

## For Information Only

### Cancelled Capital Projects Update (24 Months No Activity)

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jul 07, 2020

Report Date Monday, Jun 22, 2020

Type: Correspondence for  
Information Only

### Resolution

For Information Only

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

This report refers to operational matters.

### Report Summary

This report provides a summary of cancelled capital projects with no activity over the past 24 months as of December 31, 2019.

### Financial Implications

This report has no financial implications.

#### Signed By

##### Report Prepared By

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## **Background**

This report provides the transparency and accountability by providing a summary of cancelled/closed projects with no activity for at least 24 months as of December 31, 2019. The analysis for cancelled/closed capital projects that were identified as part of the June 2, 2020 COVID report were decisions made during 2020 and does not relate to this report.

Oversight requirements exist that call for project status to be regularly reported. Regular information about the progress of capital projects is important so that adjustments or changes to planned activities, where required, can be made in a timely fashion. When certain triggering events occur, such as 24 months passing with no activity on an approved project, the policy calls for staff to further review the project and the reasons for inactivity.

## **Analysis**

The Capital Budget Policy aligns capital budgeting practices with the principles described in the Asset Management Strategy and the long-term perspective anticipated by the Long-Term Financial Plan.

The Policy encourages timely project completion. Prior to 2019, it was possible for a project to remain inactive for several periods after Council approval. This occurred when staff resources were not available to support the project, new priorities were introduced that require resources to be redirected, or conditions affecting the specific project changed and required plans to be reassessed. Since 2019, the policy calls for approved projects that experience 24 months of inactivity to be closed and funds returned to the Holding Account. If the project is still required, it would re-enter the prioritization process and be considered along with other capital project priorities.

This manages the risk that scarce capital funds are sitting idle when they could be redeployed to fund other work that achieves Council's priorities and meets recognized community needs. The Capital Budget Policy states:

If a Capital Project has not had any activity for 24 months the project will be closed and the remaining capital project funds will be transferred to the Holding Account or relevant capital financing reserve fund where applicable. The ELT member can request that the CAO approve an extension in exceptional circumstances.

This report describes the transfers completed of capital projects that did not have activity in the last 24 months.

Appendix A and B provides details about each closed project. It is important to note that where these projects are still required, they will be subject to review and prioritization in future capital budgets.

Appendix A represents tax levy funded closed capital projects (excluding water/wastewater) and provides details of the 26 projects that were identified as complete or canceled and resulted in \$1.2 million transferred to the Capital Holding Account Reserve as well as \$278,000 that was transferred to the 199 Larch Street Reserve Fund.

Appendix B represents water and wastewater closed capital projects and provides details of four Water projects that were identified as complete or canceled with a total of \$64,000 transferred to the Water Holding Reserve. A total of nine Wastewater projects were identified as complete or canceled with a total of \$470,000 transferred to the Wastewater Holding Reserve.

Appendix A - Completed / Cancelled Projects - Tax Levy (excluding Water and Wastewater) - for Information Only

Department	Division	Sub-Division	Project	2018 Cost	2019 YTD Cost	Total Project Cost	PO	Total	Project Budget	Remaining Budget	Moved to RF
Asset & Fleet Services	Facilities	199 Larch	Accessibility Audit	-	-	5,063	-	5,063	74,245	69,182	(69,182.11)
Asset & Fleet Services	Facilities	199 Larch	Exterior Stairs	-	-	-	-	-	20,000	20,000	(20,000.00)
Asset & Fleet Services	Facilities	199 Larch	Upper Concourse - Day Care	-	-	-	-	-	150,000	150,000	(150,000.00)
Asset & Fleet Services	Facilities	199 Larch	Upper Concourse - Planters	-	-	-	-	-	37,965	37,965	(37,964.80)
Asset & Fleet Services	Facilities	Assets	Energy Conservation-VariousLoc	-	-	115,153	-	115,153	177,024	61,871	(61,870.96)
Asset & Fleet Services	Facilities	Assets	Energy Saving Initiatives	-	-	-	17,833	17,833	44,001	26,168	(26,167.97)
Asset & Fleet Services	Facilities	Assets	Health and Safety Upgrades	-	-	19,045	-	19,045	21,023	1,978	(1,977.96)
Asset & Fleet Services	Facilities	Assets	Loading Dock Bumpers	-	-	27,511	-	27,511	32,802	5,292	(5,291.53)
Asset & Fleet Services	Facilities	Tom Davies Square	Fire Rating Repairs Design	-	-	-	-	-	100,000	100,000	(100,000.00)
Asset & Fleet Services	Facilities	Tom Davies Square	Plumbing Upgrades	-	-	-	-	-	25,000	25,000	(25,000.00)
Asset & Fleet Services	Facilities	Tom Davies Square	Plumbing Upgrades	-	-	10,438	-	10,438	25,000	14,562	(14,561.94)
Asset & Fleet Services	Facilities	Tom Davies Square	Rain Water Drainage Repair	-	-	-	-	-	20,000	20,000	(20,000.00)
Asset & Fleet Services	Facilities	Tom Davies Square	Smoke Exhaust Fans 200 Brady	-	-	-	-	-	53,487	53,487	(53,487.35)
Asset & Fleet Services	Facilities	Tom Davies Square	Smoke Seal and Firestop	-	-	-	-	-	25,000	25,000	(25,000.00)
Asset & Fleet Services	Facilities	Tom Davies Square	Various Mechanical Upgrades	-	-	-	-	-	15,000	15,000	(15,000.00)

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Department	Division	Sub-Division	Project	2018 Cost	2019 YTD Cost	Total Project Cost	PO	Total	Project Budget	Remaining Budget	Moved to RF
Asset & Fleet Services	Facilities	Tom Davies Square	Window Pane Replacement	-	-	-	-	-	50,000	50,000	(50,000.00)
Asset & Fleet Services	Facilities	Tom Davies Square	Window Pane Replacement	-	-	8,801	-	8,801	10,074	1,273	(1,273.02)
CAO & Communications	Citizen Services	Library Projects	South End Renovations	-	-	81,417	-	81,417	84,567	3,150	(3,149.51)
Community Development	Transit Services	Transit Projects	Stop Announcement Upgrade	-	-	-	-	-	7,123	7,123	(7,123.21)
Corporate Services	Farmers Market	Farmers Market	Farmer's Market Building	-	-	871,855	-	871,855	1,371,855	500,000	(500,000.00)
Corporate Services	Information Technology	Info Tech Projects	Database Licenses	-	-	-	-	-	40,000	40,000	(40,000.00)
Growth & Infrastructure	Infrastructure & Capital Planning	Road Projects	Junction Crk BridgeKelly Lk Rd	-	-	-	-	-	250,000	250,000	(250,000.00)
Growth & Infrastructure	Infrastructure & Capital Planning	Road Projects	Railway Crossing Improvements	-	-	878,808	-	878,808	890,013	11,205	(11,205.31)
Growth & Infrastructure	Infrastructure & Capital Planning	Roads-Clean W/WW Fund	Edward Avenue - Culvert	-	-	174,397	-	174,397	175,271	874	(873.82)
Growth & Infrastructure	Infrastructure & Capital Planning	Roads-Clean W/WW Fund	Seguin Street - Culvert	-	-	194,891	-	194,891	196,639	1,748	(1,747.63)
Growth & Infrastructure	Infrastructure & Capital Planning	Roads-Clean W/WW Fund	Yorkshire Dr - Culvert	-	-	239,339	-	239,339	241,087	1,748	(1,747.63)
All Projects Excluding W/WW Limited Activity in 24 Months				-	-	2,626,719	17,833	2,644,552	4,137,177	1,492,625	(1,492,624.75)

Funds to be Transferred:

199 Larch Street Reserve Fund	(277,146.91)
Capital General Holding Account	(1,215,477.84)

(1,492,624.75)

Appendix B - Completed / Cancelled Projects - Water and Wastewater - for Information Only

Department	Division	Sub-Division	Project	2018 Cost	2019 YTD Cost	Total Project Cost	PO	Total	Project Budget	Remaining Budget	Moved to RF
Growth & Infrastructure	Wastewater Linear	Wastewater Projects	Attlee - Gemmell to Lasalle	-	-	-	-	-	200,000	200,000.00	(200,000.00)
Growth & Infrastructure	Wastewater Linear	Wastewater Projects	Loach's Lining -Eden to Aspen.	-	-	-	-	-	100,000	100,000.00	(100,000.00)
Growth & Infrastructure	Wastewater Linear	Wastewater Projects	Sewer System Annual Repairs	-	-	95,800	-	95,800	100,000	4,199.82	(4,199.82)
Growth & Infrastructure	Wastewater Plants	Sudbury WWTP Ph 2	Effluent System	-	-	444,115	-	444,115	451,209	7,094.17	(7,094.17)
Growth & Infrastructure	Wastewater Plants	Sudbury WWTP Ph 2	Odour Control	-	-	816,831	-	816,831	817,974	1,142.77	(1,142.77)
Growth & Infrastructure	Wastewater Plants	Sudbury WWTP Ph 2	Odour Control	-	-	17,111	-	17,111	88,894	71,782.73	(71,782.73)
Growth & Infrastructure	Wastewater Plants	Sudbury WWTP Ph 2	Ultimate Plant Expansion	-	-	70,195	-	70,195	75,150	4,954.55	(4,954.55)
Growth & Infrastructure	Wastewater Plants	Sudbury WWTP Ph3	Parking Lot Upgrades	-	-	-	-	-	70,000	70,000.00	(70,000.00)
Growth & Infrastructure	Water Plants	Wahnapiatae WTP ph 2 & 3	Wanapitei WTP Phase 3	-	-	40,506	-	40,506	62,583	22,076.90	(22,076.90)
Growth & Infrastructure	Water Linear	Water Projects	Consultant Guidelines Manual	-	-	-	-	-	25,000	25,000.00	(25,000.00)
Growth & Infrastructure	Water Linear	Water Projects	St Nicholas	-	-	364,593	-	364,593	361,351	(3,241.94)	3,241.94
Growth & Infrastructure	Water Plants	Water Plants	Backflow Cross-Con Reduction	-	-	-	-	-	20,000	20,000.00	(20,000.00)
Growth & Infrastructure	WW-Clean W/WW Fund	WW-Clean W/WW Fund	Strathmere - Wastewater Lining	-	-	90,155	-	90,155	100,000	9,844.63	(9,844.63)
W/WW Projects Limited Activity in 24 Months				-	-	1,939,307	-	1,939,307	2,472,160	532,853.63	(532,853.63)

Funds to be Transferred:

Wastewater Holding Account	(469,018.67)
Water Holding Account	(63,834.96)
	<u>(532,853.63)</u>