliberations.

#### BACKGROUND

Science North presented to City Council and the GSDC in 2018 requesting support of \$1.5 million toward the \$27 million *Big Change, Big Impact* project. Each of the projects proposed in Science North's new strategic plan are all unique and independent projects that together help realize the transformative impact that the City and GSDC committed to investing in.

The four projects earmarked for the City and GSDC Support are as follows:

1. A new signature IMAX 3D film *Reasons for Hope* in partnership with Dr. Jane Goodall

CURRENT STATUS: Approved for \$500,000 from the GSDC and endorsed by Council in August 2019. The project is in planning stages now and looking to film in 2021, with a launch anticipated in 2022.

2. Two (2) new Object Theatre multimedia experiences, one featuring climate change and the second featuring dark matter

**CURRENT STATUS:**

- a) *Climate Action Show* Object Theatre: Approved for \$250,000 from GSDC with authorization of Council in May 2020. In development now and anticipates release at the end of 2020.
- b) *The Dark Matter* Object Theatre: Science North anticipates a request for municipal funding will be brought forward for Council consideration in 2022.

3. The *Go Deeper* underground experience at Dynamic Earth

**CURRENT STATUS:** This project is being brought forward in this report with a request of \$500,000 from the City.

**The *Go Deeper* Project**

Science North is seeking an investment of \$500,000 (\$250,000 in 2021 and \$250,000 in 2022) from City Council for the development of some key components of the Dynamic Earth site. These include:

- Expanded underground experiences, including a new multi-purpose theatre, programming space and modern minding drift;
- An iconic underground multimedia experience;
- An immersive show for the Vale Chasm;
- A Signature Re-greening film for the Epiroc Theatre; and
- The opening of a new Innovation Gallery.

Details of the project, timelines and budget can be found in the submission from Science North attached to the report.

The support of the City will help to leverage \$2,000,000 of investment from NOHFC and FedNor, along with \$1,200,000 from other private-sector sources. Canadian Heritage was previously approved \$1,100,000.

**Revenues**

Funders	Funding Status	Total Funding 2020-2023
Canadian Heritage	Committed	\$ 1,100,000
FedNor	Pending	\$ 1,000,000
NOHFC	Pending	\$ 1,000,000
Private Sector	Pending	\$ 1,200,000
Applicant	Pending	\$ 200,000
City of Greater Sudbury	Current Request	\$ 500,000
		<b>\$ 5,000,000</b>

## Expenses

Project Component	Total Costs 2020-2023
Expanded underground experiences: new multi-purpose theatre, programming space and modern mining drift	\$ 2,250,000
Big Impact Multimedia Show	\$ 1,000,000
Vale Chasm Show	\$ 500,000
Sudbury Re-greening film for the Epiroc Theatre	\$ 500,000
Innovation Gallery	\$ 750,000
	<b>\$ 5,000,000</b>

In alignment with the overarching goal of Science North's *Big Change, Big Impact* strategy, the *Go Deeper* project increases visitor offerings in Greater Sudbury, supporting the city's efforts to be a destination of choice in northern Ontario. Along with other attractions and events in the community, this investment will bring new and repeat visitors to the community.

The *Go Deeper* project will support the City of Greater Sudbury's strategic goals and objectives related to Business Attraction, Development and Retention, Economic Capacity and Investment Readiness, along with Strengthening Community Vibrancy. This project is an example of "facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors".

- Science North is not only a science center and top tourism destination, it is also an important partner in the mining and mining supply and services sector by providing high quality educational and inspiration content to grow the next generation of talent.
- Companies in the industry participate in research and contribute to Science North and Dynamic Earth exhibits to reach new customers/clients, but also support the community's role as a global leader in mining.
- Science North is constantly evolving its role as a promoter and communicator of Greater Sudbury as the Global Leader in Mining and Mining Supply/Service Innovation with new and engaging content available to all.
- Science North believes in building strong relationships with the City and industry to meet the needs of the future while teaching the lessons learned from the past.
- Science North is a key component of Sudbury's sense of place, as a community gathering place, celebration space, learning hub and anchor destination for visitors from around the world.

## Impacts of COVID-19

Finally, it is worth noting that at this time that Science North, like many organizations, is up against significant challenges due to the impact of COVID 19 on its operations.

As with other organizations which have been forced to close facilities, the challenge comes with managing how to financially sustain this period while planning for the future and taking advantage of economic development opportunities as they present themselves.

The approval of funding from the City of Greater Sudbury would provide an important signal of the community's ongoing support and collaboration and a commitment to continued investment into local jobs and tourism, both key development areas for economic recovery. Science North has been a strong and reliable partner of the City, and investments into these projects are signs of support and confidence in the Centre and its future



### **History of Funding for Science North's *Big Change, Big Impact* Projects**

On July 11, 2018, the City of Greater Sudbury Community Economic Development Corporation (CGSCDC, operating as the Greater Sudbury Development Corporation, or GSDC) approved conditional support of \$750,000 to Science North's *Big Change, Big Impact* project. The total initiative that Science North proposed was for eight projects totaling \$27 million, of which four projects were specially cited for City/GSDC investment by Science North.

City Council also approved a matching contribution of \$750,000 to the overall project, subject to consideration as part of municipal budget deliberations and conditional upon confirmation of other funding sources (CC2018-212). The \$1.5 million in combined City and GSDC funding comprised 6% of the total project or 3% each.

Over the year following the endorsements of the projects and the related funding, Science North approached the GSDC to proceed on a per-project basis to take advantage of funding and sales opportunities as they arose.

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As per the conclusion of the report to Council on these projects, the recommendation was that "Science North will need to approach the GSDC and the City separately for the remaining *Big Change, Big Impact* projects as funding and capacity become available to advance each initiative."

### **CONCLUSION**

In support of the continued success and the positive impact on the community that Science North provides, it is recommended that City Council support the development of a business case for consideration from the 2021 Budget (\$250,000 in 2021 and \$250,000 in 2022) for the Science North's *Go Deeper* Project.

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**For Information Only**  
**2021 Operating Budget Update**

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Dec 08, 2020

Report Date Monday, Nov 23, 2020

Type: Managers' Reports

**Resolution**

For Information Only

Signed By

No signatures or approvals were  
recorded for this report.

**For Information Only**  
**2021 Capital Budget Update**

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Dec 08, 2020

Report Date Monday, Nov 23, 2020

Type: Managers' Reports

**Resolution**

For Information Only

Signed By

No signatures or approvals were  
recorded for this report.

Finance and Administration  
Committee





Type of Decision								
Meeting Date	December 8 <sup>th</sup> , 2020				Report Date	December 4 <sup>th</sup> , 2020		
Decision Requested	X	Yes		No	Priority	X	High	Low
	Direction Only				Type of Meeting	X	Open	Closed

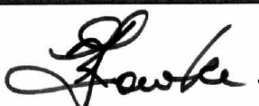
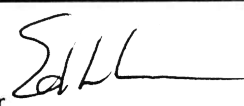
Report Title
2021 Capital Budget Update

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
<p>THAT the City of Greater Sudbury authorize staff to proceed with the roof replacement at 1960 Paris Street housing building immediately due to an ongoing leak that has impacted the housing supply with funding from the 2021 capital budget;</p> <p>THAT the City of Greater Sudbury authorize staff to proceed with the tendering process in the first quarter of 2021 for projects included in the 2021 Budget document with the clause in tenders and contracts that they will be awarded if Council approves the project budget.</p>	<p>This report refers to operational matters.</p>
<p><b>Resolution Continued</b></p>	<p>X <b>Background Attached</b></p>

Report Summary	Financial Implications
<p>This report is to provide an update on the draft 2021 Capital Budget as well as analysis for consideration of debt.</p>	<p>This report has no financial implications.</p>

Report Prepared By	Manager Review
 Apryl Lukezic Co-Ordinator of Budgets	 Steve Facey Manager of Financial Planning & Budgeting

Division Review	Financial Implications
 Ed Stankiewicz Executive Director of Finance, Assets & Fleet	 Steve Facey Manager of Financial Planning & Budgeting

Recommended by the Department	Recommended by the C.A.O.
 Kevin Fowke General Manager of Corporate Services	 Ed Archer Chief Administrative Officer

Date: December 8, 2020

**Background**

On October 20, 2020, the Finance & Administration Committee approved the following resolution:

THAT staff present an analysis of options for capital planning that anticipates additional debt financing, including recommendations for capital projects that would be appropriate to debt finance as part of the 2021 budget process for Council consideration.

This report is to provide the Committee with analysis on potential debt for the 2021 Capital Budget as well as debt options for consideration.

**Proposed 2021 Capital Budget**

At this point, staff are recommending a draft capital budget for 2021 of approximately \$134 million. This draft budget includes the following capital investments in infrastructure to continue to support and improve the City’s aging infrastructure and strategic priorities.

New capital projects being recommended for approval by Council in 2021:

a) From separate reserve funds:

Project Name	2021 Amounts	Reserve Fund
199 Larch Lightning Protection System Upgrades	48,000	199 Larch RF
Ambulances	575,000	Paramedic Services RF
Larch Tower Mechanical Upgrades and Refurbishments	351,657	199 Larch RF
Park Equipment	130,000	Parks Equipment RF
City Fleet	3,605,000	City Fleet RF
New Sudbury Library Front Entrance Floor Grille Replacement & Renewals	65,000	Library RF
	<b>4,774,657</b>	

b) From approximately \$21 million of capital funding available:

	2021	2022	2023	2024	2025	Beyond	Total
Condenser Replacement – Chelmsford Arena	145,000						145,000
Frobisher Salt / Sand Storage Facility	4,000,000						4,000,000
Waterfront Equipment Replacement	69,300						69,300
1920 Paris Heating and Hot Water Boiler Replacement	600,000						600,000
Lifting Equipment and Tub Replacement	108,000	108,000	108,000	108,000	108,000		540,000
TSSA Compliance - Landfill Gas System at Sudbury Landfill	500,000						500,000
IT Server Software Infrastructure Replacement	569,700						569,700
Bridges and Culverts Replacement and Rehabilitation - 2021	10,000,000	1,300,000					11,300,000
Recycling Tipping Floor Replacement	1,162,000						1,162,000
1960 Paris Roof Replacement	1,456,500						1,456,500
Next Generation 911	483,000	657,000	657,000	657,000	657,000	1,314,000	4,425,000
Outdoor Court Resurfacing	438,000						438,000
HARC - Track Surface & Lighting Replacement	115,000						115,000
Second Avenue Stormwater Facility	350,000						350,000
Arterial / Collectors Rehabilitation & Resurfacing	1,452,000						1,452,000
<b>Total</b>	<b>21,448,500</b>	<b>2,065,000</b>	<b>765,000</b>	<b>765,000</b>	<b>765,000</b>	<b>1,314,000</b>	<b>27,122,500</b>

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**Date: December 8, 2020**

- c) Water & Wastewater – preliminary budget for these services is approximately \$45 million. This may change depending on finalization of the 2021 Operating and Capital Budget (in terms of shared projects with Roads).
- d) Previous Council approvals of approximately \$59 million for projects ongoing in 2021:
- \$41.8 million in various Roads capital projects including Arterials/Collectors, Bridges, Roads with W/WW Improvements, Maley Drive, new sidewalks, cycling infrastructure, Lorne Street, etc.
  - \$250,000 for subwatershed planning
  - \$700,000 for Sudbury Landfill Upgrades
  - \$6.5 million for various ICIP funded projects for Transit
  - \$3.6 million for various facilities improvements
  - \$2.7 million for information technology projects
  - \$500,000 for Healthy Community Initiatives
  - As well as repayment for past projects such as South End Library and the Gerry McCrory Countryside Complex.

The draft 2021 Capital Budget includes \$10 million of debt that was approved as part of the 2020 Capital Budget based on projects approved in 2020 with cash flow spending in 2021.

With the delay in the presentation of the 2021 Budget and anticipated approval in March, staff is requesting the Committee to allow staff to start the tendering process in January for construction projects that will be in the 2021 Budget. There will be a clause in the tender and contract documents stating that the work will not commence until Council approves the budget. This will allow staff to meet tendering schedule and ensure that the contractors have a full construction season for some contracts. Otherwise, construction will be delayed if tender process starts after the budget is approved.

### **Recent Debt Amounts**

Debt financing has been used as part of the 2018, 2019 and 2020 Budgets, in order, to address the infrastructure deficit or strategic projects. This includes \$200 million which was secured in March 2020 for the Kingsway Entertainment District & Arena, The Junction, MR 35, Playground Revitalization, and McNaughton Terrace. In addition, there is another \$43 million that will be secured during 2021 as this was approved towards various road programs in the 2020 Capital Budget for 2020 and 2021.

### **Consideration of Additional Debt**

It is recommended that securing debt is deferred for 2021. Issuing debt now limits Council's ability to do so in the future. Currently, there is a clear shift toward social services and support for vulnerable populations that requires more operating budget investments than Council traditionally incurred. It remains unclear how long the effects of the City's COVID-19 response will be required, but staff anticipate it will remain in place for at least the first half of 2021. It is likely that it will continue to influence service levels and expenditures throughout the year, and in that context, additional capital investments may be lower priorities than service to vulnerable populations.



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Date: December 8, 2020

The virus response has also accelerated other societal changes that could influence Council's choices about capital investment priorities. Shifts in working patterns, related impacts on transportation services, and the increased value associated with outdoor activities that present lower risk of contacting the COVID-19 virus are all examples that could influence Council's perspectives and priorities on the capital budget. Staff continue to work on analysis, such as the Facility Rationalization and User Fee business cases, which hopefully provides clarity on which services or facilities could be reduced or how the organization can re-prioritize how fees are calculated. All of these are part of a long-term view that Council must consider, and their influence on capital priorities cannot yet be fully assessed.

Nevertheless, there are capital assets and expected outcomes that Council want for the community that, regardless of the specific changes that might occur in response to the effects of the COVID-19 virus, would be included in any view of Greater Sudbury's future. The existing capital plan already addresses many of those assets, and will help produce the expected outcomes that Council believes are important in any scenario.

To provide additional context to Council, staff have provided the following information to consider when analyzing the use of debt:

- Infrastructure Requirement
  - In 2016, an estimated infrastructure requirement of approximately \$1.9 billion was presented to Council. This presentation included an additional \$1.2 billion of infrastructure that is reaching the end of its useful life within the next 10 years.
  
- Large Key Projects
  - Included in previous capital budgets as well as various master plans are the following large projects to consider:
    - Police Headquarters – \$65 million
    - Pioneer Bed Redevelopment – \$60 million (and then any potential subsequent additional reinvestment of existing wing once moved to new building)
    - Valley East Twin Pad – \$28 million
    - Lorne Street – additional \$33 million
    - Maley Drive Phase 2 - \$70 million
    - Salt/Sand Domes and Public Work Depots including new Frobisher Administration Building – over \$115 million
    - Other Road long-term projects per Transportation Master Plan (ie. Paris / Notre Dame bikeway, Kingsway 5 laning, South End improvements (Four Corners intersection / Ramsey Lake Road); etc)
    - Other Leisure or Citizen Service Facilities for replacement including arenas & pools.
    - Significant investment may be required into Tom Davies Square complex (all three buildings) as well as Greater Sudbury Housing Corporation buildings – were constructed in the 1970's and approaching 40-50 years at and beyond useful life.
    - Projects for Water & Wastewater.

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Date: December 8, 2020

- Debt Management Policy
  - This Policy outlines that debt should be coordinated with the City's long-term plans and strategies, as well as must be affordable and sustainable. It states that the previous Long-Term Financial Plan says should only be considered for:
    - New, non-recurring infrastructure requirements
    - Programs and facilities that are self-supporting (not on property tax levy), and
    - Projects where the cost of deferring expenditures exceeds debt servicing costs.
  - If debt were to be secured, it is staff's recommendation that the life of the asset were to match or exceed the life of the planned asset, as well as the above criteria be adhered to.
  
- Debt Limits
  - Council approved setting a limit of 10% of City's own purpose revenue for annual debt repayment. Included in the most recent Annual Repayment Limit (ARL) report are the following:
    - Council has the capacity to increase annual debt repayments by \$31.9 million which equates to a limit of \$625 million to be borrowed over 30 years, at 3%. During 2020, the City issued a bond of \$200 million for large projects results in a revised remaining borrowing limit of \$425 million.
  
- Consideration on Reduced Service Levels and/or Reduction of Facilities
  - Council requested staff to complete analysis and recommendations on facility rationalizations and/or service level reductions as part of the 2021 Budget process. These decisions should be made first before the City considers acquiring debt that may be used for investments in facilities or services that may be closed or reduced as part of building rationalization or service level reviews (or decisions from core service review).
  
- Capital Budget and Capacity
  - Approved as part of the 2020 Budget process was \$10 million for future year capital spending, specifically 2021.
  - Due to COVID-19, a number of projects that were planned for completion in 2020 have been delayed which puts further pressure on 2021 and may result in capacity issues.

Date: December 8, 2020

**Debt Options**

The following are debt financing options for consideration as part of the 2021 Capital Budget with implications to the capital and operating budgets:

Assumptions: term of debt must match estimated life of asset					
25 year term @ 2.8%					
30 year term @ 3.0%					
2020 Operating Tax Levy =		\$289,445,167			
<b>Debt Amount</b>	<b>25 Year</b>	<b>Impact to Operating Tax Levy</b>	<b>30 Year</b>	<b>Impact to Operating Tax Levy</b>	<b>Comments</b>
\$20 million	1,123,113	0.4%	1,020,385	0.4%	
\$30 million	1,684,670	0.6%	1,530,578	0.5%	
\$40 million	2,246,226	0.8%	2,040,770	0.7%	
\$100 million	5,615,565	1.9%	5,101,926	1.8%	- includes estimated \$60M for Pioneer Manor Bed Redevelopment

Based on prioritized ranking & with useful life beyond 25 years:	Potential Useful Life	2021	2022	2023	2024	2025	Beyond	Total	Debt for Projects
Condenser Replacement – Chelmsford Arena	25	145,000	-	-	-	-	-	145,000	
Frobisher Salt / Sand Storage Facility	25	4,000,000	-	-	-	-	-	4,000,000	
1920 Paris Heating and Hot Water Boiler Replacement	25	600,000	-	-	-	-	-	600,000	
Bridges and Culverts Replacement and Rehabilitation - 2021	25-75	10,000,000	1,300,000	-	-	-	-	11,300,000	
Outdoor Court Resurfacing / Conversion	30	438,000	657,000	657,000	657,000	657,000	1,314,000	4,380,000	20,425,000
1960 Paris Roof Replacement	25	1,456,500	-	-	-	-	-	1,456,500	
Paris-Notre Dame Bikeway	30	5,500,000	-	-	-	-	-	5,500,000	
Second Ave Stormwater Management Facility Design	50	350,000	4,500,000	-	-	-	-	4,850,000	32,231,500
Arterial/Collector Roads Rehabilitation & Resurfacing - 2021	15-54	8,050,000	1,850,000	-	-	-	-	9,900,000	42,131,500

If projects are financed with debt of up to \$40 million, then the following projects can be funded with the \$21 million of capital funding (along with future year cash flow impact of \$11 million in 2022 and \$2.5 million in 2023):

Date: December 8, 2020

	2021	2022	2023	2024	2025	Total	
Waterfront Equipment Replacement	69,300					69,300	
Lifting Equipment and Tub Replacement	108,000					108,000	
TSSA Compliance - Landfill Gas System at Sudbury Landfill	500,000					500,000	
IT Server Software Infrastructure Replacement	569,700					569,700	
Howard Armstrong Recreation Centre Track Surface and Lighting Re	115,000					115,000	
Arena Mechanical, Electrical and Life Safety Equipment Upgrades	224,400					224,400	
Whitson River Trail	1,677,510					1,677,510	
Replacement of eight Support Apparatus	455,000					455,000	
Multi-Year Camera System Migration to Ivision	280,400	147,300	126,500			554,200	
Pool refurbishments	313,476	104,110	176,065			593,650	
Arena upgrades	1,438,029	3,899,888	1,133,770			6,471,687	
Delki Dozzi Cycling Track Reinstatement/Upgrades	559,285	-	-			559,285	
TDS Exterior Refurbishments	272,886	-	-			272,886	
Capreol CSC AODA Entrance and Chair Lifts Replacement	135,000	295,000	-			430,000	
Surface Treatment - 2021	5,000,000	-	-			5,000,000	
IT Storage and Backup Replacement	277,000	130,000	89,000			496,000	
Arena Roof Replacements and Interior Drywall Upgrades	1,379,173	859,448	-			2,238,621	
Fieldhouse buildings refurbishments	378,299	329,601	-	-	-	707,900	
1160 Lorne Structural and Electrical system improvements	110,278	394,080	3,826	18,764	68,010	594,959	
Recycling Center Fire Protection Sprinkler System Upgrade	750,000	-	-	-	-	750,000	
Backstop Replacement at Baseball Complexes	109,200	-	-	-	-	109,200	
Local Roads Rehabilitation & Resurfacing - 2021	4,270,000	-	-	-	-	4,270,000	
Larch tower mechanical upgrades and refurbishments	351,657	-	-	-	-	351,657	
Tool Surveillance Monitor Room- Sudbury Housing	30,000	-	-	-	-	30,000	
Dr Ed LeClair Arena Parking Lot Upgrade	312,500	-	-	-	-	312,500	
Final Cover of Stage 2 - Hanmer Landfill	125,000	1,350,000	-	-	-	1,475,000	
Final Cover of Stage 2 - Azilda Landfill	125,000	1,350,000	-	-	-	1,475,000	
Fire Halls - Updates Staircase Refurbishments	318,692	1,097,501	-	-	-	1,416,193	
Community Centers Refurbishments and Repairs	302,000	1,045,149	921,345	-	-	2,268,494	
Beach Site Facility Refurbishments (Bell Park, Moonlight)	434,153	-	-	-	-	434,153	
	<b>Total</b>	<b>20,990,936</b>	<b>11,002,077</b>	<b>2,450,506</b>	<b>18,764</b>	<b>68,010</b>	<b>34,530,294</b>

### 2021 Special Capital Levy

Based on the Long-Term Financial Plan, it recommends that the City approves a Special Capital Levy to address the infrastructure deficit. Therefore, staff will be presenting an option for the Committee’s consideration for the 2021 Budget to approve a 2021 Special Capital Levy in the amount of approximately \$4.34 million. If approved, this amount may be used for the following options:

- Increase capital funding for 2021 capital projects of \$4.34 million and fund the next highest priority projects as follows:
  - Arterial / Collectors Rehabilitation and Resurfacing
  - Roads Projects with W/WW Improvements
  
- Fund debt repayments of \$4.3 million for the next 25 which would result in external debt of \$75 million (at 2.8% over 25 years) to fund the following capital projects:

Date: December 8, 2020

Dept	Est. Useful Life (years)	Estimated Cost and Timing of Cash Flows							Total
		2021	2022	2023	2024	2025	Beyond		
1920 Heating and Hot Water Boiler Replacement	25	600,000	-	-	-	-	-	600,000	
TSSA Compliance - Landfill Gas System at Sudbury Landfill	25	500,000	-	-	-	-	-	500,000	
Bridges and Culverts Replacement and Rehabilitation - 2021	25-75	10,000,000	1,300,000	-	-	-	-	11,300,000	
Outdoor Court Resurfacing / Conversion	30	438,000	657,000	657,000	657,000	657,000	1,314,000	4,380,000	
1960 Paris Roof Replacement	25	1,456,500	-	-	-	-	-	1,456,500	
Howard Armstrong Recreation Centre Track Surface and Lighting Repl	20-45	115,000	-	-	-	-	-	115,000	
Paris-Notre Dame Bikeway	30	5,500,000	-	-	-	-	-	5,500,000	
Second Ave Stormwater Management Facility Design	50	350,000	4,500,000	-	-	-	-	4,850,000	
Arterial/Collector Roads Rehabilitation & Resurfacing - 2021 to 2025	15-54	8,050,000	1,850,000	-	-	-	-	9,900,000	
Roads Projects with Water/Wastewater Improvements - 2021 to 2023	15-54	1,050,000	9,980,000	-	-	-	-	11,030,000	
Arena Mechanical, Electrical and Life Safety Equipment Upgrades	25-45	224,400	-	-	-	-	-	224,400	
Whitson River Trail	15-50	1,677,510	-	-	-	-	-	1,677,510	
Pool refurbishments	25-45	313,476	104,110	176,065	-	-	-	593,650	
Arena upgrades	25-50	1,438,029	3,899,888	1,133,770	-	-	-	6,471,687	
Delki Dozzi Cycling Track Reinstatement/Upgrades	20-45	559,285	-	-	-	-	-	559,285	
TDS Exterior Refurbishments	40	272,886	-	-	-	-	-	272,886	
Capreol CSC AODA Entrance and Chair Lifts Replacement	15-50	135,000	295,000	-	-	-	-	430,000	
Arena Roof Replacements and Interior Drywall Upgrades	25	1,379,173	859,448	-	-	-	-	2,238,621	
Fieldhouse buildings refurbishments	25	378,299	329,601	-	-	-	-	707,900	
1160 Lorne Structural and Electrical system improvements	25-60	110,278	394,080	3,826	18,764	68,010	-	594,959	
Recycling Center Fire Protection Sprinkler System Upgrade	20	750,000	-	-	-	-	-	750,000	
Backstop Replacement at Baseball Complexes	30	109,200	-	-	-	-	-	109,200	
Local Roads Rehabilitation & Resurfacing - 2021	25-50	4,270,000	-	-	-	-	-	4,270,000	
Dr Ed LeClair Arena Parking Lot Upgrade	20	312,500	-	-	-	-	-	312,500	
Fire Halls - Updates Staircase Refurbishments	50	318,692	1,097,501	-	-	-	-	1,416,193	
Community Centers Refurbishments and Repairs	25-50	302,000	1,045,149	921,345	-	-	-	2,268,494	
Beach Site Facility Refurbishments (Bell Park, Moonlight)	25-50	434,153	-	-	-	-	-	434,153	
Grace Hartman Amphitheatre Sound system refurbishment	45	57,500	57,500	-	-	-	-	115,000	
Camp Site Facility Refurbishments (Camp Sudaca, Waskakwa)	25-50	152,931	-	-	-	-	-	152,931	
Parks Depot Envelope Repairs (Azilda and Valley East)	25	378,750	-	-	-	-	-	378,750	
TDS Mechanical upgrades and refurbishments	25-45	485,287	-	-	-	-	-	485,287	
720 Bruce Emergency Generator Replacement	20-40	290,000	-	-	-	-	-	290,000	
Fielding Park Improvments	20-30	80,000	-	-	-	-	-	80,000	
Renovations to Gerry McCrory Countryside Sports Complex Hall of Fan	50	127,000	-	-	-	-	-	127,000	
								74,591,905	

## **Conclusion**

Staff is recommending that no additional debt be considered for the 2021 Capital Budget. This should be considered for the 2022 Capital Budget and towards strategic and long-term capital projects, as opposed to expanding annual capital programs.

Furthermore, the 2021 Budget will include business cases as requested by Council, for the Valley East Twin Pad and Pioneer Manor Bed Redevelopment which will incorporate debt as the financing plan. Therefore, the Committee may recommend that additional debt for 2021 be possibly considered for these projects.

## **References:**

2020 Annual Repayment Limit Report -  
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=12&id=1512>

## Request for Decision

### Capital Levy Allocation

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Dec 08, 2020

Report Date Tuesday, Nov 24, 2020

Type: Referred & Deferred  
Matters

### Resolution

Resolution One:

THAT the City of Greater Sudbury invest the 1.5% capital levy, equal to \$4.1 million directly in the projects outlined in Option 1 (Buildings and Equipment), as outlined in the report entitled "Capital Levy Allocation", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

Signed By

No signatures or approvals were recorded for this report.

**In the event resolution one is carried and option 3 is chosen, the following resolution will need to be read and passed:**

THAT the City of Greater Sudbury amend existing tenders for road projects that include the road locations described in Option 3 as outlined in the report entitled "Capital Levy Allocation", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

**In the event resolution one is defeated, resolution two will be read and considered.**

Resolution Two:

THAT the City of Greater Sudbury use the 1.5% capital levy as an annual payment to secure debt and invest in the projects outlined in Option \_\_\_ as outlined in the report entitled "Capital Levy Allocation", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

**Resolution Three (only if Option #4 or #5 is approved by Committee):**

THAT the City of Greater Sudbury approves additional debt financing of approximately \$22 million for associated water and wastewater infrastructure improvements on Lorne Street and Local Roads in Downtown areas with the debt repayments to be incorporated within the 2021 Water and Wastewater Operating Budget as outlined in the report entitled "Capital Levy Allocation", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.



Finance and Administration  
Committee



Type of Decision									
Meeting Date	December 8 <sup>th</sup> , 2020			Report Date	December 4 <sup>th</sup> , 2020				
Decision Requested	<input type="checkbox"/>	Yes	X	No	Priority	<input type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only			Type of Meeting	X	Open	<input type="checkbox"/>	Closed	

Report Title
2020 Special Capital Levy

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
This report is for information only.	This report refers to operational matters.
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resolution Continued</b>	<b>Background Attached</b>



**Report Summary**


This report provides Council an updated recommendation with respect to the allocation of the 2020 special Capital Levy.

**Financial Implications**

This report has no direct financial implications.


A resolution has been prepared in the report entitled '2021 Operating Budget Report' which requests authority to utilize these funds to offset the 2021 property tax levy.

**Report Prepared By**




Name: Steve Facey  
Title: Manager of Financial Planning & Budgeting

**Division Review**




Name: Ed Stankiewicz  
Title: Executive Director of Finance, Assets & Fleet

**Recommended By the Department**




Name: Kevin Fowke  
Title: General Manager of Corporate Services

**Financial Implications**



Name: Steve Facey  
Title: Manager of Financial Planning & Budgeting

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



Ed Archer  
Chief Administrative Officer

## **Executive Summary**

This report provides an updated recommendation with respect to the allocation of the 2020 Special Capital Levy.

A recommendation to defer the allocation of spending of these funds to 2021 to offset known pressures due to COVID-19 is contained within the report entitled '2021 Operating Budget Update' on this evening's agenda.

## **Background**

The Finance and Administration Committee approved a 1.5% special capital levy when approving the 2020 Budget.

A report was prepared and presented in January 2020. This report highlighted a recommendation to debt finance approximately \$80 million and utilize the \$4.1 million special capital levy to pay for these projects. Staff were directed to further analyze recommended options and to return with a subsequent report. This report was deferred to June 2020.

A revised report, included in **Appendix A**, was presented to the Finance and Administration Committee on June 2<sup>nd</sup>, 2020. This report included a revised recommendation based on further analysis. Due to the financial pressures faced as a result of COVID-19, the allocation of the 2020 Special Capital Levy. The following resolution was read and carried at the June 2<sup>nd</sup> meeting:

*THAT the capital levy allocation report be deferred to December of 2020 and that staff provide updated recommendations at that time to address aging infrastructure needs in the community and to include the potential for applying the amount towards a 2020 operational deficit.*

The organization has received funding through the Safe Restart Agreement (both Municipal and Transit streams) totaling \$12.7 million. Accounting for this funding along with service level adjustments that were implemented throughout 2020, the 2020 deficit will be funded with a smaller amount contributed to reserve at year-end.

## **Analysis**

Due to the impact of COVID-19, the current financial situation for 2020 and pressures that the organization is facing for 2021, it is recommended to defer 2020 Special Capital Levy funds to offset the 2021 property tax levy.

Staff were directed to provide updated recommendations to address aging infrastructure needs in the community. These recommendations are included within the report entitled '2021 Capital Budget Update' on this evening's agenda.

## **Conclusion**

A resolution has been prepared as part of the 2021 Operating Budget Update which recommends the deferral of the 2020 Special Capital Levy and utilize these funds to offset a larger property tax levy increase for 2021.



# Request for Decision

## Capital Levy Allocation

Presented To:	Finance and Administration Committee
Presented:	Tuesday, Jun 02, 2020
Report Date	Wednesday, May 20, 2020
Type:	Referred & Deferred Matters

### Resolution

Resolution One:

THAT the City of Greater Sudbury invest the 1.5% capital levy, equal to \$4.1 million directly in the projects outlined in Option 1 (Buildings and Equipment) in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 20, 2020.

**In the event resolution one is carried and option 3 is chosen, the following resolution will need to be read and passed:**

THAT the City of Greater Sudbury amend existing tenders for road projects that include the road locations described in Option 3 in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 20, 2020.

**In the event resolution one is defeated, resolution two will be read and considered.**

Resolution Two:

THAT the City of Greater Sudbury use the 1.5% capital levy as an annual payment to secure debt and invest in the projects outlined in Option \_\_\_ in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 12, 2020.

**Resolution Three (only if Option #4 or #5 is approved by Committee):**

THAT the City of Greater Sudbury approves additional debt financing of approximately \$22 million for associated water and wastewater infrastructure improvements on Lorne Street and Local Roads in Downtown areas with the debt repayments to be incorporated within the 2021 Water and Wastewater Operating Budget.

**Signed By**

**Report Prepared By**  
 Kevin Fowke  
 General Manager of Corporate Services  
*Digitally Signed May 20, 20*

**Financial Implications**  
 Apryl Lukezic  
 Co-ordinator of Budgets  
*Digitally Signed May 20, 20*

**Recommended by the Department**  
 Kevin Fowke  
 General Manager of Corporate Services  
*Digitally Signed May 20, 20*

**Recommended by the C.A.O.**  
 Ed Archer  
 Chief Administrative Officer  
*Digitally Signed May 20, 20*

## **Relationship to the Strategic Plan / Health Impact Assessment**

Council's 2020 budget includes a 1.5% capital levy for investment towards City's aging infrastructure. This report outlines capital investment recommendations which are based on the enterprise asset management policy and capital prioritization tool. These policies of Council and the capital levy itself directly align with Council's strategic priorities including asset management.

## **Report Summary**

This report provides a recommendation regarding alternatives to allocate Council's approved 2020 1.5% capital levy.

## **Financial Implications**

The \$4.1 million identified as the funding source will be available for any of these options.

If one of the debt options is selected, then there would be additional debt financing for the related water and wastewater infrastructure improvements that would be included in the 2021 Water and Wastewater Budget.

## **PURPOSE**

The purpose of this report is to further analyze recommended options for the application of the 1.5% capital levy approved with the 2020 budget and outline capital investment recommendations based on direction received at the January 14<sup>th</sup> Finance and Administration Committee.

## **BACKGROUND**

City Council finalized the 2020 budget on December 16<sup>th</sup>, 2019. As a part of the process, Council approved a dedicated capital levy of 1.5% toward investments in the City's "aging infrastructure". Staff returned to the January 14<sup>th</sup> meeting of the Finance and Administration Committee with a number of options for Committee's consideration and the following motion was carried by the Committee:

THAT the report regarding the allocation of the special capital levy be deferred and that staff be directed to prepare a report and additional options by the end of the first quarter of 2020 that include investments focusing on the infrastructure deficit as described in the 2016 Municipal Asset Management Plan with three lists of proposed projects for each of the following categories:

1. Arterial roads;
2. Local roads; and,
3. Buildings and Facilities,

AND THAT the report contemplate the alternatives of spending only the capital levy of \$4.1 million, borrowing over a 30 year period in the amount of \$80 million and borrowing over a 20 year period in the amount of \$61 million dollars;

AND THAT the report include information regarding the financial payback from potential energy savings for projects involving Buildings and Facilities.

## **ANALYSIS**

Each year, the City prioritizes capital investments using a single enterprise prioritization tool based on principles in its Enterprise Asset Management Policy. Capital investment priorities are finalized by the City's Executive Leadership Team and are recommended to the Finance and Administration Committee in form of a plan containing capital projects and funding recommendations for those projects as a part of the Committee's annual budget deliberations. Further, a four year outlook is developed.

The Committee's deliberations annually include changes to the mix of projects recommended by staff and debate about the optimal funding mechanisms. The result of the debate forms the City's annual capital plan.

### **Decision #1 – Resolution #1**

With the addition of a dedicated capital levy in 2020, Committee now has to decide how to prioritize investment of that levy. It could invest the levy directly in \$4.1 million worth of additional capital projects which would be added to the roughly \$170 million capital plan for 2020 or it could approve the

use of the capital levy to debt finance a larger source of funding for long term asset renewal. That is the first decision Committee is being asked to consider in this report.

If resolution #1 is approved, Committee will decide on projects equaled to \$4.1 million for immediate planning and execution. Below, Tables 1 – 3 outline three options for Committee’s consideration categorized into arterial roads, local roads and buildings and facilities in accordance with the January 14<sup>th</sup> motion. The project details are contained in Appendix A. These options appear in order of staff’s recommendation and Resolution #1 will be read with Option 1 as the recommended set of projects.

Table 1 – Option 1

<b>1. Facilities and other aging infrastructure:</b>		
Arena SMART Hub Energy Upgrades		507,000
Arena Roof Replacements and Interior Drywall Upgrades		2,270,000
Copper Cliff Library Capital Repairs		1,170,000
Transit - Implementation of Various Technological Improvements		4,987,000
		<b>8,934,000</b>
Less: Estimated Energy Grant for Arena SMART Hub Project		(157,669)
Less: Estimated ICIP Funding for Transit Technological Improvements		(3,640,510)
Less: Funds committed in 2021 Capital Budget towards Transit Project		(1,035,821)
		<b>4,100,000</b>

Table 2 – Option 2

<b>2. Local Roads:</b>		
Local Road Improvements for our Downtowns		4,100,000
		<b>4,100,000</b>

Table 3 – Option 3

<b>3. Arterial:</b>		
Old Hwy 69 (MR 80) North of Maley Drive to McCrea Heights (enhanced scope)		1,600,000
Capreol Road (MR 84) Cote Boulevard to Linden Drive		1,800,000
Old Hwy 69 (MR 80) South of Jean D’arc Street to North of Dominion Drive		700,000
		<b>4,100,000</b>

Option 1 contains a set of buildings and equipment projects that all scored very well in the enterprise capital prioritization exercise in preparation for the 2020 budget. They are projects that maximize available funding from senior levels of government and payback in terms of energy credits. The arena and Copper Cliff Library projects return these facilities to a “state of good repair” standard and while they improve energy efficiency, they do not generate savings to budget that would create a measurable payback. If Option #3 on roads is approved, then another resolution is required to be passed in order to expand scope of existing tenders for these road locations.

**Decision #2 – Resolution #2**

If resolution #1 is defeated, Committee will consider using the 1.5% capital levy as an annual payment to secure debt and invest in a longer list of projects depending if term of debt is over 20 or 30 years. If either of the debt financing options below are chosen, a separate resolution will have to be passed in order to authorize additional debt financing for the corresponding water and wastewater linear infrastructure improvements. This debt financing would result in debt repayments in the annual water and wastewater operating budgets starting in the 2021 Budget.

Using the capital levy to debt finance an amount over 20 years would result \$61 million available for capital expenditure and over 30 years would result in \$80 million at best available interest rates. In accordance with the City’s debt management policy and the Municipal Act, debt financing would only be recommended for those projects on assets with an estimated useful life equal to or greater than the term of debt used to finance the projects.

If resolution #2 is approved and Committee uses the 1.5% capital levy as an annual payment over 20 years to generate \$61 million, the projects listed in Table 4 are recommended to Committee for investment.

Table 4 – Option 1

<b>4. \$61 million Debt over 20 years Option:</b>		
Lorne Street - from Power to Logan (additional funds as external grants not approved)		14,600,000
Frobisher Salt/Sand Dome Replacement		8,250,000
Maley Drive Extension (four lanes from Frood Road to MR 35 with roundabout at Frood Road)		11,000,000
Local Road Improvements for our Downtowns	3,040	18,240,000
Copper Cliff Library Capital Repairs		1,170,000
Various Pool upgrade requirements:		
- Onaping		1,600,000
- RG Dow		400,000
- Nickel District		650,000
- Gatchel		2,400,000
Greater Sudbury Housing Corporation capital projects:		
- 1960 Paris Elevator Modernization		300,000
- 1052 Belfry Make Up Air Replacement		100,000
- 166 Louis Street Make Up Air Replacement		100,000
- Walkup Apartment Make Up Air (\$35,000 per building x 4 units)		140,000
- 1960 A+B Paris Roof Replacement		1,200,000
- 1960 A Paris Balcony Railing Replacement		350,000
- 1960 B Paris Balcony Railing Replacement		500,000
<b>Total Debt Financing for Cash Flow</b>		<b>61,000,000</b>

If resolution #2 is approved and Committee uses the 1.5% capital levy as an annual payment over 30 years to generate \$80 million, the projects listed in Table 5 are recommended to Committee for investment.

Table 5 – Option 2

<b>5. \$80 million Debt over 30 years Option:</b>		
Lorne Street - from Power to Logan (additional funds as external grants not approved)		14,600,000
Lorne Street - from Logan to Elm		17,900,000
Frobisher Salt/Sand Dome Replacement		8,250,000
Maley Drive Extension (four lanes from Frood Road to MR 35 with roundabout at Frood Road)		11,000,000
Local Road Improvements for our Downtowns	3,193.92	19,163,510
Various Pool upgrade requirements:		
- Onaping		1,600,000
- RG Dow		400,000
- Nickel District		650,000
- Gatchel		2,400,000
Greater Sudbury Housing Corporation capital projects:		
- 1960 Paris Elevator Modernization		300,000
- 1052 Belfry Make Up Air Replacement		100,000
- 166 Louis Street Make Up Air Replacement		100,000
- Walkup Apartment Make Up Air (\$35,000 per building x 4 units)		140,000
- 1960 A+B Paris Roof Replacement		1,200,000
- 1960 A Paris Balcony Railing Replacement		350,000
- 1960 B Paris Balcony Railing Replacement		500,000
Transit - Implementation of Various Technological Improvements		4,987,000
<b>Total Debt Financing before estimated funding sources</b>		<b>83,640,510</b>
Less: Estimated ICIP Funding for Transit Project pending ICIP Approval		(3,640,510)
<b>Total Debt Financing</b>		<b>80,000,000</b>

### Local Roads Improvement Program in our Downtowns

In both resolutions, there are options which provide an investment (of either \$4.1 million in option 2, \$18.2 million in option 4 and \$19.2 million in option 5) local roads improvement in the downtowns across Greater Sudbury. These options anticipate staff will bring a program forward for Committee’s direction comprised of projects which will rehabilitate and/or complete road reconstruction in the City’s various downtowns. These projects would result in engineering investigation and planning in 2020 and construction anticipated between 2021 and 2024 to coordinate projects and minimize impact on downtown area businesses. We would anticipate interest from Downtown BIA and local businesses which warrant sufficient planning before final design and construction commences.

These projects benefit local roads in some of the oldest areas of our community with an extended life of assets and provide economic benefits along with beautification features. Further, the downtowns across our community are areas where updates could include transportation demand management features such as cycling infrastructure and pedestrian safety features. If one of these options is directed, staff would return with recommended downtown streets across our community and any complimentary water/wastewater funding possibilities where the repair includes renewal of linear



infrastructure. Some geotechnical work is planned in 2020 in downtown Sudbury as part of the 2020 Capital Budget.

## **FINANCIAL IMPLICATIONS**

If Option 1 is chosen, \$1,035,821 will need to be funded in the 2021 capital budget for the Transit related project. Otherwise, there are no direct financial implications should the Committee select any of the options in the report under Resolution #1 or #2. The 1.5% capital levy would fund either the direct expenditure of \$4.1 million on a set of approved capital projects or would provide the first payment toward 20 or 30 year debt financing.

Council will recall that the 2021 Capital Budget (forecast column as shown in 2020 Capital Budget) consists of the cash flow spending for capital projects approved in the 2020 Capital Budget or earlier years. In order to fund the 2021 Capital Budget as tabled, it utilized most of the annual capital contribution (as shown on the table on page 382) as well as additional \$10 million of external debt (as shown on the table on page 390). Should Committee approve Resolution #1, \$7.9 million would be available for 2021 capital prioritization (less \$1,035,821 if Option 1 is selected). Should Committee approve Resolution #2, \$3.7 million of capital funds would be available for 2021 capital prioritization. Therefore, there is minimal amount of funds available to invest in new capital projects as part of the 2021 Capital Budget, unless additional debt is acquired to fund new projects in 2021. In other words, the 2021 Capital Budget will appear as tabled in the 2020 Budget document with approximately \$3.7 million to \$7.9 million available to new capital projects in various areas such as roads, facilities, information technology, fire services, Greater Sudbury Housing Corporation and so on. It does exclude water, wastewater, fleet, paramedic services, parks equipment and Police as they have separate funding sources for its capital budgets.

There are other choices available to Council though that include the use of the \$4.1 million levy to access debt in 2021 (rather than immediately as described in Resolution #2) or additional debt financing. Staff will seek direction on the desired scope of new capital projects to be added to the 2021 budget through the budget direction report which will be presented to Committee in at its May meeting.

## **CONCLUSION / RECOMMENDATION**

Staff recommends that Option 1 be approved for the capital levy amount in 2020 as this will address the infrastructure deficit and maximize other potential funding opportunities. This option will also commit a portion from the 2021 Capital Budget and the remainder would be available for new capital projects for Council consideration as part of the 2021 Budget deliberations.

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available)  (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed.  What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
1 Arena SMART Hub Energy Upgrades	\$ 507,000		Q3 2021	<p>An arena facilities consume a great deal of electrical energy during its normal operation. A typical community arena ice plants accounts for 40% of the energy used each year. Energy is the second-highest cost of operation, exceeded only by labor, in a typical ice facility. City arena refrigeration systems were designed for decades ago with simple analog technology. Modern technology available, including modulating head pressure controls and monitoring equipment, reduces equipment run time and energy consumption. It estimated that 1,195,317 KW of energy will be saved by installing the SMART Hub technology amounting to a energy cost savings of \$188,787 annually.</p> <p>This project proposes to purchase SMART Hub technology to be installed in each arena plant. The SMART Hub upgrade offers the following main features: SMART Scheduling; remote access; maintenance schedule notifications; alarm to email/text notifications; mobile app; power monitoring; and floating head pressure. As an option, the project could look at Class 1 arenas only, which would have a project cost of \$275,000 with annual savings of \$109,131.</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project also supports the City's Community Energy and Emissions Plan (CEEP) by reducing energy use at municipal arenas. As equipment run time will be reduced, the project will extend the life expectancy of arena refrigeration equipment (approximately 10%).</p>	<p>Energy costs will continue to be incurred due to analog technology. Equipment servicing costs will continue rise as equipment approaches end of life expectancy.</p>	<p>The project will allow the City to continue providing existing service levels for arenas. The City currently provides 16 ice pads across 14 arenas. The Parks, Open Space and Leisure Master Plan establishes a provision level of one ice pad for every 405 youth registrants.</p>	<p>Estimated energy savings of \$188,787 annually. Average pay back period per system installed is 3.08 years.</p>	<p>Estimated energy grant of \$157,669 expected in completion of this project.</p>
2 Arena Roof Replacements and Interior Drywall Upgrades	\$ 2,270,000	30	End of 2021	<p>The Cambrian, Capreol, Coniston, Countryside, Dr Edgar LeClair, Garson, and JJ Coady Arenas require roof replacements and interior drywall repairs as identified from the recent 2018 Building Condition Assessments (BCA).</p> <p>The stakeholders of this project are Assets, Leisure Services, Parks and citizens that rent the arenas.</p> <p>With funding approval, we will begin design and tender the works in 2020. The repairs are anticipated to be phased amongst the several arenas, and completed in 2021. The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). Cambrian and Onaping roofs are actively leaking. The rest are nearing end of life-cycle. Water leaks into interiors can cause mould and other adverse health issues.</p>	<p>Escalation of costs due to inflation, the longer water leaks are prolonged, the more damages to interior finishes, and increased risk to developing mould. Falling asset will lead to increased customer complaints and portray a negative image of the City when hosting out of town teams during events.</p>	<p>The project will allow the City to continue providing existing service levels for arenas. The City currently provides 16 ice pads across 14 arenas. The Parks, Open Space and Leisure Master Plan establishes a provision level of one ice pad for every 405 youth registrants.</p> <p>Roofs are part of the building envelope which is critical to life cycle of a structure.</p>	<p>None</p>	<p>None.</p>
3 Copper Cliff Library Capital Repairs	\$ 1,170,000	20	End of 2021	<p>The Copper Cliff Library is fast approaching the end of its useful life. There are a number of large repair/replacement projects identified: complete roof replacement, parking lot refurbishment, front and rear entrances/ramp replacements, doors and brick/planter refurbishment. In addition, significant interior upgrades are required due to safety concerns which includes upper loft railing and stair railing. Other interior renovations required include bathroom retrofits, flooring replacement and electrical updates. The stakeholders of this project are Libraries, Assets and Citizens. Although we expect to be able to complete this work in its entirety in 2020, there could be a possibility that a portion of the interiors being completed in 2021 (this can only be confirmed from tender with a contractor).</p>	<p>The leaks result in issues the deterioration of other parts of the building, including windows. Water leaks also cause mould and can have adverse issues on health.</p>	<p>Will continue to deteriorate in a progressive rate and eventually will not be able to function.</p>	<p>This will prolong the use of the facility.</p>	<p>Will result in savings of costs associated to repair and mitigate roof leaks, and will preserve other elements of building that are deteriorating as a result of the leaks.</p>	<p>None</p>

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Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed.  What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy rebates; etc)	Federal / Provincial Funding or Other Grants
4 Transit - Implementation of Various Technological Improvements	\$ 4,987,000		end of 2023	Leveraging with Investing in Canada Infrastructure Program (ICIP) funding, Transit is applying for the implementation of various technological improvements. The resulting recommendations of the review must allow for the collection and operational management of reliable data which will be used to analyze service demand. Preliminary areas of improvements will focus on a new electronic fare payment system, and an on-demand solution for low(er) ridership areas.  There is a high confidence that this project can be completed as described and within forecasted cost and timeframe.	The implementation of various technological options will positively impact riders by increasing customer experience and operational efficiencies. Technological improvements will create alternate payment options for a more accessible transit service (new electronic fare collection system) and create operational efficiencies with the collection of better data to support planning and network design. On-demand technologies would provide an increase in level of service in low demand areas. Programs which support operational functions (daily work assignments, absenteeism etc) could reduce time spent on administrative tasks, and provide Supervisors time to manage the system.	Doesn't improve customer feedback for easier, faster and more dependable fare media options. Also, failure to implement new smartcard technology will result in continued farebox maintenance costs on aged assets (most fareboxes are past their useful life) whereas a new system would result in significantly less maintenance costs due to newer life cycle. On-Demand technology will allow for improved service within existing operating funds.	Fareboxes are becoming increasingly expensive to maintain and eliminating their use with smartcard technology would assist in the life cycle of this new payment system.	Lower farebox maintenance. Approx. \$80k per year average annual spend since 2018 with annual budget of \$45K in 2020.	\$ 3,640,510
5 Local Roads Resurfacing and Rehabilitation	\$ 4,100,000		2020	Scope of work includes resurfacing or rehabilitation of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 10 years.	Scope of work includes resurfacing or rehabilitation of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 10 years.	Maintenance costs will be expected to increase and local resident satisfaction is not addressed.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
6 Old Hwy 69 (MR 80) North of Maley Drive to McCre Heights (enhanced scope)	\$ 1,600,000		2020	Increase scope of approved project from localized patching to full length resurfacing of approximately 3.5km of arterial road. \$1.6 mil in funding will be added to the approved \$2.0 mil funding for 2020.	Full length resurfacing will reduce future maintenance costs within the road segment and extend the service life of the road segment to 7 to 10 years.	Maintenance of sections between the patched sections of road will be required. Full length resurfacing may be required within the expected service life of the proposed full length resurfacing.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
7 Capreol Road (MR 84) Cote Boulevard to Linden Drive	\$ 1,800,000		2020	Bring forward proposed project from the planned completion year of 2021 to 2020 and revise limits. Scope of work includes approximately 1.5 km of full depth asphalt rehabilitation of arterial road using recycled technology and addition of paved shoulders.	Rescheduling proposed from 2021 to 2020 work provides an opportunity for additional road work in 2021.	Delay in project will result in increase in maintenance costs for this road segment.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
8 Old Hwy 69 (MR 80) South of Jean D'arc Street to North of Dominion Drive	\$ 700,000		2020	Bring forward proposed project from the planned completion year of 2021 to 2020. Scope of work includes approximately 0.4 km of 90mm asphalt grind and overlay with curb replacement. This contract has been awarded and work will be approved by change order.	Rescheduling proposed from 2021 to 2020 work provides an opportunity for additional road work in 2021.	Delay in project will result in increase in maintenance costs for this road segment.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None

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9 Lorne Street - from Power to Logan (additional funds as external grants not approved)	\$ 14,600,000	Average of 30+ years	2021	This project includes the construction of the rehabilitation and resurfacing of Lorne Street for one of two phases. This phase of work includes from Power Street to Logan Street. Phase 1 includes Power St. to West of Big Nickel Mine as well as Power St. to Logan Ave. The City of Greater Sudbury has approved a portion of funding, and was originally presented with proposed Federal and Provincial funding that did not materialize. The City currently has approximately \$9 million currently budgeted for Roads (annual allocation in future capital budgets until 2038. This request is for the balance of funding.  Additional information on this project can be found in the Business Case as part of the 2020 Budget document.	This project will address aging infrastructure, work will be coordinated with water/wastewater improvements, improve citizen satisfaction and foster economic development.	Road and water/wastewater infrastructure will continue to deteriorate, maintenance costs are expected to increase, and future capital costs can be expected to increase.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
10 Frobisher Salt/Sand Dome Replacement	\$ 8,250,000	50	2021	This project includes the construction of a new salt/sand storage structure at the Frobisher Depot. The proposal for this work is supported by the council report titled "Depot Master Plan - Frobisher, St. Clair, Suez, Black Lake and Whitefish" dated July 31, 2018.	This project will support redevelopment of the depot site using best salt management practices as the storage of pickled sand and salt will be located outside of the Ramsey Lake intake protection zone.	If the project is not completed, the City would not be adhering to the preferred solution of the Frobisher Depot Risk Management Plan and would be at risk of salt contamination of the intake protection zone.	A new storage facility for the Frobisher Depot is required and completion of this project will reduce the total funding required to address the depot infrastructure deficit.	Building maintenance work can be reallocated to other assets.	None
11 Maley Drive Extension (four lanes from Froad Road to MR 35 with roundabout at Froad Road)	\$ 11,000,000	Average of 30+ years	With approval in March, it would be tendered in 2020 with majority of work completed by end of 2021.	Scope of work includes four lanes from Froad Road to MR 35 with a roundabout at Froad Road. This road segment is currently attracting additional traffic with the recent opening on Maley Drive and experiencing congestion issues.	Improve levels of service for operation of transportation network, promoting economic development, and synergy with existing construction work.	If project is not completed congestion will continue and maintenance costs are expected to increase.	This project does address the existing infrastructure deficit on the pavement condition of the existing two lane road.	Maintenance work can be reallocated to other assets.	None
12 Local Road Improvements for our Downtowns	Approximately \$18 million to \$19 million	Average of 30+ years	Construction of these roads would be phased over multiple years to minimize impact to businesses.	Scope of work includes reconstruction of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 20 years, however the other components will have a design life of 50 years, therefore the average design life will exceed 30 years. In 2021, Larch Street from Elgin to Lisgar (Sudbury) is identified in the capital budget and these limits could be extended to include portions of Lisgar and Durham. All community Downtown areas will be review for opportunities for road improvements including resurfacing, rehabilitation, sidewalk and curb renewal, light standards and will provide opportunities for beautification.	This project will reduce maintenance costs for the improved road segments, increase resident satisfaction with completion of community improvements and improve ability to attract businesses to downtown areas.	Maintenance costs will be expected to increase and resident/business satisfaction is not addressed.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
Various Pool Upgrade Requirements:									
13 - Onaping	\$ 1,600,000	15	End of 2021	This project also has corresponding work with W/WW which is estimated at \$4,000/m.	This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.  BCA calls for investment in facility.	The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.	The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).  Project would bring identified items back to a state of good repair which will prolong the use of the facility.	Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.	None. Perhaps on the HVAC. TBD

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14 - RG Dow	\$ 400,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The main repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>The stakeholders of this project are Assets and Leisure Services. With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.</p>	<p>None. Perhaps on the HVAC. TBD</p>
15 - Nickel District	\$ 650,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The main repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>The stakeholders of this project are Assets and Leisure Services. With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.</p>	<p>None. Perhaps on the HVAC. TBD</p>
16 - Gatchell	\$ 2,400,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The estimate includes \$1.5M for tank replaement. In 2016, Gatchell Pool was closed for a two week period to complete emergency repairs. The pool had been losign significant water which was discovered to be a result of a major crack running the length of the pool tank. A patch was applied with a 15 year life expectancy. Other repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>None. HVAC and lighting already updated a few years ago, and no potential for savings.</p>	<p>None</p>
Greater Sudbury Housing Corporation Capital Projects:									

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17 - 1960 Paris Elevator Modernization	\$ 300,000	25	Q1 2021	Modernization of the 1960 Paris B building elevators (2 elevators). 3rd Party elevator audit from 2014 recommended the full modernization of the elevators at this building. Subsequent to this audit, the controllers became obsolete and parts are no longer available. The elevator is no longer providing the level of service with one unit being out of service for over 2 months. The elevators should last 25 years.	It is important to maintain levels of service in a community housing building made up of family units. The second elevator has the same obsolete controller and thus this work needs to be completed before failure.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating an elevator to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	No Annual Savings however service level standard not being met due to numerous elevator shutdowns. Currently most costs related to call outs are covered under Service Contract however elevator remains shutdown for extended periods to due components are obsolete.	None Anticipated
18 - 1052 Belfry Make Up Air Replacement	\$ 100,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 25 years.	Maintain levels of service in a senior's community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 11,647 kWh and GHG emissions reduction of 12,958 ekgCO2. Annual Estimated Savings \$1400	None Anticipated
19 - 166 Louis Street Make Up Air Replacement	\$ 100,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 20 years.	Maintain levels of service in a community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 5,766 kWh, a natural gas savings of 336 m3, and GHG emissions reduction of 6,414 ekgCO2. Annual Estimated Savings \$800.	Heat source is Natural Gas - Potential Enersmart Energy Rebate under Affordable Housing Conservation Program
20 - Walkup Apartment Make Up Air (\$35,000 per building x 4 units) 27 Hanna, Capreol 35 Spruce, Garson 3553 Montpellier, Chelmsford 155 Lapointe, Hanmer	\$ 140,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 25 years.	Maintain levels of service in a community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 12,916 kWh, and GHG emissions reduction of 9,100 ekgCO2. Annual Estimated Savings \$1550.	None Anticipated
21 - 1960 A+B Paris Roof Replacement	\$ 1,200,000	20	Q3 2020	The flat roof at 1960 Paris is near the end of life and at risk of leaking. There are occasions where partially blocked scuppers result in higher than ideal water levels, increasing the risk of a leak. The blockage can be from ice dam formation during freeze/thaw events. The impact of a consistent and/or significant leak will be significantly costly as the water migrates unabated through the substructure and into tenant units. The impact is a loss or change of housing requirement for community housing members. A fundamental service level standard is to provide shelter that does not leak. New Roof should last 20 years.	It is important to prevent damage associated with a leak, prevent impact to tenants housed in the building, and maintain levels of service in a community housing building.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a highrise building roof to failure will result in increased costs and further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants are not at risk of losing housing due to leaks.	The improved insulation in a new roof would provide for a payback in approximately 11.2 years with an electricity savings of 500 kWh, natural gas savings of 15,873 m3, providing for an annual savings of \$5,005.	None Anticipated

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22 - 1960 A Paris Balcony Railing Replacement	\$ 350,000	20	Q3 2021	The 1960 Paris balcony railings require removal and replacement with new aluminium railings and associated deck repairs as needed. The current steel railings are deteriorated with flaking paint and rust. There is a risk that these will become unsafe for tenants and people walking below as they continue to deteriorate. A similar project was undertaken at 720 Bruce by GSHC staff with great success. This project is intended to be undertaken before there is failure. New Railings should last 20 years.	It is important to ensure the safety of tenants and the people below. Purchasing a new aluminum railing will provide decades of reliability and remove the need to frequently repair and repaint the railings.	If not completed then there is a likelihood of failure and a reduction in service levels. It is not an acceptable risk to operate balconies to the point of failure or decommission. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Failure to replace the railings will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenant and pedestrian traffic safety is maintained.	This project does not provide financial savings related to energy efficiency, rather is a health and safety matter that reduces risk to tenants and pedestrians once completed. Savings are related to the impact of closing balconies resulting in tenancy impacts and possible vacancies or rent abatement costs.	None Anticipated
23 - 1960 B Paris Balcony Railing Replacement	\$ 500,000	20	Q3 2021	The 1960 Paris balcony railings require removal and replacement with new aluminium railings and associated deck repairs as needed. The current steel railings are deteriorated with flaking paint and rust. There is a risk that these will become unsafe for tenants and people walking below as they continue to deteriorate. A similar project was undertaken at 720 Bruce by GSHC staff with great success. This project is intended to be undertaken before there is failure. New Railings should last 20 years.	It is important to ensure the safety of tenants and the people below. Purchasing a new aluminum railing will provide decades of reliability and remove the need to frequently repair and repaint the railings.	If not completed then there is a likelihood of failure and a reduction in service levels. It is not an acceptable risk to operate balconies to the point of failure or decommission. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Failure to replace the railings will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenant and pedestrian traffic safety is maintained.	This project does not provide financial savings, rather is a health and safety matter that reduces risk to tenants and pedestrians once completed.	None Anticipated

## For Information Only

### Contract Awards Exceeding \$100,000 July 1 - September 30, 2020

Presented To: Finance and Administration Committee

Presented: Tuesday, Dec 08, 2020

Report Date Tuesday, Nov 17, 2020

Type: Correspondence for Information Only

### Resolution

For Information Only

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments.

### Report Summary

The Purchasing By-Law (By-Law 2014-01) requires regular information to the Council on Bid Solicitations, Cooperative Purchases, Emergency Purchases and Revenue Generated Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.

During the reporting period there were 30 Contract Awards valued at \$100,000 or greater as a result of a competitive procurement process, three Contract Awards valued at \$100,000 or greater as a result of Cooperative Purchasing, two non-competitive procurement Contract Awards valued at \$100,000 or greater and four Contract Awards valued at \$100,000 or greater as a result of Standing Offers. The report also includes two Contract Awards valued at \$100,000 or greater as a result of a competitive procurement process from previous reporting periods.

Bid Solicitations are advertised electronically on bids&tenders in the form of either Request for Tender or

#### Signed By

**Report Prepared By**

Kari Bertrand  
Chief Procurement Officer  
*Digitally Signed Nov 17, 20*

**Manager Review**

Jim Lister  
Manager of Accounting/Deputy Treasurer  
*Digitally Signed Nov 17, 20*

**Division Review**

Ed Stankiewicz  
Executive Director of Finance, Assets and Fleet  
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**Financial Implications**

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Nov 23, 20*

**Recommended by the Department**

Kevin Fowke  
General Manager of Corporate Services  
*Digitally Signed Nov 23, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 23, 20*



Request for Proposal. Where a Request for Tender is used, the Award is to the Lowest Compliant Bid. Where a Request for Proposal is used, the Award is to the highest scored Proposal based on Best Value, which is defined as the optimal balance of performance and cost determined in accordance with pre-defined evaluation criteria; all in accordance with the Purchasing By-law.

### **Financial Implications**

Sufficient funding exists within the previous approved budgets in accordance with the Operating and Capital Budget Policies at that time. Council approved policies for the Operating and Capital Budgets enable staff to reallocate operating budget dollars or obtain funding from the respective Holding Account Reserve (for Capital only) in order to award tenders when the tendered amount exceeds the budgeted amount. The budget amount is an estimate whereas the tendered amount is the actual cost received by the City through a competitive tender process from the marketplace.

## BACKGROUND

This report provides a summary of procurements \$100,000 or greater for the period of July 1, 2020 to September 30, 2020.

As required by the City of Greater Sudbury's Purchasing By-Law:

- Section 8(2), regular information reports shall be provided to Council on the Bid Solicitations, cooperative purchases, Emergency purchases and Revenue Generating Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.
- Section 26(2), soon after the purchase as reasonably possible, a report to Council is required advising of the circumstances of the Emergency Purchase when greater than \$100,000. Only emergency procurements where budget authorization is not required are included in this report. Other emergencies may be reported separately.

## BID SOLICITATION DETAILS:

- For additional information regarding Bid Solicitations, please visit the City's bids&tenders webpage: <https://greatersudbury.bidsandtenders.ca/Module/Tenders/en>

## APPENDICIES:

- APPENDIX A - Competitive Procurement Contract Awards  $\geq$  \$100,000
- APPENDIX B - Cooperative Contract Awards  $\geq$  \$100,000
- APPENDIX C - Non-Competitive Procurement Contract Awards (Including Emergency Purchases)  $\geq$  \$100,000
- APPENDIX D - Contract Awards  $\geq$  \$100,000 Resulting from Standing Offers
- APPENDIX E - Amendments to Previous Reporting Periods

### Explanations and Legend for Appendices:

- All Bid Amounts and Contract Award Values exclude applicable taxes.
- **Budget** amount:
  - Operating budgets are presented on an annual basis and are identified as **(O)**.
  - Capital budgets are presented on a project basis and are identified as **(C)**.
  - Housing budgets are identified as **(H)**.
- **Estimate for Contract Term** is the amount that identifies the Total Acquisition Cost (potential value of the entire agreement, including option years) and is used to:
  - determine applicable By-Law and trade agreement requirements for open-competitive procurements
  - provide a basis for a value comparison when multiple procurements are funded from the same budget
  - allows for the procurement to account for current market conditions at the time of posting
- **Contract Award Value** is the value of the initial term of the contract that the City has committed to and does not include option years.

## APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Request for Proposal CPS19-199 Telephone System Modernization</b>	9	\$260,000(O-2021) and \$553,301(C) \$1,065,000  Note: Implementation costs and first year of annual fees are covered under the Capital Budget.	Greater Sudbury Telecommunications Inc.	91	\$1,034,894	Greater Sudbury Telecommunications Inc. o/a Agilis Networks  7/03/2020	Multi-Year (2020-2025)
			Telecom Metric	88			
			Nickel City Communications Limited	86			
			Pathway Communications	67			
			Disqualified Proponents:				
			<ul style="list-style-type: none"> <li>- Bell Canada</li> <li>- LCM Security Inc.</li> <li>- SE Telecom</li> <li>- Smart IP Inc.</li> <li>- Softchoice Canada Inc.</li> </ul>				
<b>Tender CPS20-11 Seven (7) ¾ Ton Pickup Trucks</b>	3	\$920,000(C) Note: This budget will be used for multiple contracts/purchases. \$266,000	Cambrian Ford Sales Inc.	\$277,590	\$277,590	Cambrian Ford Sales Inc.  7/07/2020	One Time
			Finch Auto Group	\$284,250			
			Blue Mountain Chrysler Limited	\$319,034			
<b>Tender CPS20-11 Three (3) ½ Ton Pickup Trucks</b>	3	\$460,000(C) Note: This budget will be used for multiple contracts/purchases. \$103,000	Finch Auto Group	\$101,487	\$101,487	Finch Auto Group  7/07/2020	One Time
			Cambrian Ford Sales Inc.	\$113,441			
			Blue Mountain Chrysler Ltd.	\$115,454			

## APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender ENG20-27 Crack Sealing, Various Locations</b>	4	<u>\$230,000(O)</u> \$125,000	Neptune Security Services Inc.	\$144,510	\$144,510	Neptune Security Services Inc.  7/08/2020	One Time
			Northern Contracting & Maintenance (Sault) Ltd.	\$183,614			
			Pavetech Ottawa Ltd.	\$186,600			
			Total Street Maintenance Inc.	\$192,473			
<b>Tender CPS20-123 HVAC Supply Fan #7 Replacement at the Provincial Tower, 199 Larch St.</b>	1	N/A Note: This was an emergency purchase and funded from the 199 Larch <u>Street Reserve Fund.</u> \$480,000	Mike Witherell Mechanical Ltd.	\$601,770	\$601,770	Mike Witherell Mechanical Ltd.  7/13/2020	One Time
<b>Tender ENG20-34 Culvert Replacement, Various Locations</b>	6	\$4,000,000(C) Note: This budget will be used for multiple <u>contracts/purchases.</u> \$1,600,000	Bélanger Construction (1981) Inc.	\$1,563,353	\$1,563,353	Bélanger Construction (1981) Inc.  7/16/2020	One Time
			Dominion Construction	\$1,571,636			
			Garson Pipe Contractors	\$1,657,571			
			Denis Gratton Construction Ltd.	\$1,756,199			
			Hollaway Equipment Rental Ltd.	\$1,861,064			
			Teranorth Construction & Engineering Ltd.	\$1,920,347			

(O) = Operating budgets and are presented on an annual basis  
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

## APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender CPS20-15 Seven (7) Light Duty Pickup Trucks</b>	2	\$460,000(C) Note: This budget will be used for multiple contracts/purchases. \$240,000	Finch Auto Group	\$30,080/unit	\$240,640 for 8 units	Finch Auto Group  7/29/2020	One Time
			Cambrian Ford Sales Inc.	\$34,508/unit			
<b>Tender ENG19-84 Montrose Booster Station Upgrades</b>	4	\$875,000(C) Note: This budget will be used for multiple contracts/purchases. \$850,800	Cast Construction Inc.	\$684,294	\$684,294	Cast Construction Inc.  7/30/2020	One Time
			Bélanger Construction (1981) Inc.	\$795,430			
			MCA Contracting Ltd.	\$1,089,332			
			Cecchetto & Sons Ltd.	\$1,124,569			
<b>Tender CDD20-116 Supply &amp; Installation of Eco Pocket Park at Whitewater Park</b>	2	\$119,597(C) \$115,000	New World Park Solutions Inc.	\$114,708	\$114,708	New World Park Solutions Inc.  7/30/2020	One Time
			Yard Weasels Inc.	\$125,856			
<b>Tender ENG20-24 Road Widening and Watermain Improvements, Municipal Road 35, Highway 144 (Chelmsford) to 0.3 km E. of Notre Dame W. (Azilda)</b>	7	\$39,976,480(C) Note: This budget will be used for multiple contracts/purchases. \$14,738,572	Teranorth Construction & Engineering Ltd.	\$13,299,348	\$13,299,348	Teranorth Construction & Engineering Ltd.  7/30/2020	One Time
			Dominion Construction	\$13,866,216			
			Bélanger Construction (1981) Inc.	\$13,895,370			
			Denis Gratton Construction Ltd.	\$14,302,624			
			Pioneer Construction Inc.	\$15,195,757			
			Interpaving Limited	\$15,374,161			
			Garson Pipe Contractors	\$17,731,967			

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## APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender ISD20-72 Supply and Delivery of Various Water and Wastewater Chemicals</b>	9	<u>\$1,684,454(O)</u> \$8,500,000	Bidders: Brenntag Canada Inc., Sodrox Chemicals Ltd., Kemira Water Solutions Canada Inc., SNF Canada Ltd., Reliable Industrial Supply Ltd., ERCO Worldwide, Inc. a division of Superior Plus, LP., Shannon Chemical Corporation., Sulco Chemicals Ltd., Environor Canada Inc.	Various Rates per Chemical	Approx. \$1,700,000/yr	Brenntag Canada Inc.  Sodrox Chemicals Ltd.  Kemira Water Solutions Canada Inc.  SNF Canada Ltd.  7/31/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
<b>Tender CPS20-122 Dowling Leisure Center Roof Replacement &amp; Facade and Various Interior Upgrades</b>	5	<u>\$1,250,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$980,000	Damisona Roofing Ltd.  Magnum Constructors Inc.  Alkon Ltd.  Matheson Constructors Ltd.  DC United Roofing	\$618,000  \$670,000  \$765,215  \$830,380  \$849,700	\$618,000	Damisona Roofing Ltd.  8/10/2020	One Time
<b>Tender ENG20-35 Countryside Drainage Course Phase 2</b>	3	<u>\$1,275,000(C)</u> \$1,579,430	Teranorth Construction & Engineering Ltd.  Denis Gratton Construction Ltd.  MCA Contracting Ltd.	\$1,092,768  \$1,234,400  \$1,268,992	\$1,092,768	Teranorth Construction & Engineering Ltd.  8/11/2020	One Time

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## APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender SHO20-132 Elevator Modernization - 720 Bruce Avenue &amp; 1960B Paris Street, Sudbury</b>	2	\$360,000(C)(H) Note: GSHC Capital Reserve was used to cover additional costs. \$860,000	Bay Elevator	\$557,859	\$688,787	Bay Elevator	One Time
			Elevator One Inc.	\$738,000	Note: Contract Award Value includes add-on pricing for upgrades given with base Bid.	8/17/2020	
<b>Request for Proposal ISD20-29 Infrastructure Improvements - Barry Downe-Kingsway</b>	3	\$8,870,000(C) Note: This budget will be used for multiple contracts/purchases. \$1,250,000	AECOM Canada Ltd.	81	\$1,089,409	AECOM Canada Ltd.	One Time
			R.V. Anderson Associates Ltd.	78			
			WSP Canada Group Ltd.	70			
<b>Tender SHO20-89 Pest Control Services for Greater Sudbury Housing Authority</b>	2	\$199,010(O)(H) \$585,000	E-Safe Pest Control Inc.	\$327,047	\$327,047	E-Safe Pest Control Inc.	Multi-Year (2020-2023 Option Years: 2024-2025)
			Orkin Canada	\$449,035		8/24/2020	
<b>Tender GSP20-92 Office Furniture for Greater Sudbury Police Services (GSPS) – 128 Larch Street, Sudbury</b>	2	\$3,661,029(C) Note: This budget will be used for multiple contracts/purchases. \$200,000	Corporate Express Canada Inc. o/a Staples Advantage Canada	\$207,517	\$207,517	Corporate Express Canada Inc. o/a Staples Advantage Canada	One Time
			1814623 Ontario Ltd.	\$224,025		8/25/2020	

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## APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender CPM20-77 Janitorial Services for Libraries, Transit &amp; Falconbridge Archives</b>	5	<u>\$3,621(O)</u> \$18,000	Edcore Enterprises (1987) Ltd. T/A Bee-Clean	\$19,146	Falconbridge Archives \$19,146	Edcore Enterprises (1987) Ltd. T/A Bee-Clean 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			Titan Building Services	\$19,400			
			Dexterra Integrated Facilities Management	\$19,409			
			Reliable Cleaning Services	\$20,236			
			SQM Janitorial Services Inc.	\$20,245			
<b>Tender CPM20-77 Janitorial Services for Libraries, Transit &amp; Falconbridge Archives</b>	6	<u>\$108,584(O)</u> \$413,160	Titan Building Services	\$307,024	Libraries \$307,024	Titan Building Services 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			Edcore Enterprises (1987) Limited T/A Bee-Clean	\$333,553			
			SQM Janitorial Services Inc.	\$346,444			
			Dexterra Integrated Facilities Management	\$351,289			
			GDI Services (Canada) LP	\$351,559			
			Reliable Cleaning Services	\$351,765			
<b>Tender CPM20-77 Janitorial Services for Libraries, Transit &amp; Falconbridge Archives</b>	5	<u>\$265,000(O)</u> \$975,000	Titan Building Services	\$791,108	Transit \$791,108	Titan Building Services 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			GDI Services (Canada) LP	\$878,525			
			Edcore Enterprises (1987) Limited T/A Bee-Clean	\$902,476			
			SQM Janitorial Services Inc.	\$927,789			
			Dexterra Integrated Facilities Management	\$944,607			

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# APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender CPS20-61 Cafeteria Exhaust Upgrades at 199 Larch St.</b>	2	<u>\$125,050(O)</u> \$150,000	Alkon Ltd.	\$122,860	\$122,860	Alkon Ltd.	One Time
			Mike Witherell Mechanical Ltd.	\$249,700		9/7/2020	
<b>Tender SHO20-42 Interior Move Out Cleaning Services</b>	3	<u>\$181,350(O)(H)</u> \$500,000	iRestify	\$238,546	\$342,745	Masterpiece Maintenance	Multi-Year (2020-2023 Option Years: 2024-2025)
			Masterpiece Maintenance	\$342,745	Note: iRestify did not honour their Bid and withdrew from procurement process.	9/8/2020	
			Disqualified Bidder: - Mary's Amazing Cleaning Service				
<b>Tender CPS20-161 One (1) Medium Duty Truck Hoist and One (1) Heavy Duty Truck Hoist</b>	3	\$300,000(C) Note: This budget will be used for multiple contracts/purchases. \$200,000	Garage Supply Contracting Inc.	\$145,187	\$145,187	Garage Supply Contracting Inc.	One Time
			Novaquip Lifting Systems Inc.	\$232,285		9/10/2020	
			ISN Canada Group Inc.	\$249,270			
<b>Tender ENG20-20 Concrete Curb and Sidewalk, Various Locations</b>	4	\$236,150(O) \$1,250,000(C) Note: This budget will be used for multiple contracts/purchases. \$1,130,000	Interpaving Ltd.	\$793,845	\$793,845	Interpaving Ltd.	One Time
			Comet Contracting Ltd.	\$895,885		9/11/2020	
			Bélanger Construction (1981) Inc.	\$978,855			
			Teranorth Construction & Engineering Ltd.	\$1,040,347			

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## APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender ENG20-23 Junction Creek Reconstruction Garson Spruce Street and Birch Lane</b>	5	<u>\$475,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$305,530	Dominion Construction	\$195,488	\$195,488	Dominion Construction  9/18/2020	One Time
			Hollaway Equipment Rental Ltd.	\$279,225			
			Bélanger Construction (1981) Inc.	\$338,300			
			CSL Group Ltd.	\$405,200			
			Denis Gratton Construction Ltd.	\$630,650			
<b>Tender ENG20-15 Asphalt Rehabilitation &amp; Infrastructure Improvements Auger Avenue From Falconbridge Road to Hawthorne Drive &amp; Westmount Avenue From Hawthorne Drive to Fielding Street</b>	4	<u>\$1,630,000(C)</u> \$1,615,000	Interpaving Ltd.	\$1,341,943	\$1,341,943	Interpaving Ltd.  9/18/2020	One Time
			Teranorth Construction & Engineering Ltd.	\$1,364,851			
			Bélanger Construction (1981) Inc.	\$1,448,335			
			Beamish Construction Inc.	\$1,722,904			
<b>Request for Tender CPS20-168 TDS Fire Alarm Upgrade</b>	2	<u>\$1,750,000(C)</u> \$1,750,000	Alkon Ltd.	\$1,551,411	\$1,654,011	Alkon Ltd.  9/18/2020	One Time
			Wood Canada Ltd.	\$2,057,717			

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## APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Tender ISD20-102 Geotechnical Investigation Wanapitei</b>	2	\$900,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$470,000	Peto MacCallum Ltd.	\$317,152	\$317,152	Peto MacCallum Ltd. 9/23/2020	One Time
			Wood Canada Ltd.	\$472,808			
<b>Tender ISD20-171 Dechlorination Systems at Six (6) Wastewater Treatment Facilities</b>	3	\$7,455,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$600,000	Metcon Sales & Engineering Ltd.	\$416,988	\$416,988	Metcon Sales & Engineering Ltd. 9/23/2020	One Time
			BI Pure Water Inc.	\$615,000			
			Napier-Reid Ltd.	\$846,763			
<b>Tender CPS20-8 Supply and Delivery of Various Types of Automotive and Equipment Filters</b>	4	\$3,300,000(O) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$200,000	Rush Truck Centres	\$27,880/yr	\$83,649	Rush Truck Centres 9/29/20	Multi-Year (2020-2023 Option Years: 2024-2025)
			Source Atlantic Ltd.	\$31,065/yr	<small>Note: Contract Award Value based on estimated quantities for the initial Contract Term.</small>		
			Napa Auto Parts	\$39,000/yr			
			Disqualified Bidder: - Wajax				

## APPENDIX B – Cooperative Contract Awards ≥ \$100,000

Report period: July to September 2020

Description	Budget (\$)	Cooperative Procurement Buying Group	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>PUR20-170 Ten (10) 12m/18m Conventional Diesel Transit Buses</b>	\$6,540,000(C)	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups  City Council Resolution CC2020-42 from February 18, 2020 and By-Law 2020-46	\$6,307,658	Nova Bus Corporation, A Division of Volvo Group Canada Inc.  7/21/2020	One Time
<b>PUR20-157 LED Streetlighting Conversion- Cobraheads</b>	\$6,709,937(C) Note: This budget will be used for multiple contracts/purchases.	Local Authority Services (LAS) – Owned by the Association of Municipalities of Ontario (AMO), as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups	\$5,492,105	Realterm Energy Corp  7/02/2020	One Time
<b>PUR20-163 LED Streetlighting Conversion - Decorative type</b>	\$6,709,937(C) Note: This budget will be used for multiple contracts/purchases.	Local Authority Services (LAS) – Owned by the Association of Municipalities of Ontario (AMO), as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups	\$595,125	Realterm Energy Corp  7/02/2020	One Time

## APPENDIX C - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) ≥ \$100,000

Report period: July to September 2020

Description	Budget (\$)	Trade Agreement / By-Law Exemption / Council Resolution	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>PUR20-52 Mining Suppliers Trade Association (MSTA) MINExpo</b>	\$333,000(O)	CFTA Article 513: Limited Tendering (1.(b)(ii)): Services can only be offered by supplier due to exclusive rights.  Purchasing By-Law - Schedule A: - Special Event (5.(5))	\$229,921	Mining Suppliers Trade Association  7/14/2020	One Time
<b>PUR20-160 Coordination &amp; Administration of a Housing First System &amp; Homelessness Prevention</b>	\$785,000(O)	City Council Resolution CC2020-149 from June 23, 2020	\$1,019,425	Centre de Santé Communautaire du Grand Sudbury  9/25/2020	One Time (14 months)

## APPENDIX D – Contract Awards > \$100,000 Resulting from Standing Offers

Report period: July to September 2020

Standing Offer Number/Title & Project Description	Contractor	Contract Award Value (\$)	Contract Award Date
<b>ISD19-19 Engineering &amp; Architectural Services Dechlorination system for six Waste Water Treatment Plants</b>	RV Anderson Associated Ltd.	\$168,822	7/24/2020
<b>ISD19-19 Engineering &amp; Architectural Services Greater Sudbury Complete Streets Design Guidelines Proposal</b>	WSP Canada Group Ltd.	\$282,447	7/29/2020
<b>ISD19-19 Engineering &amp; Architectural Services Inspection - Paris, Notre Dame Bikeway</b>	WSP Canada Group Ltd.	\$223,272	9/14/2020
<b>ISD19-19 Engineering &amp; Architectural Services Additional Geotechnical Investigation Services (90% Design Finalization) added to Contract ISD18-116 using the Standing Offer.</b>	RV Anderson Associated Ltd.	\$139,391	9/16/2020

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**APPENDIX E - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000**

**AMENDMENTS TO: Q2 (April to June 2020) APPENDIX A - Competitive Procurement Contract Awards ≥ \$100,000:**

**Add:**

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
<b>Request for Proposal CPS19-181 Consultation, Study and Report of Building Condition, Designated Substance</b>	7	\$775,000(C) <small>Note: This is the total budget, but only Building Condition Assessments ended up being Awarded</small> \$525,000	FCAPX Ltd.	68	\$437,665	FCAPX Ltd.	Multi-Year (2020-2023 Option Years: 2024-2025)
			BOLD Engineering Inc.	65		5/21/2020	
			Accent Building Sciences Inc.	64			
			Read Jones Christoffersen Ltd.	63			
			Pinchin Ltd.	51			
			Green PI Inc.	49			
			Disqualified Proponent:				
- McIntosh Perry Consulting Engineers Ltd.							

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**APPENDIX E - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000**

**AMENDMENTS TO: Q2 (April to June 2020) APPENDIX A - Competitive Procurement Contract Awards ≥ \$100,000:**

**Add:**

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term			
<b>Tender ISD20-30 Operation of Transfer, Disposal and Waste Diversion Sites</b>	5	<u>\$5,695,708(O)</u> \$22,374,777	Future Waste Systems (Niagara) Inc.	Bid 1:	\$991,396	\$18,930,538	Future Waste Systems (Niagara) Inc.	Multi-Year (2021-2026)		
				Bid 2:	\$8,221,614					
				Bid 3:	\$9,722,941					
				Bid 4:	\$18,930,538					
			Pioneer Construction Inc.	Bid 1:	\$2,171,064				Note: Bidders could Bid in whole or in part. Bid 4 was selected, which indicates that all sites were included in the Bid price.	6/01/2020
				Bid 2:	\$10,833,435					
				Bid 3:	\$13,553,467					
				Bid 4:	\$26,171,864					
			William Day Construction Ltd.	Bid 1:	\$1,755,348					
				Bid 2:	\$12,569,340					
				Bid 3:	\$13,659,499					
				Bid 4:	\$28,934,078					
			Environmental 360 Solutions	Bid 1:	\$1,202,739					
				Bid 2:	\$8,960,498					
				Bid 3:	No Bid					
				Bid 4:	No Bid					
BM Metals Services Inc.	Bid 1:	\$1,043,060								
	Bid 2:	\$9,330,846								
	Bid 3:	No Bid								
	Bid 4:	No Bid								

Note:  
Bid 1 – Walden  
Bid 2 – Azilda/Hanmer  
Bid 3 – Sudbury  
Bid 4 – All

(O) = Operating budgets and are presented on an annual basis  
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets



## For Information Only

### 2020 Third Quarter Statement of Council Expenses

Presented To: Finance and Administration Committee

Presented: Tuesday, Dec 08, 2020

Report Date: Friday, Nov 20, 2020

Type: Correspondence for Information Only

#### Resolution

For Information Only

#### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments.

#### Report Summary

This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council and Municipal Employees. This report provides information relating to expenses incurred by Members of Council in the third quarter of 2020.

#### Financial Implications

There is no financial impact as the amounts are within the approved operating budget.

#### Signed By

**Report Prepared By**

Christina Dempsey  
Co-ordinator of Accounting  
*Digitally Signed Nov 20, 20*

**Manager Review**

Jim Lister  
Manager of Accounting/Deputy Treasurer  
*Digitally Signed Nov 20, 20*

**Division Review**

Ed Stankiewicz  
Executive Director of Finance, Assets and Fleet  
*Digitally Signed Nov 20, 20*

**Financial Implications**

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Nov 20, 20*

**Recommended by the Department**

Kevin Fowke  
General Manager of Corporate Services  
*Digitally Signed Nov 23, 20*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 23, 20*