

## Request for Decision

### Finalization of the 2020 Budget

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Dec 03, 2019

Report Date Wednesday, Nov 20,  
2019

Type: APPROVAL OF  
BUDGET

### Resolution

Resolution #1:

THAT the water/wastewater operating budget be approved in the gross expenditure amount of \$82,776,283, representing a user rate increase of 4.8%.

Resolution #2:

THAT the water/wastewater 2020 capital budget be approved in the amount of \$39,086,247 funded as follows:

Contributions from Water/Wastewater User Fees \$32,501,592

Contributions from Federal Grants \$960,000

Contributions from the City of Greater Sudbury's Reserves and Reserve Funds \$5,624,655

Resolution #3:

THAT the City's share of the tax supported budget for the Nickel District Conservation Authorities 2020 budget in the gross expenditure amount of \$1,018,094 and a net property tax levy requirement of \$1,018,094, be approved.

Resolution #4:

THAT the City's share of the tax supported budget for the Police Services 2020 budget in the gross expenditure amount of \$68,587,049 and a net property tax levy requirement of \$62,950,756, be approved.

Resolution #5:

THAT the City's share of the tax supported budget for the Sudbury and District Health Units 2020 budget in the gross expenditure amount of \$6,949,771 and a net property tax levy requirement of \$6,949,771, be

### Signed By

#### Report Prepared By

Liisa Lenz  
Coordinator of Budgets  
*Digitally Signed Nov 20, 19*

#### Manager Review

Jim Lister  
Manager of Accounting/Deputy  
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#### Division Review

Ed Stankiewicz  
Executive Director of Finance, Assets  
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#### Financial Implications

Liisa Lenz  
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#### Recommended by the Department

Kevin Fowke  
General Manager of Corporate  
Services  
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#### Recommended by the C.A.O.

Ed Archer  
Chief Administrative Officer  
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approved.

Resolution #6:

THAT the City's share of the tax supported budget for the Sudbury Airport Personnel 2020 budget in the gross expenditure amount of \$2,981,394 and a net property tax levy requirement of \$0, be approved.

Resolution #7:

THAT the 2020 City of Greater Sudbury's tax supported base operating budget for municipal operations, inclusive of fees and charges and excluding the City's share of the Outside Boards' budgets be approved in the gross expenditure amount of \$452,619,032 and the net amount of \$215,296,359.

Resolution #8:

THAT the City of Greater Sudbury's 2020 tax supported capital budget be approved in the gross amount of \$123,020,282 funded as follows:

Contributions from the Operating Budget \$37,845,481

Contributions from Federal Grants \$15,790,984

Contributions from Provincial Grants \$13,837,297

Contributions from the City of Greater Sudbury's Reserves and Reserve Funds \$10,575,508

Contributions from the City of Greater Sudbury's Obligatory Reserve Funds \$2,315,097

External debt financing of \$42,265,915

Third party recoveries of \$200,000

Development Charges \$190,000

AND THAT the City of Greater Sudbury approves the future years spending and funding for years 2021 to 2024 and beyond for those projects noted as "recommended" as outlined on pages 395 and 396 of the 2020 Budget document.

Resolution #9:

THAT a special capital levy of 1.5% be used as an investment towards the City's aging infrastructure.

Resolution #10:

THAT the City of Greater Sudbury in its capacity as Shareholder and Board of Directors for the Greater Sudbury Housing Corporation approves the allocation of the operating budget in the gross expenditure amount of \$13,918,864 and the net amount of \$5,898,675 included on page 219 as well as the allocation of the capital budget in the gross amount of \$910,000 included on page 395 of the budget document.

Resolution #11:

THAT pursuant to Ontario Regulation 284/09, this report serve as the method for communicating the exclusion of the following estimated expenses from the 2020 Budget:

a) Amortization expense - \$70.6 million

b) Post-employment benefit expenses – \$2.7 million

c) Solid waste landfill closure and post-closure expenses/(recovery) - \$(0.6 million)

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

This report refers to operational matters.

## **Report Summary**

The report provides a summary of the 2020 Budget.

## **Financial Implications**

If approved, the taxation levy increase for 2020 will be 3.5%.

## BACKGROUND

The purpose of this report is to present the City of Greater Sudbury's 2020 Budget for approval. Following budget directions established by the Finance and Administration Committee in May and an update provided in September, staff provided the Committee with the proposed 2020 Budget for the Committee's consideration. The recommended budget follows the Committee's budget directions.

The community we want for future generations starts with the decisions we make today. Outcomes anticipated by the 2020 Budget make progress on the goals Council identified in its Strategic Plan, all while maintaining the second-lowest residential property tax rates in the province among cities with more than 100,000 residents. If approved as presented, business cases City Council directed staff to produce throughout 2019 are not included in the plan, in order to adhere to the financial guidelines Council directed staff to follow at the start of the budget development process. The budget incorporates substantial operating budget adjustments resulting from provincial funding changes that affected not only the municipal corporation, but also reduced funding available for the service partners that rely on property taxes. There is particular emphasis on asset renewal and a specific focus on road and drainage infrastructure. Water and wastewater rates recommended in this plan do not affect property taxes, as they are 100% user-pay and follow the long-range financial plan associated with the service.

### Base Budget Adjustments

The following base budget adjustments have been identified since the budget has been finalized:

Proposed 2020 Budget		3.5%
Base Budget Adjustments		
OMPF Increase	290,000	-0.1%
Assessment Growth Decrease	(275,000)	0.1%
		3.5%

### *Ontario Municipal Partnership Fund (OMPF)*

At the time the budget was prepared, staff were not anticipating any changes to the OMPF allocation as the province indicated the formula would not change. Since preparing the budget, the province announced OMPF allocations, which included a slight change to the City's Municipal Fiscal Circumstances Index. For 2020, the City will receive \$21.7 million, which equates to \$290,000 more than anticipated. As shown above, these funds are required to offset the shortfall in assessment growth.

### *Assessment Growth*

At the time the budget was prepared, assessment growth was estimated at 0.8%. MPAC has since completed entering the changes to assessment for 2020, which reflects assessment growth of 0.7%. This results in a funding gap of approximately \$275,000.

## **Business Cases**

After the preparation of the 2020 Budget document, additional information on business cases were requested.

### *New Business Cases*

To maintain the budget's production schedule, some requests for business cases were made after the deadline for including them in the published budget document. Appendices included with this staff report present business cases made after the production deadline:

- a) Town Centre Holiday Decoration Lighting – At the October 8, 2019 Council Meeting, Council requested a business case to enhance all holiday lights that are in the “poor” category to “new” category, including other sources of funding outside the capital process. The business case can be found in ‘Appendix 1’ of this report.
- b) Lighting Along Junction Creek Waterway Park (JCWP) – At the November 12, 2019 Council Meeting, Council requested a business case to install lighting along the 2.2 km section of the JCWP trail from the Downtown to the Flour Mill. This information will be presented and tabled at the December 3, 2019 Finance and Administration Committee meeting.
- c) LED Streetlight Conversion – At the November 18, 2019 Operations Committee Meeting, a business case was requested with information on converting HPS streetlights to LED streetlights on a one-to-one basis. This information will be presented and tabled at the December 3, 2019 Finance and Administration Committee meeting.
- d) Increased Security for Social Housing Properties – At the November 19, 2019 Finance and Administration Committee meeting, a business case was requested for increased security, installation of cameras, and better lighting at properties of greatest concern. This information will be presented and tabled at the December 3, 2019 Finance and Administration Committee meeting.

### *Business Case Amendments*

Increase Security for Downtown Facilities – At the November 6, 2019 Finance and Administration Committee meeting, additional information was requested. This information can be found in ‘Appendix 2’ of this report.

Advance the Valley East Twin Pad Multipurpose Sports Complex – At the October 8, 2019 City Council meeting, Council requested additional information. This information will be presented and tabled at the December 3, 2019 Finance and Administration Committee meeting.

## **Proposed Budget**

The following chart reflects the impact of the 3.5% tax increase for a typical household (2019 CVA \$230,000) by service area subject to Property Tax Policy.

Career/Urban (former City of Sudbury)	\$105
Composite/Commuter (former City of Valley East)	\$97
Volunteer/Commuter (all other areas except annexed)	\$93
Volunteer (annexed at amalgamation)	\$90

A 3.5% municipal property tax increase represents an increase of approximately \$105 annually or \$9 monthly to the typical homeowner that has a property assessed at \$230,000 (home in the former City of Sudbury); increases would be lower in the outlying areas. These increases may vary based on individual property's valuation changes through the recent provincial reassessment process, as well as the effect of the Property Tax Policy.

## **Special Capital Levy**

Staff is once again recommending a 1.5% special capital levy to address infrastructure funding requirements. This is consistent with the options presented in the Long-Term Financial Plan approved by Council in April 2017.

This would enable the completion of infrastructure renewal work worth \$4.1 million. Numerous municipalities across the country use some form of special levy, typically to address long-standing infrastructure renewal or replacement needs. Greater Sudbury's infrastructure renewal requirements are significant and, without some infusion of additional funds like those provided by a special capital levy, will not be adequately addressed to sustain service levels or meet expected service demands. This \$4.1 million dollars, using debt financing, would equate to approximately \$80 million in capital projects.

If approved, Council has full discretion to identify the specific projects that would be funded by a special levy. Nevertheless, the Capital Budget prioritization process identifies projects that represent staff's view of the highest and best use of limited funds. If a special levy was to be introduced, the capital projects that were prioritized but not included in the capital budget should be considered for funding. These projects can be found in 'Appendix 3' of this report.

## **Tax Supported Capital Budget (excluding Police Services)**

The 2020 proposed capital budget for tax supported services, excluding Police Services, is \$119 million with \$38 million being funded from the 2020 tax levy. The largest area of these capital expenditures is in the area of roads and drains, which has a 2020 budget of \$79 million.

Pages 392-460 of the budget document provide details of the projects proposed in the 2020 capital budget, as well as a 2021-2024 capital outlook. The total tax supported capital budget is funded from the following sources:

- a) Current year tax levy
- b) Provincial and Federal grants
- c) Reserve funds and Obligatory reserve funds
- d) Development charges
- e) Third party recoveries
- f) Debt

The approval of the 2020 capital budget as tabled would include future annual increases to the operating budget of approximately \$874,000 (excluding Water/Wastewater), which is outlined on page 387 of the budget document.

### **City's Share of Outside Boards (Service Partners)**

The City provides funding to the three Outside Boards and provides staffing to the Sudbury Airport Community Development Corporation. The cost of staffing is recovered from the Airport.

The Nickel District Conservation Authority (Conservation Sudbury) requested a 2% increase to its operating grant with a 20% increase to the capital grant; thus reflecting a 6.7% increase overall, which is reflected in the 2020 budget. This was presented at the November 19, 2019 Finance and Administration meeting.

The Public Health, Sudbury & Districts are scheduled to present a 10% increase to their annual allocation at the November 26, 2019 Finance and Administration meeting.

The Greater Sudbury Police Services (GSPS) presented its budget November 19, 2019 to the Finance and Administration Committee. The Police Services budget reflects a 4.9% increase and is currently presented in the City's base budget.

The impact to the budget from the Outside Boards represents 1.3% of the municipal property tax increase.

### **Municipal Act - Ontario Regulation 284/09**

In accordance with Ontario Regulation 284/09, municipalities are required to disclose amounts that are expensed in their financial statements but not included in budgeted figures prior to Council passing the annual budget. For the City of Greater Sudbury, this includes three expenses for the 2020 Budget:

- a. Amortization expense - \$70.6 million
- b. Post-employment benefit expenses – \$2.7 million; and
- c. Solid waste landfill closure and post-closure expenses/(recovery) - \$(0.6 million)

The effect of including these expenses for a net total of \$72.7 million in the budget would be to increase the tax levy and user fee requirements. By not including these expenses, the annual contribution to capital and reserves are lower than they will likely need to be to maintain assets in a state of good repair. Similarly, as obligations for post-employment benefits or landfill closure costs become due, future levies would be impacted if the expenses are not budgeted for.

## **Options to Reduce the Tax Levy Increase**

At the May 14, 2019 Finance and Administration Committee meeting, an amendment to the budget direction resolution was passed directing staff to prepare required budget adjustments that would result in property tax increases of 3.0% and 2.5%. The value of a 0.5% and a 1.0% tax levy reduction is \$1.4 million and \$2.7 million respectively.

The list of potential reductions that can be found in 'Appendix 4' of this report.

## **SUMMARY**

The 2020 Budget produces a number of results that demonstrate the progress Council anticipated when it created its Strategic Plan. In addition to providing numerous programs and services that residents rely on every day, the 2020 Budget makes significant investments that improve residents' quality of life. Not only does it address key priorities like road infrastructure and winter road maintenance services, but it also enhances community safety and the environment. It maintains Greater Sudbury's position as a community with one of the lowest property tax levels in Ontario.

The recommended 2020 Budget document reflects a 3.5% municipal property tax. This 3.5% tax increase is in accordance with the budget direction provided by the Finance and Administration Committee in May 2019.



# Business Case for Service Level Change

**Request/Project Name:** Renewal of Town Centre Holiday Decoration lighting

**Department:** Community Development

**Division:** Leisure Services

**Council Resolution (if applicable):**

CC2019-292

## I. Executive Summary

### Overview of Proposal

Based on the report "Town Centre Holiday Decoration" presented to Community Services Committee on September 16, 2019, Council directed staff to prepare a business for the 2020 budget process to enhance all holiday lights that are in the "poor" category, identifying all sources of funding outside the capital process. This business case is for renewal of 31 holiday fixtures in Valley East (Bleazard Valley, Hanmer and Val Caron) area, which are in poor condition. As the report identified, 50% is in poor condition in Valley East area out of 61 fixtures. Poor condition suggests replacement is required in one to two years. Replacement cost per fixture is range between \$800 and \$1,300 depending on the size and style of fixture. Therefore, \$32,550 in one time/capital funding is required based on an average \$1,050 per fixture for replacing 31 holiday fixtures.

## II. Background

### Current Service Level

The City of Greater Sudbury's Parks Services Section manages the installation of town centre holiday decorations in the communities of Azilda, Bleazard Valley, Chelmsford, Hanmer, Levaack and Val Caron. Many fixtures were purchased prior to amalgamation and have been subsequently replaced or expanded upon through Healthy Community Initiative (HCI) applications. There is no established service level for these community enhancements. City has an established budget of \$15,600 for the holiday decoration program which covers costs associated with installation of fixtures and minor repairs. The replacement cost of decorations or expansion of locations is not budgeted.

### Drivers for Proposed Course of Action

Investment in fixtures is required to maintain service level throughout the City of Greater Sudbury as well as create community vibrancy during the holiday season. Fixtures in Valley East areas are in end of life cycle, and as a result, lights are not functioning properly.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

<input type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input checked="" type="checkbox"/>	Investment in project (Operating)	<input checked="" type="checkbox"/>	Investment in project (Capital)

### Recommendation

It is recommended to replace the 31 holiday fixtures in Valley East.

### How does this align with Council's Strategic Plan?

<input checked="" type="checkbox"/>	Asset Management and Service Excellence	<input type="checkbox"/>	Business Attraction, Development and Retention
<input type="checkbox"/>	Climate Change	<input type="checkbox"/>	Economic Capacity and Investment Readiness
<input type="checkbox"/>	Housing	<input checked="" type="checkbox"/>	Creating a Healthier Community

This business aligns with Asset Management and Service Excellence and Strengthen Community Vibrancy strategic objectives. This program will support cultural and creative expression of local citizens and groups. This investment in community will create positive image as well as renewal of capital asset to provide consistent services throughout the City of Greater Sudbury.

IV. Impact Analysis

Qualitative Implications

This will create community vibrancy in holiday season and improve image of City of Greater Sudbury.

Quantifiable Implications

Replacement of holiday decoration would cost \$32,550 for 31 fixtures with average cost \$1,050 per fixture. It is recommended to fund these expenditures from the tax levy.

Operating Revenue - Incremental

Detail

Description	Duration	Revenue Source		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
	On-Going			\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time			\$ -	\$ -	\$ -	\$ -	\$ -
Total				\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
Holiday Lights	One-Time	Tax Levy		\$ 32,550	\$ (32,550)			
	On-Going			\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time			\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -
Total				\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -

FTE Table

Position	Bargaining Unit	Duration	Permanent / Part Time		2020	2021	2022	2023	2024
		Permanent			-	-	-	-	-
		PT Hours			-	-	-	-	-

Net Impact		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
One-Time		\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -
Total		\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -

## Implementation

Upon approval of the business case, Leisure Services will procure the fixtures. As per Council direction, Leisure Services will work with Growth and Infrastructure to explore the installation of the holiday lights as part of the next street lighting contract procurement process.

## Advantages/Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Replacement of existing holiday decoration lighting fixtures with energy efficient fixtures.</li><li>• Create community vibrancy in holiday season</li><li>• Improve image of City of Greater Sudbury</li><li>• Support cultural and creative expression of local citizens and groups</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>• Tax levy impact</li><li>• Additional unplanned capital expenditure</li><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>

## V. Alternatives

### Alternatives Considered

Solution Options	Advantages/Disadvantages	Financial Impact
Fund from HCI	Community Services report identified that other programs were initiated/supported through HCI.	\$ 32,550.00
Donation from communities, private sector	No tax levy impact and does not affect existing capital programs. Community group required to initiate the fund raising effort and time required to raise required fund.	\$ -
Utilize HCI reserve (current balance of \$18,000)	Not sufficient funds in HCI reserve to complete project. HCI reserves intended for projects which have significant community impact in the area of Population Health and are aligned with the Parks, Open Space and Leisure Master Plan.	\$ 18,000.00

## **Increase Security for Downtown City Facilities**

### **Supplementary Information for Budget 2020**

On page 331 of the 2020 Budget booklet, staff recommend a service level enhancement that would provide mobile security/enforcement response at the Greater Sudbury Downtown Transit Hub and for all City of Greater Sudbury facilities and properties within the Downtown core. At the direction of Council, this case can be adjusted to reduce the net annual investment of \$432,513 listed in the business case in the form of a pilot trial program during 2020, which would allow staff and Council to evaluate the benefits of this new service.

The recommended service level within the business case is for two (2) Municipal Law Enforcement Officers (MLEO), with mobile patrol vehicle, between 8:30 a.m. and 12:30 a.m., for 365 days per year. Staff have identified two potential sources of one-time funding which would allow for a trial of the recommended service level during 2020. Alternatively, the hours of service can be adjusted or the trial could be accomplished for a defined number of months in 2020 (i.e. April to November). There are specific operating costs associated with fuel, vehicle, uniform and equipment; as such, the listed operating costs would likely not be significantly reduced depending on the number of hours or days of service. Where the business case identifies potential revenue associated with Parking and Part I fines, the value will be reduced with any modification of hours.

Below is a chart that provides two (2) alternative models of service as compared with the recommended option contained in the business case. The overall annual investment considers operating expenses of \$25,000 and offsetting fine revenue.

### **Available Options**

# of MLEO	Days/Year	Hours/Day	Estimated Salary and Benefits Cost	Annual Investment	Cannabis Funding	Difference	BIA Investment
Two	365	16	\$421,513	\$432,513	\$200,000	\$232,513	?
Two	365 days during 2020	7	\$200,223	\$218,223	\$200,000	\$18,223	?
Two	214 (Apr-Nov, 2020)	16	\$258,776	\$275,576	\$200,000	\$75,576	?

Consideration for funding support has been expressed through the Downtown BIA. Although there has not been a specific dollar amount brought forward for allocation, the BIA have confirmed a desire to support this project and would be looking to utilize reserve funds or alternative sources to support the project on a one (1) time basis.

Although not a permanent source of funding, support of \$200,000 can be allocated to this pilot program through Provincial Cannabis funding that has been allocated to the City of Greater Sudbury. These two funding options greatly reduce any impact on the levy and allow this project to proceed as a pilot project where Staff can gather statistical data to illustrate the benefits of the service.

The business case specifies a security/enforcement response to City facilities and properties in the Downtown core associated with Transit, Parks, Arenas, Libraries and Housing. Through the implementation of municipal by-law similar to that in the City of Barrie By-law (<https://www.barrie.ca/City%20Hall/ByLaws/BylawDocs/2004-142%20%20Nuisance%20Consolidated.pdf>), there may be option to respond to other issues in the Downtown core that impact residents (impeding passage of pedestrians, road fouling, etc). Further, this service level can support City of Greater Sudbury facilities outside of the Downtown, that experience security incidents. In order to provide estimate of the approximate number of events that occur, Staff have requested annual stats for non-emergency police calls at specific City of Greater Sudbury properties such as Libraries, Transit Terminal and Memorial Park. When these stats are received, it is anticipated that the service level may support Greater Sudbury Police in the reduction of calls for service. The recommended service provides an enhanced response that aligns with responsibilities under the Occupational Health and Safety Act specific to harassment and violence.

This business case recommends a service level that supports City of Greater Sudbury staff and residents where there is currently a gap in response. Whether at a facility where uniformed security is not present, or on a bus, Police are unable to attend quickly to non-emergency calls for service such as unwanted person, suspicious person, suspected drug use or theft.

Should Council select one of the two pilot program options for this enhanced service level, Staff will return with a report to Council prior to the 2021 Budget. Where statistical data illustrates a positive benefit of the service, a business case will be brought forward to recommend next steps for the service.

Appendix 3 - 2020 Capital Budget - Summary of Capital Prioritization Submissions included in 2021 to 2024 Capital Outlook

				Estimated Cost and Timing of Cash Flows							Total Score
	Project Name	Dept	Division	2020	2021	2022	2023	2024	Beyond	Total	
1	Tub Lift Replacements	Community Development	Long Term Care - Senior Services	36,000	36,000	-	-	12,000	24,000	108,000	24.00
2	Closure of Hauled Sewage Sites at Dowling and Dryden	Growth and Infrastructure	Environmental Services	660,000	-	-	-	-	-	660,000	23.90
3	Northern Ontario Railway Museum Capreol Garage Replacement	Community Development	Children & Citizen Services	80,000	-	-	-	-	-	80,000	22.50
4	Pioneer Manor Bed Redevelopment	Community Development	Long Term Care - Senior Services	2,133,638	33,018,513	16,508,616	-	-	-	51,660,767	22.10
5	Dementia Care Enhancements	Community Development	Long Term Care - Senior Services	50,000	35,000	35,000	18,500	10,000	10,000	158,500	21.90
6	Tub Replacements	Community Development	Long Term Care - Senior Services	62,000	62,000	62,000	62,000	62,000	-	310,000	20.60
7	Waterfront Equipment Replacement	Community Development	Leisure Services	66,000	-	-	-	-	-	66,000	20.00
8	Lorne Street/MR55 from Power Street to Elm Street	Growth and Infrastructure	ICP	11,500,000	11,500,000	11,500,000	11,500,000	-	-	46,000,001	19.10
9	Arena Roof Replacements and Interior Drywall Upgrades	Community Development	Leisure Services	1,379,173	859,448	-	-	-	-	2,238,621	18.80
10	Implementation of Various Technological Improvements	Community Development	Transit Services	1,247,000	2,992,000	748,000	-	-	-	4,987,000	18.70
11	Repurposing / Decommissioning of Ski Lift Equipment	Community Development	Leisure Services	212,098	-	-	-	-	-	212,098	18.60
12	EV charger deployment at On-Street and Parking Lots- Zero Emission Vehicle Infrastructure Program	Corporate Services	Assets	573,000	-	-	-	-	-	573,000	18.00
13	LEL Facility Improvements at GSPS	Corporate Services	Assets	886,346	315,767	-	-	-	-	1,202,113	17.60
14	Copper Cliff Library Capital Repairs	Community Development	Children & Citizen Services	1,120,000	50,000	-	-	-	-	1,170,000	17.40
15	Northern Ontario Railway Museum Retaining Wall	Community Development	Children & Citizen Services	75,000	-	-	-	-	-	75,000	17.30
16	Fire Rehabilitation and Support Vehicle Replacement	Community Safety	Fire Services	100,000	-	-	-	-	-	100,000	17.30
17	Stormwater Regreening	Growth and Infrastructure	ICP - Drains	125,000	-	-	-	-	-	125,000	16.90
18	Fire Hall Improvements at the Volunteer Stations	Corporate Services	Assets	2,341,425	1,560,950	-	-	-	-	3,902,375	16.70
19	Fire Hall Improvements at the Volunteer Stations	Corporate Services	Assets	1,990,676	1,281,617	-	-	-	-	3,272,294	16.70
20	Fire Hall Improvements at the Career Stations	Corporate Services	Assets	865,000	540,000	-	-	-	-	1,405,000	16.60
21	Capreol Library & Citizen Service Centre - Chair Lift(s) Replacement	Community Development	Children & Citizen Services	145,000	-	-	-	-	-	145,000	16.40
22	Delki Dozzi Cycling Track Reinstatement/Upgrades	Community Development	Leisure Services	483,130	-	-	-	-	-	483,130	16.40
23	Final Cover of Stage 2 - Azilda Landfill	Growth and Infrastructure	Environmental Services	200,000	1,000,000	-	-	-	-	1,200,000	16.30
24	Final Cover of Stage 2 - Hanmer Landfill	Growth and Infrastructure	Environmental Services	200,000	1,000,000	-	-	-	-	1,200,000	16.30
25	Copper Cliff Library Roof Replacement	Community Development	Children & Citizen Services	250,000	-	-	-	-	-	250,000	16.20
26	Non-Motorized Trails Master Plan	Community Development	Leisure Services	90,000	-	-	-	-	-	90,000	16.00
27	TDS Courtyard Phase 2 (along Paris St)	Corporate Services	Assets	150,000	1,000,000	750,000	-	-	-	1,900,000	15.40
28	Playground Fieldhouse Repairs and Upgrades	Community Development	Leisure Services	341,375	579,563	579,563	-	-	-	1,500,500	15.40
29	Cemetery Services Mini Excavator Replacement	Community Development	Children & Citizen Services	160,000	-	-	-	-	-	160,000	15.30
30	Valley East Library & Citizen Service Centre - HVAC Units Replacement	Community Development	Children & Citizen Services	100,000	-	-	-	-	-	100,000	15.20
31	Camera System Migration to I-Vision	Community Development	Housing Operations	180,000	180,000	180,000	-	-	-	540,000	14.90
32	Accessible Dining room furniture	Community Development	Long Term Care - Senior Services	55,000	-	-	-	-	-	55,000	14.70
33	Dr Ed LeClair Arena Parking Lot Upgrade	Community Development	Leisure Services	250,000	-	-	-	-	-	250,000	14.20
34	Arena Mechanical, Electrical and Life Safety Equipment Upgrades	Community Development	Leisure Services	224,400	-	-	-	-	-	224,400	14.20
35	Frobisher Street Renovations	Growth and Infrastructure	LIS	125,000	-	-	-	-	-	125,000	13.90
36	1960B Paris Street - New Windows	Community Development	Housing Operations	1,100,000	1,065,000	-	-	-	-	2,165,000	13.80
37	Refurbishments at various pools (Mechanical, Electrical)	Community Development	Leisure Services	352,000	-	-	-	-	-	352,000	13.60
38	1920 Paris Street - Balcony Railing Replacement	Community Development	Housing Operations	365,000	-	-	-	-	-	365,000	13.60
39	Appliance Replacement Allowance	Community Development	Housing Operations	87,000	87,000	87,000	87,000	87,000	87,000	522,000	13.40
40	Community Centers - Building Envelope, Interiors, Stairs, Ladder Refurbishments	Community Development	Leisure Services	345,000	-	-	-	-	-	345,000	13.40
41	Community Centers - Mechanical, Electrical, Life Safety Equipment Refurbishments	Community Development	Leisure Services	282,000	-	-	-	-	-	282,000	13.40
42	Parks Depot Envelope Repairs (Azilda and Valley East)	Community Development	Leisure Services	290,000	-	-	-	-	-	290,000	13.20
43	1778 LaSalle Blvd - Siding and Insulation Upgrade	Community Development	Housing Operations	290,000	-	-	-	-	-	290,000	13.10
44	199 Larch Lightning Protection System Upgrade	Corporate Services	Assets	35,000	-	-	-	-	-	35,000	12.90

Appendix 3 - 2020 Capital Budget - Summary of Capital Prioritization Submissions included in 2021 to 2024 Capital Outlook

				Estimated Cost and Timing of Cash Flows							Total Score
	Project Name	Dept	Division	2020	2021	2022	2023	2024	Beyond	Total	
45	Aphalt Patching Machine (Python 5000 or Equivalent)	Growth and Infrastructure	ICP	400,000	-	-	-	-	-	400,000	12.80
46	Capreol Library & Citizen Service Center - Upper Floor Window Replacement	Community Development	Children & Citizen Services	80,000	-	-	-	-	-	80,000	12.80
47	Cemetery Services Utility Tractors Replacement	Community Development	Children & Citizen Services	120,000	-	-	-	-	-	120,000	12.70
48	Refurbishments at various pools (Interior and Exterior)	Community Development	Leisure Services	460,000	350,000	-	-	-	-	810,000	12.60
49	Parks Field Houses (Code Compliancy) - Interconnected Smoke Detectors Installation	Community Development	Leisure Services	25,000	-	-	-	-	-	25,000	12.60
50	Cemetery Services Driveway Restoration	Community Development	Children & Citizen Services	450,000	450,000	450,000	450,000	330,000	-	2,130,000	12.60
51	Additional Resources for Litter Collection	Growth and Infrastructure	Environmental Services	40,000	-	-	-	-	-	40,000	12.50
52	Oudtoor Court Resurfacing / Conversion	Community Development	Leisure Services	205,000	180,000	-	-	-	-	385,000	12.30
53	Backstop Replacement at Baseball Complexes	Community Development	Leisure Services	104,000	-	-	-	-	-	104,000	12.20
54	Whitson River Trail	Growth and Infrastructure	Planning Services	2,275,044	-	-	-	-	-	2,275,044	12.00
55	Air Conditioning of Killarney Hallway	Community Development	Long Term Care - Senior Services	35,000	-	-	-	-	-	35,000	11.80
56	Azilda Public Library Driveway Repair	Community Development	Children & Citizen Services	110,000	-	-	-	-	-	110,000	11.70
57	Lively Ski Hill Chalet Replacement	Community Development	Leisure Services	62,500	-	-	-	-	-	62,500	11.60
58	Delki Dozzi, Den Lou, Ella Park - Electrical Distribution, Panels & Equipment Replacement	Community Development	Leisure Services	70,000	-	-	-	-	-	70,000	11.60
59	1160 Lorne Electrical Improvements	Corporate Services	Assets	30,000	-	-	-	-	-	30,000	11.60
60	Chelmsford Library & Citizen Service Centre Boiler Replacement	Community Development	Children & Citizen Services	120,000	-	-	-	-	-	120,000	11.40
61	New Sudbury Library Front Entrance Repairs	Community Development	Children & Citizen Services	40,000	-	-	-	-	-	40,000	11.20
62	Fire Sprinklers for Basement	Community Development	Long Term Care - Senior Services	120,000	-	-	-	-	-	120,000	11.00
63	Anderson Farm Pavillion	Community Development	Children & Citizen Services	80,000	-	-	-	-	-	80,000	11.00
64	199 Larch HVAC Chiller and Compartment unit upgrades	Corporate Services	Assets	225,000	-	-	-	-	-	225,000	10.90
65	Arean Plant SMART Hub Energy Upgrades	Community Development	Leisure Services	507,000	-	-	-	-	-	507,000	10.90
66	Fire Hall Improvements at the Volunteer Stations	Corporate Services	Assets	416,639	277,759	-	-	-	-	694,399	10.20
67	Motor Vehicle Fleet Replacement	Community Development	Housing Operations	78,000	78,000	78,000	78,000	78,000	78,000	468,000	9.80
68	Replacement of 2 Transit Vehicles	Community Development	Transit Services	80,000	35,000	35,000	80,000	85,000	100,000	415,000	9.20
69	744 Bruce Avenue (Ryan Heights)	Community Development	Housing Operations	1,250,000	1,200,000	-	-	-	-	2,450,000	8.80
70	Volunteer Firefighter Pager Replacement	Community Safety	Fire Services	75,000	75,000	-	-	-	300,000	450,000	7.70
71	Fire Pumper Flow Testing Trailer	Community Safety	Fire Services	150,000	-	-	-	-	-	150,000	6.30
72	Grounds Contracting In Staff Initiative-Capital Requirement	Community Development	Housing Operations	86,500	-	-	-	-	-	86,500	5.50

#### Appendix 4 - Service Level Reductions

Department	Division	Amount	Description
Organizational		1,103,000	Information provided in closed session
Growth and Infrastructure	Environmental Services	500,000	Gate Fee (flat fee per visit)
Community Development	HCI	450,000	Eliminate remainder of HCI Funds
Economic Development		200,000	Reduce CGSCDC transfer
Growth and Infrastructure	Environmental Services	90,000	Reduced hours of operation for landfill sites and Walden transfer station
Growth and Infrastructure	Environmental Services	85,000	Elimination of residential exemption
Growth and Infrastructure	Environmental Services	80,000	Remove subsidy from Big Blues and only provide free blue boxes to new homes
Growth and Infrastructure	Environmental Services	65,000	Full cost recovery of Special Events
Economic Development		63,000	Reduce event support grants
Growth and Infrastructure	Environmental Services	60,000	Elimination of Free Week (Spring)
Economic Development		54,000	Eliminate of Market Program Grant
Growth and Infrastructure	Environmental Services	40,000	Elimination of Free Week (Fall)
Community Safety	Paramedic Services	29,000	Close all helipad night landing sites
Community Safety	Paramedic Services	11,000	Eliminate costs associated with base hospital certification for Paramedics

2,830,000