

Appendix A - Table 1 - Variances over \$100,000
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 1, 2020 to March 31, 2021

Division	Project Description	Year Started	Budget	Council Approved Budget	Adjustments	Revised Budget	Final Cost	Transfer (to) / from Reserves/Reserve Funds	Additional transfer (to)/from Reserves/Reserve Funds Needed	Total Variance (Final Cost less Council Approved Budget)	Accomplishments	Variance Explanation
Variances Over \$100,000				(A)	(B)	(A) + (B) = (C)	(D)	(E)		=(A-D) or (B+E)		
Assets & Fleet												
199 Larch	Skylight Replacement	2015	2015 Capital Budget	80,000	172,515	252,515	182,589	(69,926)	-	102,589	Replaced existing skylights and provided pathway improvements with new auto operators at vestibule doors.	Adjustment of \$172,515 was consolidation of older accounts from 2016 (per previous budget policy). Tender for the Skylight Replacement came in higher than the original budget as well as additional costs for replacing the 4 fire egress doors at shared corridor between TDS and 199 Larch Street to meet building code.
CD Facilities	BAS - 1160 Lorne	2019	2019 Capital Budget	465,000		465,000	101,316	(368,071)	4,387	(363,684)	New automation front end system installed for energy management. The units were running independently from each other prior to this project.	New system tied into main BAS front-end at TDS, and an overall cost savings for the Building Management System scope not pursued with TDS Maintenance overseeing this work.
Fleet Services	Garbage Packers	2019	2019 Capital Budget	660,000	332,775	992,775	991,916	(859)	(0)	331,916	Three garbage packers purchased and in production.	\$332,775 of insurance proceeds included in adjustments.
Tom Davies Square	Elevator Upgrades	2013	2013 Capital Budget	2,485,000	489,069	2,974,069	2,880,710	(93,360)	0	395,710	Replacement of obsolete aged hydraulic elevators. New elevator is hydraulic, but with modern and more efficient equipment.	The \$489,069 adjustment was consolidation of older accounts from 2016/2017 (per previous budget policy). Variance due to unfavourable tender conditions as well as change orders for unforeseen site conditions.
Tom Davies Square	Generator Replacement-Equipment	2015	2015 Capital Budget	600,000	465,430	1,065,430	1,019,117	(46,312)	-	419,117	Replaced multiple aged equipment with new single larger site-consolidated generator unit.	The \$465,430 adjustment was a consolidation of older accounts from 2016/2017 (per previous budget policy). The tender process resulted in pricing higher than budgeted, as well as change orders due to unforeseen site conditions.
Community Development												
Leisure Services	Terry Fox Field Turf	2019	2019 Capital Budget	225,000		225,000	329,745	104,745	-	104,745	Original scope was to install artificial turf on field #1 at the Terry Fox sports complex, which was completed in 2020. There was no substantial change to the original approved scope of the project.	Over expenditure was due to unforeseen ground conditions and additional aggregates for the field surface were required as a result of saturated grounds. Other unplanned costs were for restoration of outer areas.
Leisure Services	Victory Payground Field House	2019	Community Based Early ON Child and Family Centre Capital Program (CBEP)	-	202,302	202,302	221,483	17,181	2,000	221,483	This was a project funded by Community based Early ON Child and Family Centre Capital Program (CBEP). Scope of the project was mould remediation, rebuild of exterior wall and improvement to structure and interior.	Over budget due to additional remediation work, spray foam, insulation, moldicide block sealant and repair of roof leak, patching and painting.
Transit Services	Garage Improvements	2017	2017 Capital Budget	3,700,000	(162,420)	3,537,580	3,530,701	(6,879)	(0)	(169,299)	Initial objectives of replacement of deteriorated asphalt parking lot, replace roof, and replace garage doors were accomplished.	Council approved budget portion re-allocated to other PTIF projects per approved guidelines.
Emergency Services												
Fire Services	Fire Tanker	2020	2020 Capital Budget	836,000		836,000	716,593	(119,407)	-	(119,407)	This purchase of two tankers from the vendor results in a total of four identical tankers in the fleet. This improves the effectiveness and efficiency in terms of fleet maintenance, training, and operation and aligns with the standardization project. The two tankers were replacements for two existing units that are being retired from service due to age. In the Fire Service units over 15 years of age must have a replacement program and 20 year old front line units must be retired from service.	Due to changes in the design and standardization of the tanker model, efficiencies and savings were realized with the vendor.

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Growth & Infrastructure												
Environmental Services	Sudbury Landfill Site Cell Closure Miscellaneous Works	2015	2015 Capital Budget	1,572,598	(150,883)	1,421,715	1,379,101	(42,614)	-	(193,497)	Final cover on approximately 16,000 m2, north side slope of the waste disposal footprint, was completed. Some intermediate horizontal gas collection trenches were installed to collect landfill gas from the new waste filled areas, along with other miscellaneous works.	Work was completed within the approved budget. Actuals for various projects were below original estimated costs.
Roads	Brady Durham Greenstairs	2016	2016 Capital Budget	1,300,000	341,515	1,641,515	1,817,601	176,085	0	517,601	Improvements to park space complete near the intersection of Brady-Larch near the YMCA.	Architectural & Structural Components were modified during construction due to site issues not anticipated during design
Roads	Depot Facility Rationalization Study	2014	2014 Budget Reallocation of \$250,000 from Various Depot accounts	-	250,000	250,000	225,186	(24,814)	-	225,186	Initial study on depot rationalization study to provide recommendations for improving depot properties for safety and efficiency. Preliminary layouts and costs for changes to public works depots were reported and presented to Council.	The Depot Rationalization Study was under budget due to consultant invoices coming under budget and work approved under change order #4 being cancelled.
Wastewater Plants	Dechlorination	2010	2010 Capital Budget	2,900,000	(853,997)	2,046,003	312,311	(1,733,691)	-	(2,587,689)	Original scope of project was installation of a dechlorination process at the Valley East Sewage Treatment Plant, but due to alternative alterations made to the process, dechlorination was not needed. This satisfied Ministry regulations at a far lower cost.	Alterations were made to the process that negated the original scope of the project and need for the full budget.

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Assets & Fleet											
Assets	DSS & BCA Reports - Various	2018	2018 Capital Budget	235,000	(20,938)	214,062	219,427	5,357	9	(15,573)	Completion of 93 building condition assessments.
Assets	Van Horne Station Roof	2017	2017 Capital Budget	250,000	74,886	324,886	328,549	3,663	(0)	78,549	Replacement of leaking roof
Fleet Services	Heavy Duty Equipment	2019	2019 Capital Budget	350,000		350,000	346,516	(3,484)	(0)	(3,484)	Two backhoes purchased and in production
Fleet Services	Specialty Equipment	2020	2020 Capital Budget	775,000		775,000	798,148	23,148	0	23,148	Various units purchased (two asphalt hot boxes, and one each of litter collector, culvert pressure washer/steamer trailer unit, street sweeper, sidewalk plow) and in production
Fleet Services	Specialty Equipment	2019	2019 Capital Budget	350,000		350,000	378,640	28,640	-	28,640	Four MT7's (trackless sidewalk equipment) purchased and in production
Tom Davies Square	Boiler Replacement	2015	2015 Capital Budget	180,000	3,168	183,168	201,373	18,205	-	21,373	Removal of existing non-functional boilers and installation of new, more-efficient equipment in TDS.
Emergency Services											
Paramedic Services	Ambulances	2020	2020 Capital Budget	510,000		510,000	548,240	38,240	-	38,240	Three ambulances were purchased and in service prior to the end of 2020. These purchases form part of the annual fleet renewal program that replace older vehicles that are at the end of their life cycle in order to reduce maintenance costs and reduce vehicle down time.
Paramedic Services	Front Line Response Vehicles	2018	2018 Capital Budget	559,798	(16,555)	543,243	544,329	3,182	(2,095)	(15,469)	Three ambulances and 1 paramedic response unit were purchased. These purchases form part of the annual fleet renewal program that replace older vehicles that are at the end of their life cycle in order to reduce maintenance costs and reduce vehicle down time.
Paramedic Services	Technology	2018	2018 Capital Budget	240,000		240,000	224,544	(15,456)	-	(15,456)	Forty one Toughbooks were purchased and form part of the annual asset renewal program that replace older laptops that are at the end of their life cycle in order to reduce maintenance costs and laptop down time.
Community Development											
Transit Services	Accelerated Rebuild	2017	2017 Capital Budget	1,350,000		1,350,000	1,334,477	(15,523)	(0)	(15,523)	Goals met of 25 buses with engine rebuilds. Expected results is to maintain the est useful life with these buses and reducing added maintenance pressures.

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Growth & Infrastructure											
Bridges	Panache Lake Road Bridge	2013	2013 Capital Budget	650,000	(37,837)	612,163	601,229	(10,934)	-	(48,771)	Rehabilitation of existing bridge. Bridge deck repairs, new waterproofing and asphalt placed, miscellaneous concrete repairs and structural steel coating completed.
Environmental Services	Hanmer Landfill Site - Cell Closure	2014	2014 Capital Budget	900,000		900,000	859,605	(40,395)	-	(40,395)	Final cover on approximately 20,000 m2, south side of the waste disposal footprint, was completed. Work included grading, compaction, drainage & protective granular material, geo-synthetic clay liner, top soil and application of grass seed mixture.
Roads	Gravel Resurfacing	2019	2019 Capital Budget	600,000		600,000	600,281	281	(0)	281	Improvements to gravel roads to improve road infrastructure are complete.
Roads	Pavement Management	2017	2017 Capital Budget	200,000	17,709	217,709	216,521	(1,188)	(0)	16,521	Pavement condition data collected in 2017 and ongoing maintenance of asset management system
Roads	Stormwater Asset Management Plan	2016	Resolution CC2016-339 (Clean Water and Wastewater Fund)	400,000	(4,139)	395,861	392,906	(2,955)	(0)	(7,094)	Study complete which will be used to plan and improve storm water infrastructure.
Roads	Surface Treatment	2020	2020 Capital Budget	5,000,000		5,000,000	5,010,858	10,421	437	10,858	Improvements to local roads to improve road infrastructure are complete.
Wastewater Linear	Sewer Annual Rehabilitation	2018	2018 Capital Budget	1,425,000		1,425,000	1,370,880	-	(54,120)	(54,120)	Annual sewer lining program of approximately 6.0 km of sewer main in various locations which is a lower cost alternative to replacement.