



**Special Committee Meeting of Council  
via ELECTRONIC PARTICIPATION ONLY**

**Meetings for the Week of  
Thursday, January 21, 2021**

Thursday, January 21, 2021	5:30 p.m.	Special Committee Meeting of Council
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**Meetings Held Under the Municipal Act**

Thursday, January 21, 2021	5:30 p.m.	Combined 2021 Operating and Capital Budget
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# **General Government Committee**

**Thursday, January 21, 2021**

**Chair:** Councillor Tanya Vrebosch

**Vice-Chair:** Councillor Bill Vrebosch

**Members:** Councillor Johanne Brousseau  
Councillor Chris Mayne  
Councillor Mark King  
Councillor Scott Robertson  
Councillor Mac Bain  
Councillor Dave Mendicino  
Councillor Marcus Tignanelli  
Councillor George Maroosis

**Ex Officio:** Mayor Al McDonald

## **Items to be Addressed:**

- GG-2020-10** Report from Margaret Karpenko dated November 13, 2020 re 2021 General Operating Budget (SIRE/F05/2021/OPEBU/GENERAL).
- GG-2020-09** Report from Shannon Saucier dated November 13, 2020 re 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget, with the 2022-2030 Capital Forecast Plan (SIRE/F05/2021/CAPBU/GENERAL).

## **Committee Items:**

- GG-2019-06** Smoking By-Law No. 2019-45 (SIRE/C01/2019/BYLAWS/SMOKING).
- GG-2020-02** Report from Shannon Saucier dated August 18, 2020 re 2021 Budget Schedule (SIRE/F05/2020-21/OPERBU/GENERAL).
- GG-2020-09** Report from Shannon Saucier dated November 13, 2020 re 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget, with the 2022-2030 Capital Forecast Plan (SIRE/F05/2021/CAPBU/GENERAL).
- GG-2020-10** Report from Margaret Karpenko dated November 13, 2020 re 2021 General Operating Budget (SIRE/F05/2021/OPEBU/GENERAL).

# **GG-2020-10**

Draft Recommendation:

"No Draft Recommendation."



# City of North Bay Report to Council

**Report No:** CORP 2020 - 96

**Date:** November 13, 2020

**Originator:** Margaret Karpenko

**Business Unit:** Corporate Services

**Department:** Financial Services

**Subject:** 2021 General Operating Budget

**Closed Session:** yes  no

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## Recommendation

That the 2021 Administration Operating Budget be received and referred to the Special Committee meetings.

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## Background

During September and October, management team members met with the Chief Administrative Officer, Chief Financial Officer, and finance staff to review the Preliminary General Operating Budget submissions. The proposed 2021 Administration Recommended Operating Budget is attached to this report as Appendix A. Detailed budget estimates have been established by each department based on the operational knowledge and expertise of supervisors and managers.

To date, the budget process has included two town hall webcasts and collection of community suggestions via emails. This has provided Council with an opportunity to understand public needs, wants and concerns.

The 2021 Budget Schedule, Report to Council No. CORP 2020-104, was prepared based on the overall objective of having the budget process completed and approved by Council by year-end.

The City and the community continue to adapt and manage through the COVID-19 pandemic and the future impact on the City's operations remains uncertain. The budget contains several management assumptions with respect to the COVID-19 pandemic recovery and it is possible that some service areas may be affected for a longer period of time. The 2021 budget supports the continuation of existing service levels through the use of one-time reserve funding. A total of \$1.44 million from the tax rate stabilization reserve is planned to be used to offset one-time revenue losses or expense increases with the expectation that operations will resume to normal levels in 2022. However, there are certain service areas, such as Transit, where user pay services may take several years to recover. In these instances, the City will have to slowly reduce the use of funding from the Tax Rate Stabilization reserve in order to mitigate any sharp increases in future tax levies. Throughout 2021, staff will continue to assess the impacts of COVID-19 to determine which impacts may become permanent and require budget adjustments in future years.

## Economic Outlook

As part of the 2021 budget process, Deputy Mayor and Budget Chief, Tanya Vrebosch called an economic and employment update meeting of community stakeholders in order to gain insights regarding the impacts of the COVID-19 pandemic and what this will mean to businesses in 2021. The pandemic remains a fluid situation and the impacts to our business community have

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been significant and varied. Many observations were captured during the meeting for consideration during budget deliberations. Key observations have been summarized as follows:

- Recognizing that all sectors of our local economy have been impacted by the pandemic, some were impacted more severely than others. Sectors facing particular concern during the shutdown were those operations that rely heavily on consumer spending and engagement such as tourism and hospitality, retail along with personal and professional services and the creative sector. Among those heavily hit are small businesses and those who are self-employed.
  - Although not all sectors were able to take advantage of public funding support, some businesses have benefited from relief programs. Some, particularly in manufacturing, have been able to be innovative and pivot products/services to meet the changing market demands. Retailers who were either already engaged in online commerce or able to quickly pivot their sales strategies have fared reasonably well. Programs such as the *Digital Main Street* and *Future Proofing* have been deployed locally to help assist those who require resources and support to enhance their online presence.
  - According to *Labour Focus* reports produced by The Labour Market Group, more than half of Ontario businesses experienced a year-over-year drop in revenue between April 2019 and April 2020 of more than 30%. Employment trends in Northeastern Ontario follow similar patterns when compared to Ontario as a whole with unemployment rates spiking May through July. April 2020 saw a drop of 59.4% in the number of job postings within the district but the number of job postings has increased and is now on par with pre-pandemic monthly averages.
  - Businesses continue to face workforce challenges associated with skills gaps and recruitment. The unintended consequences of COVID-19 relief programs like CERB seem to be compounding workforce challenges including new recruitment, which impacts business growth. The termination of these temporary support programs will be felt in 2021 and will likely coincide with potential impacts to the transformation of local employment services delivery.
  - Moving forward, reliable access to public transit will remain important to employers looking to attract workers and investments in critical infrastructure such as telecommunications that enable remote working. These services are important not only to our local business community and residents, but also to those currently considering relocating to and investing in our community.
  - 2020 saw North Bay's highest single family dwelling housing start since 2012 and can be attributed somewhat to a strong real estate market fuelled in part by an increased interest to move out of larger urban centres.
  - Businesses recognize the need for growth and are looking to the municipality to be prudent and strike a balanced approach moving forward. Priority projects resulting in significant capital pressures require careful consideration. With a quiet optimism for 2021, businesses continue to struggle while looking for opportunities to pivot, innovate and grow in the face of the pandemic.
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## Financial/Legal Implications

The operating budget endeavors to balance various pressures the City must consider on an annual basis including inflation, capital investment, offset with changes in user fee revenues, efficiencies and service reductions. The tax levy increase included in the proposed 2021 Operating Budget is 3.83% or \$3,595,577. This does not include proposed Service Level Changes (SLCs) attached at the end of the budget package.

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## Corporate Strategic Plan

- |   |   |
|---|---|
| <input type="checkbox"/> Natural North and Near                           | <input type="checkbox"/> Economic Prosperity                |
| <input checked="" type="checkbox"/> Affordable Balanced Growth            | <input checked="" type="checkbox"/> Spirited Safe Community |
| <input checked="" type="checkbox"/> Responsible and Responsive Government |   |

## Specific Objectives

- Provide smart, cost effective services and programs to residents and businesses
  - Ensure that Council and staff have a shared perception of goals
  - Ensure the efficient and effective operations of the city, with particular consideration to the impact of decisions on the property tax rate
  - Promote and encourage arts and culture as a cornerstone of a dynamic community
- 

## Options/Analysis

The 2021 General Operating Budget was prepared with the following guidelines:

### Consultative Budget Methodology:

Managers and supervisor's knowledge of their operations continues to be united with financial budgets and actual expense projections. This practice has led to the development of a 2021 budget with sound philosophies and estimates.

### User Fees:

Report to Council CORP 2018-94 established a user fee by-law for the next four year term of Council from 2019 to 2022. The 2021 user fee amendments were tabled in Report to Council CORP 2020-102 City of North Bay User Fees. The enclosed 2021 Budget reflects presented user fees.

### Other Revenue Estimates:

These estimates are based on trends, historical data, current rates, approved rate increases, projections and any known revenue reductions.

### OMPF:

The Ontario Municipal Partnership Fund (OMPF) is the Province's main transfer payment to municipalities. The enclosed 2021 Budget includes the City's allocation of \$10,094,200 which represents a decrease of (\$113,600) over the 2020 OMPF allocation.

### Service Delivery:

The preliminary budget was prepared with Management's projections and cost estimates to deliver existing service levels. Suggestions that provide Council with options to change the current level of service have been included in the Service Level section at the end of the budget package.

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Additional costs or savings resulting from proposed Service Level Changes have been included in the bottom section of the Annual General Levy Summary (page 6 of Appendix A).

**Expenditures:**

These represent management's best estimates to deliver the current level of service.

Management's estimates include:

- Annualized approved Council initiatives
- Inclusion of contractual agreements (landfill, waste collection, Para Bus, etc.)
- Legislated changes (i.e. mandatory training, safety guideline changes, legal costs, etc.)
- Expected future operational requirements and needs

**Utility Costs:**

Budget estimates take into consideration the prior year's data, projected actual billings as well as expected future trends. Calculations include such items as the benefit of energy efficiencies gained through capital investments and enhanced education programs to improve energy conservation. The enclosed budget assumes hydro costs will increase by 1.1% and natural gas by 3.4% from the 2020 projected year-end actuals.

**Fuel:**

Fuel costs are estimated based on the anticipated usage for 2021 and the average fuel rate of \$1.014 per litre. This figure includes the \$0.022 per litre for the phase-in of the federal carbon tax. The federal carbon tax on fuels came into effect on April 1, 2019.

**Staff Complement:**

All staffing costs and Full Time Equivalents (FTE), including positions grant funded or directly related to Capital, are reported in the personnel costs with any associated offsetting revenues being recorded accordingly.

**Fringe Benefits:**

Staff benefit costs have been updated by the Finance Department and are reflected within the departments that individuals are assigned. Benefits include items such as Employment Insurance, Canada Pension Plan, WSIB, OMERS, EHT, LTD, Life, AD&D, dental and major medical.

**Insurance:**

Based on current information, these costs are estimated to increase by 10% upon renewal. The City's insurance period is from May to April. Therefore, the first 4 months of 2020 is known and the increase is applicable to the remaining 8 months.

**Debenture Financing:**

As per the City's Long-Term Capital Funding Policy, the annual funding allowance for the General Capital Budget includes \$8.5 million in debt financing to support capital projects. The corresponding principal and interest payments are budgeted within the General Operating Budget. The 2021 forecasted principal and interest payments includes an adjustment for the debt authority recommended to be cancelled as outlined in the 2021 Capital Budget Report to Council No. 2020-120.

**Service Partners:**

Service Partner budgets represent services that are funded by property taxes in which City Council does not have direct oversight of the boards and agencies; however, City Council is responsible for funding them, in whole or in part. The most notable Service Partners include: North Bay Police

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Services, North Bay Public Library, Cassleholme, District Social Services Administration Board, MPAC, North Bay Parry Sound District Health Unit and the North Bay-Mattawa Conservation Authority. In early fall, Service Partners received a letter from the City's CFO outlining budget timelines. The documents requested that each Service Partner communicate its operating budget target to the Chief Financial Officer. The enclosed budget includes projections which are based on varying levels of information and discussions with certain service partners. As with every budget year, the City is holding the risk should estimates be off or if there are shifts in apportionments.

**Mayor's Plan:**

The 2021 Budget includes a planned transfer from reserve in the amount of \$309,745 as part of the Mayor's Plan. Only the portion required to balance the year-end results will be transferred from reserve at year-end and the unused portion will remain in the reserve and can be applied towards future years' budgets in accordance with Council authorization.

**Risks:**

As with any budget, there are risks associated with forecasting expenditures and revenues. A contingency allowance of \$206,502 is included in the operating budget to provide funding for one-time expenditures that were not known or expected at the time the operating budget was approved by Council. The establishment of an appropriate contingency budget is necessary in order to provide administration with the ability to react to unforeseen events that may occur during the year without placing immediate financial pressure on the current budget or the City's reserve balances. A reasonable contingency allowance of ½ percent of the gross operating budget, or approximately \$701,392, would better able the City to absorb reasonable levels of fluctuations expected for a budget of this magnitude.

The New Experimental Experience Rating (NEER) program administered by WSIB compared the expected cost of claims to the actual NEER cost and a portion of the difference was either refunded or charged back annually to the employer. As of January 1<sup>st</sup> 2020, a new WSIB methodology along with rates was realized that encompasses a base rate plus experience premium. The adjusted base rate has been included in the presented budget. Additional experience rate premiums are unknown at the date of this report. The City has a WSIB reserve (99508R) which was established from past NEER rebates. The balance in the reserve at the date of the report is \$297,127.

**COVID-19:**

The year ahead still poses challenges and contains many unknowns, but a long history of careful financial stewardship has made the City resilient. With the continued commitment from our federal and provincial partners, the City is on solid footing as we work towards a vibrant future and continue to meet the challenges of the changing world in which we live. The 2021 Draft Budget has been cautiously developed while the City awaits further information on additional municipal funding from the federal and provincial Phase 2 Safe Restart funding. Phase 2 funding will help the City to preserve its reserves for the financial burden that will likely continue in subsequent years. Difficult decisions were made in 2020 to generate savings to offset COVID-19 costs/revenue losses; however, the savings are not sustainable and the City's reserves will be critical in offsetting and stabilizing the 2021 and 2022 operating budgets potentially leaving the City vulnerable in future years. As per the strategy outline in the September 30<sup>th</sup> Variance Report to Council No. CORP 2020-97, the anticipated surplus in 2020 (approximately \$900,000) will be



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transferred to the tax rate stabilization reserve to partially offset the 2021 anticipated reserve funding in the amount of \$1.44 million.

**Reserves:**

The establishment of reserves assists to stabilize tax rates by offsetting the budget effects that would otherwise be one time in nature as well as those caused by uncontrollable events or activities that can be phased in. As noted in this report, 2021 is a budget year which aligns with the intended purpose of the below reserves. The balance in the associated reserves at the date of this report is as follows:

- Tax Stabilization Reserve (99529R): \$2,887,719
- Operating Budget Contingency (99557R): \$1,208,860

\* Note the above balances are subject to year-end accruals and allocations.

The 'Tax Stabilization Reserve' balance is currently well below the City's targeted level of 5% to 10% of the total municipal tax levy being \$4.9 million to \$9.7 million for 2021 (based on municipal levy before the inclusion of service level changes). In addition, the 'Operating Budget Contingency Reserve' is slightly below the City's targeted level of 1% of the 2021 gross operating budget, being approximately \$1.4 million.

The City of North Bay's Reserve Policy forms a critical component of the municipality's Long-Term Financial Plan. The above noted reserves are the primary reserves relating to the Operating Budget.

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**Recommendation**

That the 2021 Administration Operating Budget be received and referred to the Special Committee meetings.

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Respectfully submitted,

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Margaret Karpenko, CPA, CMA  
Chief Financial Officer / Treasurer

We concur in this report and recommendation.

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Karen McIsaac  
City Clerk

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Peter Leckie  
City Solicitor

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Erin Richmond  
Manager Economic Development

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Lea Janisse  
Chief Human Resources & Information  
Officer

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Jason Whiteley  
Fire Chief

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Ian Kilgour  
Director, Community Development & Growth

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John Severino, P.Eng., MBA  
City Engineer, Infrastructure &  
Operations

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Domenic Schiavone  
Director of Public Works and Parks

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David Euler, P.Eng., PMP  
Chief Administrative Officer

Personnel designated for continuance: Chief Financial Officer/Treasurer  
Attachments: Appendix A – 2021 Administration Recommended Operating Budget



# **CITY OF NORTH BAY**

**2021**

**ADMINISTRATION**

**RECOMMENDED**

**OPERATING BUDGET**

**CITY OF NORTH BAY  
2021  
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# Annual General Levy Summary

Budget Year: 2020

YTD End Date: November 2020

Execution Date: November 13, 2020

	2019 Actuals	2020 Actuals YTD *	2020 Budget	2021 Council Review	Variance Increase /(Decrease)	Change %
<b>Community Services</b>						
ARENA SERVICES	1,562,478	1,684,785	1,796,385	1,868,792	72,407	4.03%
BUILDING	53,117	318,368	76,336	79,270	2,934	3.84%
COMMUNITY DEVELOPMENT & GROWTH	253,069	212,799	275,225	193,516	(81,709)	-29.69%
ECONOMIC DEVELOPMENT	716,257	581,342	875,270	883,129	7,859	0.90%
FIRE DEPARTMENT	13,607,275	10,812,776	13,381,350	13,014,110	(367,240)	-2.74%
PARKS REVENUES	(183,030)	(36,470)	(206,400)	(206,400)	0	0.00%
PLANNING DEPARTMENT	320,598	331,514	376,088	435,188	59,100	15.71%
REC, LEISURE, & CULTURAL SERVICES	1,082,201	804,164	1,185,822	1,194,393	8,571	0.72%
<b>Total Community Services:</b>	<b>17,411,965</b>	<b>14,709,278</b>	<b>17,760,076</b>	<b>17,461,998</b>	<b>(298,078)</b>	<b>-1.68%</b>
<b>Corporate Services</b>						
COUNCIL SECRETARIAT	329,674	323,443	394,546	360,720	(33,826)	-8.57%
CUSTOMER SERVICE CENTRE	200,519	271,670	255,474	272,897	17,423	6.82%
FINANCIAL SERVICES	1,408,174	1,208,986	1,521,242	1,502,578	(18,664)	-1.23%
HUMAN RESOURCES	938,992	758,199	1,124,884	1,124,023	(861)	-0.08%
INFORMATION SYSTEMS	994,750	913,828	1,617,275	1,689,188	71,913	4.45%
LEGAL DEPARTMENT - GENERAL	329,915	400,506	483,271	480,308	(2,963)	-0.61%
LEGAL DEPARTMENT - POA	(4,662)	263,170	(136,323)	32,529	168,852	123.86%
<b>Total Corporate Services:</b>	<b>4,197,362</b>	<b>4,139,802</b>	<b>5,260,369</b>	<b>5,462,243</b>	<b>201,874</b>	<b>3.84%</b>
<b>General Government Activities</b>						
FINANCIAL EXPENSES	17,959,796	20,280,004	19,165,847	21,097,339	1,931,492	10.08%
GENERAL REVENUES	(101,381,189)	(105,902,994)	(12,706,854)	(12,178,272)	528,582	4.16%
MAYOR & COUNCIL	434,602	385,490	631,476	631,807	331	0.05%
OFFICE OF THE CAO	425,052	372,168	409,364	423,478	14,114	3.45%
<b>Total General Government Activities:</b>	<b>(82,561,739)</b>	<b>(84,865,332)</b>	<b>7,499,833</b>	<b>9,974,352</b>	<b>2,474,519</b>	<b>32.99%</b>
<b>Infrastructure and Operations</b>						
AQUATIC CENTRE	313,242	229,452	344,650	349,000	4,350	1.26%
CITY HALL FACILITIES	601,516	531,648	655,733	614,969	(40,764)	-6.22%
ENGINEERING SERVICES	690,685	561,874	926,811	968,284	41,473	4.47%
ENVIRONMENTAL SERVICES	1,217,619	646,912	842,954	979,837	136,883	16.24%
FLEET MANAGEMENT	0	(212,208)	0	0	0	0.00%
KINGS LANDING	(9,635)	6,971	(1,091)	3,713	4,804	440.33%
MARINA	0	4,559	0	0	0	0.00%
PARKING OPERATIONS	(230,997)	20,352	(9,926)	37,762	47,688	480.44%
PARKS - OPERATIONS	3,920,037	3,056,895	4,062,048	4,048,415	(13,633)	-0.34%
ROADS DEPARTMENT	8,349,659	6,816,017	8,769,051	8,930,841	161,790	1.85%
STORM SEWERS	602,092	430,526	591,604	587,805	(3,799)	-0.64%
TRANSIT	4,497,080	4,139,628	4,525,024	4,325,026	(199,998)	-4.42%
WORKS DEPT ADMINISTRATION	836,574	661,904	827,145	779,892	(47,253)	-5.71%
<b>Total Infrastructure and Operations:</b>	<b>20,787,872</b>	<b>16,894,530</b>	<b>21,534,003</b>	<b>21,625,544</b>	<b>91,541</b>	<b>0.43%</b>



# Annual General Levy Summary

Budget Year: 2020

YTD End Date: November 2020

Execution Date: November 13, 2020

## Service Partners

INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00%
SERVICE PARTNERS	39,774,540	40,755,261	41,601,160	42,726,881	1,125,721	2.71%
<b>Total Service Partners:</b>	<b>40,164,540</b>	<b>40,895,261</b>	<b>41,741,160</b>	<b>42,866,881</b>	<b>1,125,721</b>	<b>2.70%</b>
<b>Levy Grand Total:</b>	<b>0</b>	<b>(8,226,461)</b>	<b>93,795,441</b>	<b>97,391,018</b>	<b>3,595,577</b>	<b>3.83%</b>

## Service Level Changes

Community Services - Firefighters	109,159
Community Services - Public Art Advisory	15,000
Community Services - Property Standards Officer	23,498
Corporate Services - New Electronic/Digital Signature & Document Viewer	50,000
General Government - Interest Relief	180,648
Infrastructure & Operations - Backyard Composting	4,000
Infrastructure & Operations - Clean Green Beautiful	10,000
Infrastructure & Operations - Fall Leaf and Yard Waste Program	48,814
Infrastructure & Operations - User Pay Garbage	(18,142)
Service Partners - North Bay Jack Garland Airport	0
<b>Levy Change After Service Level Changes:</b>	<b>97,813,995</b>
	<b>4,018,554</b>
	<b>4.28%</b>

\* Actuals subject to year-end adjustments and accrual

\*\* Totals may vary slightly from computer generated budget reports due to rounding

\*\*\* Actuals on this report may vary from the individual executive reports due to timing of printing





# **COMMUNITY SERVICES**

## **2021 OPERATING BUDGET**



# Business Unit Summary

Budget Year: 2021

YTD End Date: November 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>Community Services</b>						
ARENA SERVICES	1,562,478	1,684,785	1,796,385	1,868,792	72,407	4.03 %
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REC, LEISURE, & CULTURAL SERVICES	1,082,201	804,164	1,185,822	1,194,393	8,571	0.72 %
<b>Total:</b>	<b>17,411,965</b>	<b>14,709,278</b>	<b>17,760,076</b>	<b>17,461,998</b>	<b>(298,078)</b>	<b>-1.68 %</b>
<b>Grand Total:</b>	<b>17,411,965</b>	<b>14,709,278</b>	<b>17,760,076</b>	<b>17,461,998</b>	<b>(298,078)</b>	<b>-1.68 %</b>

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## Activity Summary Overview - 2021 Budget

### Arena Services

**Positions** – Memorial Gardens, Pete Palangio, West Ferris:

<b>Full Time Staff</b>	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager, Sports & Events	0.80	0.80
Admin Assistant	2.00	2.00
Supervisor, Arenas	2.00	2.00
Arena Maintenance Person	13.00	13.00
Information Systems Tech Intern*	1.00	1.00
<b>Total Full Time</b>	<b>18.80</b>	<b>18.80</b>
<b>Part Time Staff</b>		
Arena Maintenance Person, PT	1.60	1.60
Admin Assistant, PT	0.26	0.26
Rink Attendants	4.55	4.55
Office Workers	0.88	0.88
Skate Patrol	0.14	0.14
Event Staff Coordinator	0.09	0.09
Event Staff**	0.81	0.81
Timekeeper	0.08	0.08
P.A. Technician	0.08	0.08
Zamboni Driver, PT	0.08	0.08
<b>Total Part Time</b>	<b>8.57</b>	<b>8.57</b>
<b>Total Arena Staff</b>	<b>27.37</b>	<b>27.37</b>

\*Partially funded by the Capital Budget and third parties such as the Battalion

\*\*Partially funded by third parties such as the Battalion

### **Memorial Gardens**

This budget provides for the operations, maintenance and administration of the community facility. In addition, it provides for the cost of operating and running various major indoor city sports, ice rentals, events, concerts & attractions. Management of lease agreements with various organizations that include Battalion OHL Hockey, Men's Lakers Hockey, Women's Lakers Hockey, and Figure Skating Club.

### **Revenue Generating Activities and Contracts:**

#### **2019-2020 Season (September to May)**

- 1) Pinty's Grand Slam of Curling
- 2) Battalion – 30 games
- 3) Men's Lakers – 17 games
- 4) Women's Lakers – 16 games
- 5) Bar – Battalion
- 6) Concessions – Battalion
- 7) Box Office – Battalion

#### **2020-2021 Season**

- 1) Battalion – 35 games
  - 2) Bar – Battalion
  - 3) Concessions – Battalion
  - 4) Box Office – Battalion
- Note: Mens/Womens Lakers Season cancelled due to Covid-19

### **Revenue from Battalion Contract**

- 3% season ticket revenue up to \$1 million in total sales
- 4% season ticket revenue exceeding \$1 million in total sales
- 7% walk-up gate revenue
- 50% suite rental

- 
- 7.5% advertising in excess of \$150,000
  - 50% arena naming
  - 50% video board rental and Zamboni advertising

### **Pete Palangio**

Provide for the management of the day to day operation, maintenance and administration of a twin pad arena operating for 10 months of the year. Activities range from ice rentals, meeting room bookings and event related activity rentals.

### **West Ferris**

Provide for the management of the day to day operation, maintenance, and administration of an arena, auditorium, and boardroom. Activities include ice rentals, auditorium and boardroom bookings. In addition, it includes the management of lease agreements with various organizations such as West Ferris Minor Hockey, West Ferris Ringette Association, Girls Hockey, Youth Soccer and the North Bay Midget Trappers.

The condition assessment of West Ferris building structure identified that the roof trusses have exceeded their design service life, but increased monitoring should allow for the operation of the facility in the short term.

### **Community and Recreation Centre**

In 2019, Council selected the Steve Omischl Sports Complex as the site for the new Twin Pad Community Centre. In September 2019 an RFP process was completed and the firms of MJMA and Mitchell Jensen were selected as the successful architecture and engineering firms for the design of the new community and recreational facility. During the past year the City staff has been working closely with MJMA on the design of the new community and recreational facility. Community consultation, user group session and a public open house have been part of the processes that have been undertaken.

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## Notable Adjustments - 2021 Budget

### Arena Services

Item #	Description	Dollar Amount
1.	1001–1802 – Personnel Costs – Anticipated wage and benefit increases. Partially offset by lines #0460 – Transfer from Capital Fund and #0479 – Reimbursements.	\$24,508
2.	2705 – Natural Gas – To reflect historical, projected usage and estimated rates. Increased usage due to the Energy Park. Partial offset is in Hydro savings.	\$56,054
3.	3601 – Insurance Premiums – Increase due to reallocation of premiums based on insured value plus an anticipated 10% increase for 8 months of the year.	\$13,873
4.	0460 – Transfer from Capital Fund – To account for personnel costs recovered through capital projects. Offsets lines #1001 – #1801 Personnel costs.	\$25,000
5.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$333,300
6.	0479 – Reimbursements – Increase to reflect agreement with third party. Offset by lines #1001 – #1802 – Personnel Costs.	\$15,932
7.	0932 – Arena Building Rentals – Decreased revenues due to COVID-19.	\$(18,850)
8.	0933 – Arena Ice Rentals – Decreased revenues due to COVID-19.	\$(268,000)
9.	0939 – Arena Miscellaneous Revenues – Decreased revenues due to COVID-19.	\$(38,000)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	916,765	742,180	1,047,594	1,086,631	39,037	3.73 %
1002 TEMPORARY SALARIES	280,285	121,522	299,315	303,535	4,220	1.41 %
1003 SHIFT PREMIUM	16,779	10,872	15,377	15,377	0	0.00 %
1101 OVERTIME FULLTIME	46,154	20,850	41,147	41,147	0	0.00 %
1102 OVERTIME PART TIME	953	0	0	0	0	0.00 %
1201 VACATION other	0	1,023	0	0	0	0.00 %
1202 VACATION	86,556	71,868	12,246	13,983	1,737	14.18 %
1203 COMPASSIONATE LEAVE	256	0	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	37,017	22,877	0	0	0	0.00 %
1207 SICK LEAVE	19,664	18,565	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	135	253	0	0	0	0.00 %
1301 WSIB LEAVE	0	(171)	0	0	0	0.00 %
1401 TRAINING & SAFETY	3,592	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	308,979	249,286	335,811	316,509	(19,302)	-5.75 %
1802 FRINGE BENEFITS-PARTTIME	41,432	23,658	48,426	47,242	(1,184)	-2.44 %
<b>PERSONNEL TOTAL</b>	<b>1,758,567</b>	<b>1,282,783</b>	<b>1,799,916</b>	<b>1,824,424</b>	<b>24,508</b>	<b>1.36 %</b>
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	723	154	812	715	(97)	-11.95 %
2601 OFFICE SUPPLIES	4,362	1,488	5,500	5,500	0	0.00 %
2615 JANITORIAL SUPPLIES	22,932	13,821	35,110	35,110	0	0.00 %
2650 CLOTHING / UNIFORM	3,551	6,105	9,250	9,250	0	0.00 %
2655 SAFETY SUPPLIES	0	33	100	100	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	3,312	1,197	3,515	3,570	55	1.56 %
2701 HYDRO	513,954	375,446	521,489	527,657	6,168	1.18 %
2705 NATURAL GAS	212,363	262,187	167,738	223,792	56,054	33.42 %
2715 WATER	69,591	39,059	63,174	66,540	3,366	5.33 %
2720 MUNICIPAL TAXES	3,591	3,783	3,735	3,935	200	5.35 %
2999 MISCELLANEOUS SUPPLIES	232	90	0	0	0	0.00 %
3001 POSTAGE	299	120	600	600	0	0.00 %
3005 COURIER & DELIVERY	0	65	0	0	0	0.00 %
3010 TELEPHONE	14,642	10,979	16,900	16,900	0	0.00 %
3035 MILEAGE	6,303	2,925	5,700	5,700	0	0.00 %
3045 CONFERENCE & SEMINARS	739	0	6,600	6,600	0	0.00 %
3055 MEETING COSTS	0	120	0	1,000	1,000	100.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	288	2,250	0	2,200	2,200	100.00 %
3070 TRAINING COURSES - OUT	2,703	0	11,250	11,250	0	0.00 %
3075 TRAINING COURSES- IN	4,884	0	2,500	2,500	0	0.00 %
3080 ADVERTISING & PROMOTION	0	5,220	10,000	10,000	0	0.00 %
3099 MISC ADMIN EXPENSES	16,001	10	1,200	1,200	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3305 BUILDING MAINTENANCE	98,114	69,247	97,000	97,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	53,670	37,316	62,045	62,045	0	0.00 %
3315 VEHICLE MAINTENANCE	44,282	21,345	33,000	33,000	0	0.00 %
3317 ICE PLANT MAINTENANCE	35,971	24,880	47,000	47,000	0	0.00 %
3399 MISC MAINTENANCE FEES	100	0	0	0	0	0.00 %
3401 STREET GARBAGE CONTRACT	11,977	7,114	16,200	16,200	0	0.00 %
3445 SNOW REMOVAL CONTRACT	114,815	58,199	115,550	122,000	6,450	5.58 %
3460 BRINKS COURIER	3,064	782	2,000	2,000	0	0.00 %
3499 MISC CONTRACTS	17,240	5,908	17,651	12,500	(5,151)	-29.18 %
3601 INSURANCE PREMIUMS	77,525	87,382	84,980	98,853	13,873	16.33 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>1,337,228</b>	<b>1,037,225</b>	<b>1,340,599</b>	<b>1,424,717</b>	<b>84,118</b>	<b>6.27 %</b>
<b>FINANCIAL EXPENSES</b>						
4015 DEBENTURE PRINCIPAL	42,753	56,184	135,000	135,000	0	0.00 %
4101 BANK CHARGES	0	4,612	5,000	6,100	1,100	22.00 %
4110 CASH OVER / SHORT	1	0	0	0	0	0.00 %
<b>FINANCIAL EXPENSES TOTAL</b>	<b>42,754</b>	<b>60,796</b>	<b>140,000</b>	<b>141,100</b>	<b>1,100</b>	<b>0.79 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	24,946	10,831	55,000	55,000	0	0.00 %
5115 TRANSFER TO RESERVE FUND	260,297	8,231	221,420	221,420	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>285,243</b>	<b>19,062</b>	<b>276,420</b>	<b>276,420</b>	<b>0</b>	<b>0.00 %</b>
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	64,985	69,048	82,857	84,472	1,615	1.95 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	900	0	0	0	0	0.00 %
<b>INTERNAL TRANSFERS TOTAL</b>	<b>65,885</b>	<b>69,048</b>	<b>82,857</b>	<b>84,472</b>	<b>1,615</b>	<b>1.95 %</b>
<b>EXPENSE TOTAL</b>	<b>3,489,677</b>	<b>2,468,914</b>	<b>3,639,792</b>	<b>3,751,133</b>	<b>111,341</b>	<b>3.06 %</b>
<b>REVENUE</b>						
0460 TRANSFER FRM CAPITAL FUND	0	25,000	0	25,000	25,000	100.00 %
0470 TSF FROM RESERVE FUND	42,753	56,184	135,000	468,300	333,300	246.89 %
0472 REIMB - CUPE BENEFITS	2,378	570	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	8,346	1,829	0	0	0	0.00 %
0479 REIMBURSEMENTS	39,078	32,616	32,210	48,142	15,932	49.46 %
0480 SUNDRY REVENUE	10,237	5,001	10,000	7,500	(2,500)	-25.00 %
0484 TICKET SURCHARGE	260,297	8,231	221,420	221,420	0	0.00 %
0490 CORPORATE BOX	39,571	0	31,790	31,790	0	0.00 %
0890 ATM REVENUE	6,088	1,352	5,500	4,125	(1,375)	-25.00 %
0901 TICKET SALES	37,691	0	32,000	30,000	(2,000)	-6.25 %
0919 VENDING MACHINE SALES	6,561	2,269	5,500	4,000	(1,500)	-27.27 %
0931 PUBLIC SKATING	10,347	4,385	12,300	9,225	(3,075)	-25.00 %
0932 ARENA BUILDING RENTALS	66,401	12,559	51,800	32,950	(18,850)	-36.39 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	<b>2019 Actuals</b>	<b>2020 Actuals YTD</b>	<b>2020 Budget</b>	<b>2021 Council Review</b>	<b>Variance</b>	<b>Variance %</b>
0933 ARENA ICE RENTALS	1,253,213	589,408	1,177,000	909,000	(268,000)	-22.77 %
0939 ARENA MISC. REVENUES	113,145	37,251	100,500	62,500	(38,000)	-37.81 %
0974 CO-OP ADVERTISING	9,620	0	6,190	6,190	0	0.00 %
0975 SIGN ADVERTISING	21,472	7,473	22,199	22,199	0	0.00 %
<b>REVENUE TOTAL</b>	<b>1,927,198</b>	<b>784,128</b>	<b>1,843,409</b>	<b>1,882,341</b>	<b>38,932</b>	<b>2.11 %</b>
<b>GRAND TOTAL:</b>	<b>1,562,479</b>	<b>1,684,786</b>	<b>1,796,383</b>	<b>1,868,792</b>	<b>72,409</b>	<b>4.03 %</b>



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## Activity Summary Overview - 2021 Budget

### Building

Building Services forms part of the Planning and Building Services Department. Building Services facilitates development through the issuance of building permits and administers and enforces the Building Code Act by issuing permits, conducting building inspections, plumbing inspections, and keeping records according to the related City of North Bay By-Laws.

In addition Building Services also administers the Property Standards By-law & the Property Standards Committee.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager, Planning & Building Services	0.40	0.40
Chief Building Official/Chief Plan Examiner	1.00	1.00
Plan Examiner	1.00	1.00
Building Inspectors	4.00	4.00
Administrative Assistant - Building	1.00	1.00
Junior Plan Examiner	1.00	1.00
<b>Totals</b>	<b>8.40</b>	<b>8.40</b>

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**Notable Adjustments - 2021 Budget**

**Building**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
	No notable adjustments	n/a

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *BUILDING*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	372,262	306,790	574,104	583,452	9,348	1.63 %
1002 TEMPORARY SALARIES	0	29,066	0	0	0	0.00 %
1010 MODIFIED/ACCOMMODATED	55,558	50,217	0	0	0	0.00 %
1202 VACATION	4,179	1,244	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	116	40	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	137,556	107,217	185,450	176,030	(9,420)	-5.08 %
1802 FRINGE BENEFITS-PARTTIME	0	8,019	0	0	0	0.00 %
PERSONNEL TOTAL	569,671	502,593	759,554	759,482	(72)	-0.01 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	2,490	1,816	2,200	2,200	0	0.00 %
2650 CLOTHING / UNIFORM	1,603	1,270	1,777	2,671	894	50.31 %
2655 SAFETY SUPPLIES	32	109	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	641	321	1,290	1,505	215	16.67 %
3001 POSTAGE	1,448	660	1,000	1,000	0	0.00 %
3010 TELEPHONE	2,321	2,945	4,000	3,990	(10)	-0.25 %
3035 MILEAGE	12,086	6,073	19,620	19,778	158	0.81 %
3045 CONFERENCE & SEMINARS	7,488	5,569	8,175	8,250	75	0.92 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,293	3,137	2,552	2,600	48	1.88 %
3080 ADVERTISING & PROMOTION	650	0	700	700	0	0.00 %
3145 REGISTRY OFFICE FEES	0	111	0	0	0	0.00 %
3499 MISC CONTRACTS	12,744	0	0	0	0	0.00 %
GOODS & SERVICES TOTAL	43,796	22,011	41,314	42,694	1,380	3.34 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	643	800	800	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	643	800	800	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	0	0	500	500	0	0.00 %
5115 TRANSFER TO RESERVE FUND	228,839	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	228,839	0	500	500	0	0.00 %
<b>INTERNAL TRANSFERS</b>						
7010 ADMINISTRATON & OVERHEAD	255,501	248,648	271,252	271,252	0	0.00 %
INTERNAL TRANSFERS TOTAL	255,501	248,648	271,252	271,252	0	0.00 %
EXPENSE TOTAL	1,097,807	773,895	1,073,420	1,074,728	1,308	0.12 %
<b>REVENUE</b>						
0409 OTHER LICENSE FEES	2,280	2,160	3,000	3,000	0	0.00 %
0411 BUILDING PERMIT FEES	999,918	438,552	775,000	775,000	0	0.00 %
0413 PROPERTY STANDARDS	0	0	600	600	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	189,684	190,857	1,173	0.62 %
0479 REIMBURSEMENTS	12,744	(7,632)	0	0	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *BUILDING*

	<b>2019 Actuals</b>	<b>2020 Actuals YTD</b>	<b>2020 Budget</b>	<b>2021 Council Review</b>	<b>Variance</b>	<b>Variance %</b>
0851 INQUIRY FEES	29,745	22,445	28,800	26,000	(2,800)	-9.72 %
REVENUE TOTAL	1,044,687	455,525	997,084	995,457	(1,627)	-0.16 %
<b>GRAND TOTAL:</b>	<b>53,120</b>	<b>318,370</b>	<b>76,336</b>	<b>79,271</b>	<b>2,935</b>	<b>3.84 %</b>

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## Activity Summary Overview – 2021 Budget

### Community Development & Growth

Community Development and Growth plays an integral role in the lives of those who work, live, and play in the City of North Bay. Creating, maintaining and delivering indoor and outdoor leisure facilities, activities, and opportunities, as well as providing economic, planning and building services are key objectives of Community Development & Growth.

The Director of Community Development & Growth provides overall leadership and direction for the department and ensures departmental alignment with the City's strategies, priorities and policies. The director also acts as Executive Director to Invest North Bay (inBay). In this role, the Executive Director provides support to the inBay Board of Directors.

The Community Development & Growth Business Unit has established a Business Plan that considers the internal and external environment we operate within and our available resources to ensure we are aligned with the following corporate strategic priorities:

- Natural, North and Near
- Affordable Balanced Growth
- Economic Prosperity

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Director – Community Development & Growth	1.00	1.00
Executive Assistant – Community Development & Growth	1.00	0.00
<b>Totals</b>	<b>2.00</b>	<b>1.00</b>

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**Notable Adjustments – 2021 Budget**

**Community Development & Growth**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1801 – Personnel Costs – Reduction of the Executive Assistant position. Offset by an increase in positions in Planning Services.	(\$81,080)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *COMMUNITY DEVELOPMENT & GROWTH*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	203,002	186,189	220,339	162,198	(58,141)	-26.39 %
1202 VACATION	9,809	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	53,120	54,136	63,737	40,798	(22,939)	-35.99 %
PERSONNEL TOTAL	265,931	240,325	284,076	202,996	(81,080)	-28.54 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	1,040	649	1,000	1,000	0	0.00 %
2655 SAFETY SUPPLIES	9	0	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	122	0	0	0	0	0.00 %
3010 TELEPHONE	780	373	1,000	1,000	0	0.00 %
3030 TRAVEL	900	1,075	3,000	3,000	0	0.00 %
3035 MILEAGE	1,427	12	2,000	2,000	0	0.00 %
3045 CONFERENCE & SEMINARS	2,113	503	2,000	2,000	0	0.00 %
3060 MEALS	1,141	1,057	2,000	2,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	0	263	0	0	0	0.00 %
3070 TRAINING COURSES - OUT	0	0	2,000	2,000	0	0.00 %
3075 TRAINING COURSES- IN	0	0	5,000	5,000	0	0.00 %
3099 MISC ADMIN EXPENSES	9,970	0	4,000	4,000	0	0.00 %
3499 MISC CONTRACTS	25,454	22,358	25,000	25,000	0	0.00 %
GOODS & SERVICES TOTAL	42,956	26,290	47,000	47,000	0	0.00 %
EXPENSE TOTAL	308,887	266,615	331,076	249,996	(81,080)	-24.49 %
<b>REVENUE</b>						
0460 TRANSFER FRM CAPITAL FUND	30,822	31,438	31,438	32,067	629	2.00 %
0479 REIMBURSEMENTS	2,000	0	0	0	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	22,995	22,379	24,413	24,413	0	0.00 %
REVENUE TOTAL	55,817	53,817	55,851	56,480	629	1.13 %
<b>GRAND TOTAL:</b>	<b>253,070</b>	<b>212,798</b>	<b>275,225</b>	<b>193,516</b>	<b>(81,709)</b>	<b>-29.69 %</b>

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## Activity Summary Overview – 2021 Budget

### Economic Development

To provide for administration and program costs related to Economic Development activities that help facilitate employment and growth.

The Economic Development Department assists existing businesses, prospective investors, and community partners with business and community development projects such as:

- Site searches and tours;
- Sale/lease of municipally-owned land;
- Public funding application assistance;
- Business retention and expansion assistance;
- Investment attraction and growth;
- Film/TV attraction and administration;
- Support for company export initiatives;
- Market analysis;
- Liaise with Provincial and Federal governments to support business and facilitate market development and trade opportunities; and
- Liaise with and support the Invest North Bay Development Corporation as required.

#### Positions:

	2020 FTE	2021 FTE
Manager Economic Development	1.00	1.00
Economic Development Officer	1.00	1.00
Economic Development Officer / GAP (Grant Access Program)	1.00	1.00
Economic Development Officer (Attraction & Growth)	1.00	1.00
Economic Development Officer (Business Retention & Growth)	1.00	1.00
Administrative Assistant	1.00	1.00
<b>Totals</b>	<b>6.00</b>	<b>6.00</b>



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**Notable Adjustments - 2021 Budget**

**Economic Development**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1801 – Personnel Costs – Anticipated wage and benefit increases.	\$9,359

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *ECONOMIC DEVELOPMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	322,509	366,516	498,013	513,935	15,922	3.20 %
1002 TEMPORARY SALARIES	40,815	28,809	0	0	0	0.00 %
1202 VACATION	19,857	1,232	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	1,563	387	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	112,787	114,845	158,506	151,943	(6,563)	-4.14 %
1802 FRINGE BENEFITS-PARTTIME	5,273	3,894	0	0	0	0.00 %
PERSONNEL TOTAL	502,804	515,683	656,519	665,878	9,359	1.43 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	5,622	3,170	4,000	4,000	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	0	132	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	275	102	0	0	0	0.00 %
2682 PROMOTIONAL SUPPLIES	3,855	41	4,000	4,000	0	0.00 %
3001 POSTAGE	245	172	250	250	0	0.00 %
3010 TELEPHONE	4,290	5,470	5,000	5,000	0	0.00 %
3030 TRAVEL	14,341	6,008	20,000	20,000	0	0.00 %
3035 MILEAGE	2,279	263	4,000	3,000	(1,000)	-25.00 %
3045 CONFERENCE & SEMINARS	2,000	3,137	6,000	6,000	0	0.00 %
3050 RECEPTIONS	4,343	580	4,500	4,500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	4,208	3,367	3,500	3,500	0	0.00 %
3070 TRAINING COURSES - OUT	3,368	2,674	8,500	8,000	(500)	-5.88 %
3080 ADVERTISING & PROMOTION	144,516	40,707	154,000	154,000	0	0.00 %
3130 CONSULTANT FEES	7,353	0	5,000	5,000	0	0.00 %
3489 CONTRACT/OUTSIDE SERVICES	32,822	0	0	0	0	0.00 %
GOODS & SERVICES TOTAL	229,517	65,823	218,750	217,250	(1,500)	-0.69 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	0	2,094	0	0	0	0.00 %
5125 TRANSFER TO OTHER CAPITAL	5,113	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,113	2,094	0	0	0	0.00 %
<b>INTERNAL TRANSFERS</b>						
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	10,840	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	10,840	0	0	0	0	0.00 %
EXPENSE TOTAL	748,274	583,600	875,269	883,128	7,859	0.90 %
<b>REVENUE</b>						
0460 TRANSFER FRM CAPITAL FUND	10,000	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	4,160	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	0	2,258	0	0	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *ECONOMIC DEVELOPMENT*

	<b>2019 Actuals</b>	<b>2020 Actuals YTD</b>	<b>2020 Budget</b>	<b>2021 Council Review</b>	<b>Variance</b>	<b>Variance %</b>
0515 NOHFC	17,856	0	0	0	0	0.00 %
REVENUE TOTAL	32,016	2,258	0	0	0	0.00 %
<b>GRAND TOTAL:</b>	<b>716,258</b>	<b>581,342</b>	<b>875,269</b>	<b>883,128</b>	<b>7,859</b>	<b>0.90 %</b>

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## Activity Summary Overview – 2021 Budget

### Fire and Emergency Services

North Bay Fire and Emergency Services (NBFES) provides an “all hazards” protection to 52,000 permanent residents and a full-time and part-time workforce in an area covering 314.9 sq. km. In addition, NBFES is responsible for the commuters, tourists and visitors that use the City’s roadways, amenities and businesses on a daily basis. The Fire Service protects commercial and residential buildings, infrastructure, the city’s reputation, economy and most importantly people. We accomplish this through the 3 lines of defense: Education, Code Enforcement and Emergency Response.

Our goal is to shape a fire safe community, and in recognition of our responsibilities, NBFES is shifting the paradigm of the delivery of fire protection services from one that focuses on emergency response to one that focuses on the prevention of fires; more specifically we are transitioning from a reactive model to a proactive model. There are many challenges to the delivery of fire services. Canadian and U.S. studies along with Provincial fire statistics, indicate flashover is now occurring as quickly as three (3) to four (4) minutes because of the materials used in modern furnishings. The consequences of the rapid growth of modern fires and the associated smoke and toxic gasses have caused a different burden to fire suppression crews causing us to re-evaluate tactics.

The Provincial government has amended the Fire Protection and Prevention Act 1997 (FPPA), Ontario Fire Code and other pieces of legislation. Changes include increasing the number of areas of responsibility for municipal fire services, requirements to review and approve Risk Plans for propane facilities and conduct annual inspections and fire drills at all vulnerable occupancies. In addition, the disclosure and evidence requirements of the judicial system has increased substantially over the last number of years; thus requiring inspectors to spend more time ensuring all legislated obligations are fulfilled.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Chief	1.0	1.0
Deputy Chief	1.0	1.0
Platoon Chiefs	4.0	4.0
Division Chief (Training)	1.0	1.0
Captains	12.0	12.0
Firefighters	56.0	56.0
Captain Fire Prevention Division	1.0	1.0
Fire Prevention Officer/ Public Educator	2.0	2.0
Administration Clerks	1.47	1.47
<b>Totals</b>	<b>79.47</b>	<b>79.47</b>

#### Fire Administration

The management team of the Fire Chief and the Deputy Chief ensure the day to day operations and are responsible to maintain a high level of service, while being prudent with the costs associated with running an emergency service. The management team continues to analyze operations to find efficiencies so that budgetary asks are minimized.

The need to prepare for emergencies and manage them effectively is an important responsibility of the fire management team which has the added legislative responsibility for emergency management of the City of North Bay. Emergency management consists of five phases: prevention, mitigation, preparedness, response and recovery.

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## **Fire Suppression and Training Divisions**

NBFES responds to various types of calls for service including, but not limited to, structure fires, car fires, motor vehicle collisions, medical emergencies, for the purposes of preventing loss of life and injury of citizens and visitors to the city, as well as reducing the loss of property due to fires and natural disasters. In 2019 we responded to 1,707 (4% increase) requests for service. It is important to note the firefighters take on the additional responsibility and training of technical rescue thereby permitting NBFES to respond to hazardous materials calls, ice rescue, high angle and confined space emergencies (limited).

The Training Division supports the Fire Suppression Division by delivering high quality programs aimed at firefighter and officer knowledge and skill development. The Chief Training Officer is also responsible for analyzing and researching emerging trends/challenges, new standards and new equipment that may impact service delivery.

## **Fire Prevention Division**

The Fire Prevention and Public Education Division of NBFES raises public awareness of fire prevention and safety in the community, by educating the public about emergencies, fire safety practices, life safety and provides guidance and enforcement of the Ontario Fire Code. Systematic, thorough fire inspections and re-inspections and code enforcement are the backbone of effective fire prevention work and a major factor in reducing the loss of life and property. A study led by Sunnybrook Health Sciences Centre has found that over a 14 year period, there was a loss of 24,051 years of life and the cost of lives shortened or lost in residential fires cost the Canadian economy \$7.6 billion.

## **Emergency Response**

Total Responses 2018	1638
Total Responses 2019	1707 4% increase

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### Fire Responses

Outdoor, structure, vehicle	138
Explosion/overpressure	6
Pre Fire Conditions	80
Alarm Investigations	
Automatic Alarm System	354
Carbon Monoxide	111
Medical Emergencies	452
Rescue	243
Public hazard	93
Other Responses	210

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## Notable Adjustments - 2021 Budget

### Fire and Emergency Services

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1802 – Personnel – Anticipated salary and benefit increases. Staffing complements are expected to continue to change as senior staff retire and are replaced with more junior staff resulting in cost savings.	(\$372,493)
2.	3075 – Training Courses – In House – Reallocation of costs to 1001-1802 - Personnel to cover wages while attending training related to the Provincial Hazmat funding.	(\$16,000)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	8,486,901	7,076,358	8,434,818	8,204,964	(229,854)	-2.73 %
1002 TEMPORARY SALARIES	924	0	14,769	18,171	3,402	23.03 %
1010 MODIFIED/ACCOMMODATED	42,620	24,669	0	0	0	0.00 %
1101 OVERTIME FULLTIME	421,930	358,714	184,000	196,000	12,000	6.52 %
1202 VACATION	354,357	51,113	70,000	70,928	928	1.33 %
1203 COMPASSIONATE LEAVE	60,043	22,358	50,000	50,000	0	0.00 %
1204 STATUTORY HOLIDAYS	230,295	168,823	250,000	250,000	0	0.00 %
1207 SICK LEAVE	426,403	239,794	150,000	150,000	0	0.00 %
1208 LIEU DAYS	388,714	12,053	272,000	272,000	0	0.00 %
1299 OTHER LABOUR COSTS	43,527	0	10,000	10,000	0	0.00 %
1301 WSIB LEAVE	(274,583)	(322,077)	0	0	0	0.00 %
1401 TRAINING & SAFETY	0	1,293	40,000	40,000	0	0.00 %
1407 ACTING RANK PAY	57,794	67,707	66,000	76,000	10,000	15.15 %
1415 FIRE ON CALL PAYOUT	5,974	3,655	2,900	4,200	1,300	44.83 %
1801 FRINGE BENEFITS-FULLTIME	2,323,284	2,092,978	2,488,857	2,322,712	(166,145)	-6.68 %
1802 FRINGE BENEFITS-PARTTIME	454	0	6,400	2,276	(4,124)	-64.44 %
<b>PERSONNEL TOTAL</b>	<b>12,568,637</b>	<b>9,797,438</b>	<b>12,039,744</b>	<b>11,667,251</b>	<b>(372,493)</b>	<b>-3.09 %</b>
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	12,846	6,384	11,517	11,626	109	0.95 %
2405 DIESEL FUEL	31,542	19,948	28,814	30,506	1,692	5.87 %
2407 COLOURED/DYED DIESEL	75	0	0	0	0	0.00 %
2425 REPAIR PARTS	0	62	0	0	0	0.00 %
2601 OFFICE SUPPLIES	5,827	3,171	10,000	10,000	0	0.00 %
2615 JANITORIAL SUPPLIES	9,728	7,526	10,000	10,000	0	0.00 %
2640 TRAINING SUPPLIES	5,983	6,780	3,000	7,500	4,500	150.00 %
2650 CLOTHING / UNIFORM	33,818	17,805	35,000	35,000	0	0.00 %
2655 SAFETY SUPPLIES	134	2,317	20,000	15,000	(5,000)	-25.00 %
2660 SAFETY BOOT ALLOWANCE	2,430	1,668	0	2,000	2,000	100.00 %
2701 HYDRO	37,307	28,357	43,589	41,109	(2,480)	-5.69 %
2705 NATURAL GAS	24,317	15,711	24,588	25,999	1,411	5.74 %
2715 WATER	11,979	9,327	12,911	12,788	(123)	-0.95 %
2901 FIREFIGHTING SUPPLIES	72,247	54,842	65,000	68,000	3,000	4.62 %
2903 FIRE FOAM	3,358	0	5,000	5,000	0	0.00 %
2905 FIRE INVESTIGATION SUPPLI	4,030	2,298	3,500	3,500	0	0.00 %
2930 LONG SERVICE PINS/AWARDS	102	0	800	800	0	0.00 %
3001 POSTAGE	226	750	500	500	0	0.00 %
3003 LICENSING FEES	0	0	9,000	9,000	0	0.00 %
3005 COURIER & DELIVERY	488	235	500	500	0	0.00 %
3010 TELEPHONE	8,083	6,513	8,000	8,550	550	6.88 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3030 TRAVEL	2,476	0	5,000	11,000	6,000	120.00 %
3035 MILEAGE	274	0	2,500	2,500	0	0.00 %
3045 CONFERENCE & SEMINARS	14,744	1,980	15,000	15,500	500	3.33 %
3055 MEETING COSTS	18	0	3,000	2,500	(500)	-16.67 %
3060 MEALS	4,069	174	3,750	4,750	1,000	26.67 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,807	1,509	3,100	3,250	150	4.84 %
3070 TRAINING COURSES - OUT	59,781	3,593	43,000	38,000	(5,000)	-11.63 %
3075 TRAINING COURSES- IN	9,144	5,633	75,000	59,000	(16,000)	-21.33 %
3080 ADVERTISING & PROMOTION	17,395	3,403	18,000	18,000	0	0.00 %
3085 OUTSIDE PRINTING	2,845	721	1,000	1,000	0	0.00 %
3150 MEDICAL FEES	990	640	2,500	2,500	0	0.00 %
3301 RADIO MAINTENANCE	18,672	11,624	29,000	29,000	0	0.00 %
3305 BUILDING MAINTENANCE	54,917	26,768	59,000	60,000	1,000	1.69 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	17,122	16,328	21,000	23,000	2,000	9.52 %
3340 SOFTWARE MAINTENANCE	0	0	9,803	10,000	197	2.01 %
3350 DRY CLEANING/LAUNDERING	2,323	317	2,500	2,500	0	0.00 %
3496 POLICE - 3RD PARTY PYMTS	175,000	175,000	175,000	175,000	0	0.00 %
3499 MISC CONTRACTS	19,630	30,429	30,000	31,200	1,200	4.00 %
3601 INSURANCE PREMIUMS	23,553	20,572	25,818	20,382	(5,436)	-21.06 %
3999 MISC SERVICES & RENTS	509	0	0	500	500	100.00 %
GOODS & SERVICES TOTAL	690,789	482,385	815,690	806,960	(8,730)	-1.07 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	666	900	900	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	666	900	900	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	9,412	67,987	75,000	65,000	(10,000)	-13.33 %
5015 OFFICE FURNITURE & EQUIP	846	265	0	1,000	1,000	100.00 %
5115 TRANSFER TO RESERVE FUND	13,278	53,977	0	10,000	10,000	100.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	23,536	122,229	75,000	76,000	1,000	1.33 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	620,794	620,466	738,249	751,232	12,983	1.76 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	145	0	0	0	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	0	989	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	620,939	621,455	738,249	751,232	12,983	1.76 %
EXPENSE TOTAL	13,903,901	11,024,173	13,669,583	13,302,343	(367,240)	-2.69 %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	2,500	2,500	0	0.00 %
0470 TSF FROM RESERVE FUND	27,000	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	17,944	3,534	0	0	0	0.00 %





# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0497 CONTRACTED REVENUE	36,759	23,339	24,000	24,000	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	72,243	77,757	150,000	150,000	0	0.00 %
0863 FIRE PERMITS/INSPECTIONS	16,679	6,985	10,000	10,500	500	5.00 %
0864 FIRE EMERGENCY RESPONSE	69,420	54,245	52,000	52,000	0	0.00 %
0865 FIRE BURNING PERMITS	38,757	28,977	33,000	33,000	0	0.00 %
0866 FIRE PREVENTION/EDUCATION	722	(27)	1,000	500	(500)	-50.00 %
7910 INTERNAL OVERHEAD REVENUE	14,819	14,422	15,733	15,733	0	0.00 %
REVENUE TOTAL	296,623	211,392	288,233	288,233	0	0.00 %
<b>GRAND TOTAL:</b>	<b>13,607,278</b>	<b>10,812,781</b>	<b>13,381,350</b>	<b>13,014,110</b>	<b>(367,240)</b>	<b>-2.74 %</b>

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## Activity Summary Overview – 2021 Budget

### Parks Revenues

Includes revenues from the rental of City parks, sports fields and parks buildings.

#### **Parks**

The City has 72 park areas including playgrounds and picnic shelters that are available to the community for organized activities where a permit is required.

#### **Sports Fields**

The City has 20 sports fields including soccer fields, baseball fields and a football field which is available for community and sport organization use from May through September each year.

#### **Buildings**

The City has 38 parks buildings that are available for rental.

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**Notable Adjustments - 2021 Budget**

**Parks Revenues**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$46,100
2.	0842 – Facility Rentals - Decrease due to COVID - 19	(\$44,250)



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Community Services

Division(s): PARKS REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	0	1,200	1,200	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	0	1,200	1,200	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5115 TRANSFER TO RESERVE FUND	0	8,532	59,400	59,400	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	8,532	59,400	59,400	0	0.00 %
EXPENSE TOTAL	0	8,532	60,600	60,600	0	0.00 %
<b>REVENUE</b>						
0414 PARKS PERMITS	8,539	2,484	8,000	6,150	(1,850)	-23.13 %
0470 TSF FROM RESERVE FUND	0	0	0	46,100	46,100	100.00 %
0484 TICKET SURCHARGE	0	8,532	59,400	59,400	0	0.00 %
0842 FACILITY RENTALS	172,227	33,987	193,500	149,250	(44,250)	-22.87 %
0919 VENDING MACHINE SALES	264	0	100	100	0	0.00 %
0975 SIGN ADVERTISING	2,000	0	6,000	6,000	0	0.00 %
REVENUE TOTAL	183,030	45,003	267,000	267,000	0	0.00 %
<b>GRAND TOTAL:</b>	<b>(183,030)</b>	<b>(36,471)</b>	<b>(206,400)</b>	<b>(206,400)</b>	<b>0</b>	<b>0.00 %</b>

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## Activity Summary Overview – 2021 Budget

### Planning Services

Planning Services forms part of the Planning and Building Services Department. The mission of Planning & Building Services is to support and guide growth and development of North Bay towards a vibrant, livable and resilient community.

Planning Services provides land use planning services for the City as required by the Planning Act and the Municipal Act. Major activity areas include current planning operations, policy development, research, special projects and By-Law administration & enforcement.

Planning also administers the Committee of Adjustment, Heritage Committee, Municipal Accessibility Committee as well as the City's various community improvement plans.

#### **Committee of Adjustment**

To provide for the operation and activities of the Committee of Adjustment.

#### **Municipal Heritage Committee**

To provide for the operation and activities of the North Bay Municipal Heritage Committee.

#### **Municipal Accessibility Advisory Committee**

To provide for the operation and activities of the Municipal Accessibility Advisory Committee.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager of Planning & Building Services	0.60	0.60
Senior Planner - Current Operations	1.00	1.00
Zoning Administrator	1.00	1.00
Policy and Business Development Planner	1.00	1.00
Administrative Assistant - Planning	1.00	1.00
Special Projects Development Planner **	0.00	1.00
Intern/Contract*	1.00	0.00
Summer Student	0.31	0.31
<b>Totals</b>	<b>5.91</b>	<b>5.91</b>

#### Note:

\* To assist with the completion of various planning projects. The position is funded partially through funding from NOHFC and the capital budget.

\*\* The position is funded partially through the capital budget and will be phased out of capital over a two year period.

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**Notable Adjustments - 2021 Budget**

**Planning Services**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001-1802 – Personnel costs - Anticipated wage and benefit increases. Offset partially by Community Development & Growth personnel decrease.	\$39,555
2.	0460 – Transfer from Capital Fund - Reduction in transfer from capital. Salaries have partially shifted from capital to the operating budget.	(\$11,416)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$13,000
4.	0851 – Inquiry Fees - Reduction of revenues expected based on both historical trends and experiences during COVID-19.	(\$8,000)
5.	0976 – Signage Leasing - Reduction of revenues expected based on both historical trends and experiences during COVID-19.	(\$7,000)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Community Services

Division(s): PLANNING DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	378,066	368,434	393,378	431,031	37,653	9.57 %
1002 TEMPORARY SALARIES	7,546	0	8,931	9,091	160	1.79 %
1004 OTHER/STANDBY	0	90	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	48,929	45,460	(3,469)	-7.09 %
1202 VACATION	(3,839)	0	2,314	364	(1,950)	-84.27 %
1204 STATUTORY HOLIDAYS	102	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	115,867	111,264	126,829	134,129	7,300	5.76 %
1802 FRINGE BENEFITS-PARTTIME	937	0	1,178	1,039	(139)	-11.80 %
<b>PERSONNEL TOTAL</b>	<b>498,679</b>	<b>479,788</b>	<b>581,559</b>	<b>621,114</b>	<b>39,555</b>	<b>6.80 %</b>
<b>GOODS &amp; SERVICES</b>						
2036 SIGNS	704	0	700	700	0	0.00 %
2601 OFFICE SUPPLIES	1,833	952	3,000	3,000	0	0.00 %
2699 MISC GENERAL SUPPLIES	1,634	228	2,500	2,500	0	0.00 %
3001 POSTAGE	3,315	3,407	5,000	5,000	0	0.00 %
3010 TELEPHONE	812	764	1,500	1,500	0	0.00 %
3030 TRAVEL	0	0	2,000	2,000	0	0.00 %
3035 MILEAGE	0	0	1,000	1,000	0	0.00 %
3045 CONFERENCE & SEMINARS	1,461	1,277	5,000	5,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,432	3,025	3,200	3,500	300	9.38 %
3080 ADVERTISING & PROMOTION	0	0	900	900	0	0.00 %
3130 CONSULTANT FEES	2,245	331	3,500	3,500	0	0.00 %
3145 REGISTRY OFFICE FEES	3,456	1,300	3,000	3,000	0	0.00 %
3930 COMMUNITY PROGRAMS	217,104	188,735	124,000	124,000	0	0.00 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>234,996</b>	<b>200,019</b>	<b>155,300</b>	<b>155,600</b>	<b>300</b>	<b>0.19 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	1,810	701	2,000	2,000	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>1,810</b>	<b>701</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00 %</b>
<b>EXPENSE TOTAL</b>	<b>735,485</b>	<b>680,508</b>	<b>738,859</b>	<b>778,714</b>	<b>39,855</b>	<b>5.39 %</b>
<b>REVENUE</b>						
0409 OTHER LICENSE FEES	2,280	2,160	3,000	3,000	0	0.00 %
0419 OTHER PERMIT/ENCROACHMENT	38,455	25,869	30,000	25,000	(5,000)	-16.67 %
0460 TRANSFER FRM CAPITAL FUND	0	0	56,876	45,460	(11,416)	-20.07 %
0470 TSF FROM RESERVE FUND	224,604	194,235	131,500	144,500	13,000	9.89 %
0472 REIMB - CUPE BENEFITS	2,095	733	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	6,192	1,798	0	0	0	0.00 %
0479 REIMBURSEMENTS	6,675	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	221	515	0	0	0	0.00 %
0812 RADIO COMM TOWER REVENUE	3,390	3,390	0	0	0	0.00 %
0851 INQUIRY FEES	93,064	76,906	88,000	80,000	(8,000)	-9.09 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *PLANNING DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0869 OTHER ADMINISTRATION FEES	310	120	100	120	20	20.00 %
0976 SIGNAGE LEASING	18,476	24,349	32,000	25,000	(7,000)	-21.88 %
0977 LANE CLOSINGS	900	2,010	2,000	2,000	0	0.00 %
0994 DEEMING BY-LAWS	850	0	850	0	(850)	-100.00 %
7910 INTERNAL OVERHEAD REVENUE	17,374	16,908	18,445	18,445	0	0.00 %
REVENUE TOTAL	414,886	348,993	362,771	343,525	(19,246)	-5.31 %
<b>GRAND TOTAL:</b>	<b>320,599</b>	<b>331,515</b>	<b>376,088</b>	<b>435,189</b>	<b>59,101</b>	<b>15.71 %</b>



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## Activity Summary Overview – 2021 Budget

### Arts, Culture, Recreation & Leisure Services

To provide personnel and administration support for the Arts, Culture, Recreation and Leisure Services Department.

#### Positions:

	2020 FTE	2021 FTE
Manager Arts Culture Recreation & Leisure Services	1.00	1.00
Community Development Facilitator	1.00	1.00
Community Events Facilitator	1.00	1.00
Administrative Assistant	1.44	1.44
<b>Totals</b>	<b>4.44</b>	<b>4.44</b>

Recreation Program Positions	2020 FTE	2021 FTE
Youth Centres*	0.80	0.80
After School Program Supervisor *	0.84	0.84
After School Programmers*	1.14	1.14
Recreation Programmer	0.34	0.34
Beach Director	0.27	0.27
Beach Staff	3.08	3.08
<b>Totals</b>	<b>6.47</b>	<b>6.47</b>

\* Note ... programs funded wholly or partially through other funding sources.

**Arts & Culture** - Work with Creative Industries and other Arts and Culture Sector organizations to enhance and support Arts and Culture initiatives within the City. Work towards implementing North Bay's Cultural Plan to facilitate cultural growth and awareness in the community. Initiatives include Culture Days and educational Cultural sessions and events.

Works closely with the Public Arts Advisory Committee to develop a Public Art Policy for the City as a means of enhancing & supporting the Arts and Culture Sector of the City.

**Trails and Active Transportation** - Work with other municipal department representatives and the Active Transportation Advisory Committee to implement the actions identified in the City's Active Transportation Master Plan. Initiatives include the development of trails, sidewalks, multiuse pathways, bike routes, safety education, mapping etc. Increase awareness across departmental operations with respect to future developments of the City's Active Transportation Master Plan. Identify and prepare funding applications to support Active Transportation projects.

**Community Event Hosting Program:** Through the Community Event Hosting Program the ACRLS Department works in partnership with community groups and organizations as a means of supporting and growing local events and activities within the City. (i.e.; Armed Forces Day, Bay Days, Rib Fest, Culture Days, Bay Block Party etc.).

The ACRLS Department also acts as a resource to community event organizers by providing advice regarding event planning.

**ACRLS Events** - Facilitated by municipal staff through a community based organizing committee. Budget amounts represent City of North Bay's contribution (Canada Day, Santa Parade, Families First,) The Dept. as well organizes Concerts in the Park during the summer months.

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**Community Development** - Work with neighborhoods, organizations and groups to facilitate and support positive recreational programs and services.

Work with the community to engage neighborhoods for the purpose of park development/new equipment or plans such as the Active Transportation Master Plan, Parks Master Plan, Age Friendly Action Plan and the North Bay Cultural Plan.

Work closely and in partnership with local service groups and organizations (i.e. Rotary, YMCA etc.) to develop joint recreational opportunities, facilities and services in the City.

Development and management of City Agreements with : Rotary Clubs, Creative Industries, Dionne Quints Heritage Board, Heritage North Bay, YMCA of North Eastern Ontario, District School Boards, Golden Age Club and the North Bay and District Humane Society.

**Park Bookings/Vendors** - The administrative booking of 72 parks and 38 buildings. Revenues collected for bookings are shown in the Parks Revenue section. Bookings and Agreements for park vendors and Midways.

**Recreation Programs** - Includes Youth Centres, After School Programs and beach swimming lessons. These programs are coordinated by ACRLS staff on a cost recovery basis. Some of these programs are contingent on the receipt of grant funding.

The ACRLS Dept. also provides supervision/staffing for the City's outdoor rinks.

**Registration Services** - The customer service centre on behalf of the recreation department provides registration services to local sports groups. A nominal fee of \$2.00 is charged per registration for this service. 2009 was the first year of this service and which has been actively promoted to local sports groups.

**Beach Program** - The purpose of the Beach Program is to provide lifeguards and instructors for aquatics programs at City beaches and to encourage safe, responsible use of City beaches.

Locations include: The Cove, Olmsted Beach, and Waterfront Beach

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**Notable Adjustments - 2021 Budget**

**Arts, Culture, Recreation & Leisure Services**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
	No notable adjustments	n/a



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Community Services

Division(s): REC, LEISURE, & CULTURAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	317,982	279,569	331,281	336,955	5,674	1.71 %
1002 TEMPORARY SALARIES	184,622	58,210	201,040	203,905	2,865	1.43 %
1003 SHIFT PREMIUM	1	0	0	0	0	0.00 %
1102 OVERTIME PART TIME	656	0	0	0	0	0.00 %
1202 VACATION	(111)	2,906	8,488	8,605	117	1.38 %
1204 STATUTORY HOLIDAYS	5,076	1,836	0	0	0	0.00 %
1401 TRAINING & SAFETY	49	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	93,037	83,902	98,500	95,504	(2,996)	-3.04 %
1802 FRINGE BENEFITS-PARTTIME	25,658	10,312	30,756	25,542	(5,214)	-16.95 %
<b>PERSONNEL TOTAL</b>	<b>626,970</b>	<b>436,735</b>	<b>670,065</b>	<b>670,511</b>	<b>446</b>	<b>0.07 %</b>
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	204	0	204	191	(13)	-6.37 %
2601 OFFICE SUPPLIES	3,966	2,767	7,000	7,000	0	0.00 %
2645 RECREATIONAL SUPPLIES	5,684	659	9,300	9,300	0	0.00 %
2699 MISC GENERAL SUPPLIES	24,791	1,620	13,098	15,447	2,349	17.93 %
3001 POSTAGE	1,018	487	3,000	3,000	0	0.00 %
3010 TELEPHONE	4,560	3,580	6,000	6,000	0	0.00 %
3030 TRAVEL	0	538	0	0	0	0.00 %
3035 MILEAGE	1,990	194	3,750	3,750	0	0.00 %
3045 CONFERENCE & SEMINARS	6,426	615	5,000	5,000	0	0.00 %
3055 MEETING COSTS	1,621	709	1,400	1,400	0	0.00 %
3056 PERMITS	200	0	200	200	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,126	2,721	3,700	3,700	0	0.00 %
3075 TRAINING COURSES- IN	0	0	6,000	6,000	0	0.00 %
3080 ADVERTISING & PROMOTION	29,249	5,694	44,400	44,400	0	0.00 %
3085 OUTSIDE PRINTING	20,819	10,988	28,000	28,000	0	0.00 %
3099 MISC ADMIN EXPENSES	27,879	0	5,000	5,000	0	0.00 %
3205 VEHICLE LEASE/RENTAL	2,792	0	3,800	3,800	0	0.00 %
3229 PORTABLE TOILETS	448	0	900	900	0	0.00 %
3492 EVENT CONTRIBUTIONS	3,500	0	10,000	10,000	0	0.00 %
3601 INSURANCE PREMIUMS	8,910	0	8,910	10,000	1,090	12.23 %
3930 COMMUNITY PROGRAMS	98,700	66,150	113,000	113,000	0	0.00 %
3965 BALANCE CARRIED FORWARD	(6,936)	0	0	0	0	0.00 %
3999 MISC SERVICES & RENTS	12,332	94	3,600	4,600	1,000	27.78 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>250,279</b>	<b>96,816</b>	<b>276,262</b>	<b>280,688</b>	<b>4,426</b>	<b>1.60 %</b>
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	691	0	0	0	0.00 %
4110 CASH OVER / SHORT	0	0	0	0	0	0.00 %
<b>FINANCIAL EXPENSES TOTAL</b>	<b>0</b>	<b>691</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00 %</b>

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Community Services*

Division(s): *REC, LEISURE, & CULTURAL SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	0	0	1,000	1,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	0	1,000	1,000	0	0.00 %
<b>SERVICE PARTNERS</b>						
6066 HUMANE SOCIETY	366,169	339,012	369,831	373,529	3,698	1.00 %
SERVICE PARTNERS TOTAL	366,169	339,012	369,831	373,529	3,698	1.00 %
<b>INTERNAL TRANSFERS</b>						
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	2,000	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	2,000	0	0	0	0	0.00 %
EXPENSE TOTAL	1,245,418	873,254	1,317,158	1,325,728	8,570	0.65 %
<b>REVENUE</b>						
0435 SPONSORSHIP	11,875	4,500	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	402	253	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,109	647	0	0	0	0.00 %
0480 SUNDRY REVENUE	4,072	0	0	0	0	0.00 %
0506 MINISTRY OF HEALTH	48,761	51,587	72,736	72,736	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	5,825	1,500	0	0	0	0.00 %
0620 CANADA DAY GRANT	9,376	0	6,700	6,700	0	0.00 %
0820 REGISTRATION FEES	5,235	0	3,800	3,800	0	0.00 %
0940 PARK VENDOR REVENUE	3,218	405	4,100	4,100	0	0.00 %
0950 CONCESSION FEES / VENDOR	912	0	0	0	0	0.00 %
0953 MIDWAY	44,010	0	20,000	20,000	0	0.00 %
0974 CO-OP ADVERTISING	16,423	10,195	24,000	24,000	0	0.00 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	12,000	0	0	0	0	0.00 %
REVENUE TOTAL	163,218	69,087	131,336	131,336	0	0.00 %
<b>GRAND TOTAL:</b>	<b>1,082,200</b>	<b>804,167</b>	<b>1,185,822</b>	<b>1,194,392</b>	<b>8,570</b>	<b>0.72 %</b>



# **CORPORATE SERVICES**

## **2021 OPERATING BUDGET**



# Business Unit Summary

Budget Year: 2021

YTD End Date: November 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>Corporate Services</b>						
COUNCIL SECRETARIAT	329,674	323,443	394,546	360,720	(33,826)	-8.57 %
CUSTOMER SERVICE CENTRE	200,519	271,670	255,474	272,897	17,423	6.82 %
FINANCIAL SERVICES	1,408,174	1,208,986	1,521,242	1,502,578	(18,664)	-1.23 %
HUMAN RESOURCES	938,992	758,199	1,124,884	1,124,023	(861)	-0.08 %
INFORMATION SYSTEMS	994,750	913,828	1,617,275	1,689,188	71,913	4.45 %
LEGAL DEPARTMENT - GENERAL	329,915	400,506	483,271	480,308	(2,963)	-0.61 %
LEGAL DEPARTMENT - POA	(4,662)	263,170	(136,323)	32,529	168,852	123.86 %
<b>Total:</b>	<b>4,197,362</b>	<b>4,139,802</b>	<b>5,260,369</b>	<b>5,462,243</b>	<b>201,874</b>	<b>3.84 %</b>
<b>Grand Total:</b>	<b>4,197,362</b>	<b>4,139,802</b>	<b>5,260,369</b>	<b>5,462,243</b>	<b>201,874</b>	<b>3.84 %</b>

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## Activity Summary Overview – 2021 Budget

### Council Secretariat

#### **Clerk's Department**

The City Clerk's Office is responsible for Council Secretariat, Vital Statistics and Records Services.

In addition to overseeing these services, key responsibilities include executing the statutory duties of a Municipal Clerk, acting as "Head" under FOI legislation, and as Returning Officer for Municipal Elections.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
City Clerk	1.00	1.00
Deputy Clerk	1.00	1.00
Administrative Staff	2.00	2.00
<b>Totals</b>	<b>4.00</b>	<b>4.00</b>

#### **Elections:**

Responsible for Municipal Elections (Council and 4 School Boards) held every four years. The policy is to fund the election expenses from the annual budget amounts that are transferred to the Election Reserve Fund.



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**Notable Adjustments - 2021 Budget**

**Council Secretariat**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	0403 – Marriage License – To reflect Covid impact.	(\$20,000)
2.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$20,000
3.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$37,333

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): COUNCIL SECRETARIAT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	279,818	271,386	321,791	331,463	9,672	3.01 %
1002 TEMPORARY SALARIES	(100)	0	0	0	0	0.00 %
1101 OVERTIME FULLTIME	559	388	2,500	2,500	0	0.00 %
1202 VACATION	5,583	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	83,825	80,513	100,860	97,095	(3,765)	-3.73 %
PERSONNEL TOTAL	369,685	352,287	425,151	431,058	5,907	1.39 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	4,819	2,023	4,000	4,000	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	305	668	800	800	0	0.00 %
2665 MARRIAGE LICENSES	14,400	9,600	14,400	14,400	0	0.00 %
3001 POSTAGE	2,472	1,568	2,750	2,750	0	0.00 %
3035 MILEAGE	0	0	250	250	0	0.00 %
3045 CONFERENCE & SEMINARS	2,265	2,445	6,000	6,000	0	0.00 %
3060 MEALS	2,097	56	4,000	4,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	403	824	800	900	100	12.50 %
3080 ADVERTISING & PROMOTION	4,964	0	7,500	5,000	(2,500)	-33.33 %
3099 MISC ADMIN EXPENSES	3,089	2,803	4,000	4,000	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	336	204	350	350	0	0.00 %
3499 MISC CONTRACTS	0	0	500	500	0	0.00 %
GOODS & SERVICES TOTAL	35,150	20,191	45,350	42,950	(2,400)	-5.29 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	645	800	800	0	0.00 %
4110 CASH OVER / SHORT	80	(5)	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	80	640	800	800	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	0	274	500	500	0	0.00 %
5115 TRANSFER TO RESERVE FUND	65,000	65,000	65,000	65,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	65,000	65,274	65,500	65,500	0	0.00 %
EXPENSE TOTAL	469,915	438,392	536,801	540,308	3,507	0.65 %
<b>REVENUE</b>						
0403 MARRIAGE LICENSE	51,305	33,015	50,000	30,000	(20,000)	-40.00 %
0409 OTHER LICENSE FEES	2,280	0	0	0	0	0.00 %
0418 BURIAL PERMITS	28,250	9,740	12,000	12,000	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	0	20,000	20,000	100.00 %
0480 SUNDRY REVENUE	100	2	0	0	0	0.00 %
0850 ADMIN FEES	6,526	3,666	4,000	4,000	0	0.00 %
0977 LANE CLOSINGS	0	0	1,500	1,500	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): COUNCIL SECRETARIAT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
7910 INTERNAL OVERHEAD REVENUE	51,782	68,525	74,755	112,088	37,333	49.94 %
REVENUE TOTAL	140,243	114,948	142,255	179,588	37,333	26.24 %
<b>GRAND TOTAL:</b>	<b>329,672</b>	<b>323,444</b>	<b>394,546</b>	<b>360,720</b>	<b>(33,826)</b>	<b>-8.57 %</b>

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## **Activity Summary Overview – 2021 Budget**

### **Customer Service Centre**

The Customer Service Centre (CSC) provides a “One Stop Experience” for residents, visitors and community partners that is conveniently located on the main floor of City Hall. Customers pay for, inquire about, apply for, and/or register for City licenses, programs and services. A team of dedicated Customer Service Clerks are cross trained to work in all communication channels of service – phone, mail, counter and e-mail platforms. CSC Clerks work to resolve most inquiries rather than spending time re-directing customers who accidentally arrive at the wrong counter or telephone extension. Excellent and efficient customer service is at the heart of all transactions completed in the CSC as the team promotes a positive, helpful and friendly environment to resolve customer concerns.

The CSC is a service focused culture where Clerks employ a customer-centric approach to their regular duties and work activities. CSC Clerks put customer needs first when presenting solutions and providing support. This customer-centric approach applies at the counter or behind the scenes processing paperwork or responding to customer service inquiries through phone calls, mail, email and in-person requests for most City services.

#### **Objectives of the Customer Service Centre**

- Build relationships with the community
- Provide comprehensive and accurate responses in a timely manner
- Provide accessible customer service
- Provide responses that optimize productivity and resources while reducing duplication
- Provide a Centre that is customer oriented and which promotes a safe environment for staff and customers

#### **Overview of Customer Service Centre Services**

Accessing services is one of the most important ways that citizens interact with municipal government. Excellent customer service builds trust and demonstrates that the City is dedicated to serving citizens. The addition of licensing services and centralizing Business Licensing, Residential Rental Housing Licensing and Lottery Licensing within the CSC in 2020 demonstrates our continued commitment to improve the way we deliver Citizen-Centred Services.

#### **Information Services**

- Customer Service inquiries by phone, mail, email and in-person
- Processing all incoming & outgoing mail for the Corporation

#### **Parking Services**

- Processing of parking rental inquiries, applications and payments
- Processing of parking tickets, payments, and inquiries

#### **Licensing**

- Business Licensing
- Residential Rental Housing Licensing
- Lottery Licensing
- Cat/Dog Tags
- Burn Permits (Residential Burn Permits and Non-Residential Burn Permits)

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## Payments

- Water and Tax payments
- Accounts receivable payments
- Municipal Accommodation Tax payments
- Building permit fees
- Engineering and Public Works Service contract fees
- Arena and Park rental fees
- Fire inspection fees

## General Services

- Transit passes
- Recycling bins
- Garbage bag tags
- Special event registrations
- City forms

## Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Customer Service Centre Supervisor	1.00	1.00
Customer Service Clerk	4.00	4.00
Customer Service Clerk - Licensing	1.00	1.00
Administrative Assistant - Licensing	1.00	1.00
<b>Totals</b>	<b>7.00</b>	<b>7.00</b>

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**Notable Adjustments - 2021 Budget**  
**Customer Service Centre**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	0401 – Business License – Anticipated reduction in revenue due to COVID-19 impact.	(\$10,000)
2.	0404 – Lottery License – Anticipated reduction in revenue due to COVID-19 restrictions.	(\$80,000)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$90,000
4.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater and POA departments.	(\$18,797)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): CUSTOMER SERVICE CENTRE

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	393,505	333,570	399,266	403,185	3,919	0.98 %
1101 OVERTIME FULLTIME	185	1,897	0	0	0	0.00 %
1202 VACATION	5,299	0	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	50	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	126,032	113,774	134,118	127,124	(6,994)	-5.21 %
PERSONNEL TOTAL	525,071	449,241	533,384	530,309	(3,075)	-0.58 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	2,803	2,271	3,000	3,000	0	0.00 %
2607 POSTAGE MACHINE SUPPLIES	3,857	6,170	5,000	6,000	1,000	20.00 %
3001 POSTAGE	263	362	500	500	0	0.00 %
3005 COURIER & DELIVERY	4,084	4,679	6,750	6,250	(500)	-7.41 %
3045 CONFERENCE & SEMINARS	561	0	1,500	1,500	0	0.00 %
3075 TRAINING COURSES- IN	0	0	5,000	5,000	0	0.00 %
3080 ADVERTISING & PROMOTION	340	0	800	800	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	1,319	1,163	2,500	2,500	0	0.00 %
3460 BRINKS COURIER	0	5,654	7,500	7,500	0	0.00 %
GOODS & SERVICES TOTAL	13,227	20,299	32,550	33,050	500	1.54 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	0	6,000	7,000	1,000	16.67 %
FINANCIAL EXPENSES TOTAL	0	0	6,000	7,000	1,000	16.67 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	908	1,442	1,500	1,500	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	908	1,442	1,500	1,500	0	0.00 %
EXPENSE TOTAL	539,206	470,982	573,434	571,859	(1,575)	-0.27 %
<b>REVENUE</b>						
0401 BUSINESS LICENSE	27,345	10,475	25,000	15,000	(10,000)	-40.00 %
0404 LOTTERY LICENSE	218,318	104,492	200,000	120,000	(80,000)	-40.00 %
0409 OTHER LICENSE FEES	0	2,160	3,000	3,000	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	0	90,000	90,000	100.00 %
0480 SUNDRY REVENUE	252	0	300	100	(200)	-66.67 %
7910 INTERNAL OVERHEAD REVENUE	92,771	82,187	89,659	70,862	(18,797)	-20.96 %
REVENUE TOTAL	338,686	199,314	317,959	298,962	(18,997)	-5.97 %
<b>GRAND TOTAL:</b>	<b>200,520</b>	<b>271,668</b>	<b>255,475</b>	<b>272,897</b>	<b>17,422</b>	<b>6.82 %</b>

## Activity Summary Overview – 2021 Budget

### Financial Services

Provide timely, responsive, efficient and innovative financial services to all our customers in compliance with legislative requirements, while fostering a spirit of trust and accountability.

Activities include the following:

- Ensure that only valid, properly authorized disbursements are processed on a timely basis taking all available discounts while providing for the development and monitoring of corporate Accounts Payable function.
- Ensure that authorized payrolls are processed in exact amounts in a timely fashion, in compliance with all corporate policies, applicable regulations, and reporting requirements.
- Ensure that Accounts Receivable processes are in place to ensure complete and timely billing for services rendered. Monitor and process third party agreement receivables.
- Coordinate the development and maintenance of annual Operating and Capital Budgets in accordance with Legislative requirements.
- To provide and present to internal and external customers timely, accurate, and fiscally responsible variance reports that will assist in the financial decision making process.
- Ensure timely and accurate financial reporting to various parties and ensure completeness and integrity of supporting data.
- Ensure effective and efficient corporate treasury services and customer support in compliance with all applicable legislation, regulations, and corporate policies.
- Ensure a tax administration system compliant with all applicable legislation and Council direction.
- Ensure that procurement processes are in place for materials, supplies and contracts required by the City, administering Requests for Tender and Requests for Proposals on the City's behalf, and administering the City's Purchasing By-law.
- Ensure proper recording and reporting of Tangible Capital Assets.
- Lead the organization in developing an Asset Management Plan and ensuring compliance with applicable legislation.
- Leadership role in Corporate Financial Planning.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Chief Financial Officer	1.00	1.00
Director of Financial Services	1.00	1.00
Manager of Revenues & Taxation	1.00	1.00
Manager of Financial Services	1.00	1.00
Manager of Purchasing	1.00	1.00
Supervisor of Revenues & Taxation	1.00	1.00
Financial Reporting Coordinator *	3.00	3.00
Analyst	1.00	1.00
Clerical Staff Tax and Admin.	4.00	4.00
Clerical Staff Accounting	4.00	4.00
Clerical Staff Payroll	3.00	3.00
Buyer	1.00	1.00
Manager, Asset Management Planning*	1.00	1.00
<b>Totals</b>	<b>23.00</b>	<b>23.00</b>

\* Funded partially and/or entirely from the capital budget.



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**Notable Adjustments - 2021 Budget**

**Financial Services**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1801 – Personnel Costs – Anticipated contractual salary and benefits. Partially offset with line #0460 – Transfer from Capital Fund.	\$11,922
2.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$24,110

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): FINANCIAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	1,470,175	1,295,693	1,556,223	1,586,882	30,659	1.97 %
1010 MODIFIED/ACCOMMODATED	27,083	0	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	192,574	196,214	3,640	1.89 %
1101 OVERTIME FULLTIME	13,324	14,025	8,000	10,000	2,000	25.00 %
1202 VACATION	6,886	671	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	0	90	140	140	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	463,313	405,173	554,264	529,887	(24,377)	-4.40 %
<b>PERSONNEL TOTAL</b>	<b>1,980,781</b>	<b>1,715,652</b>	<b>2,311,201</b>	<b>2,323,123</b>	<b>11,922</b>	<b>0.52 %</b>
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	13,985	11,908	19,300	19,300	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	654	1,047	500	500	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	51	0	200	200	0	0.00 %
2699 MISC GENERAL SUPPLIES	805	0	0	0	0	0.00 %
3001 POSTAGE	42,433	35,793	43,000	43,000	0	0.00 %
3005 COURIER & DELIVERY	0	28	300	300	0	0.00 %
3010 TELEPHONE	2,155	2,088	2,000	2,200	200	10.00 %
3030 TRAVEL	1,718	0	3,900	3,900	0	0.00 %
3035 MILEAGE	134	0	500	500	0	0.00 %
3045 CONFERENCE & SEMINARS	8,153	2,169	6,200	7,000	800	12.90 %
3055 MEETING COSTS	204	196	0	0	0	0.00 %
3060 MEALS	2,428	110	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	17,078	10,341	12,850	11,600	(1,250)	-9.73 %
3070 TRAINING COURSES - OUT	0	371	0	0	0	0.00 %
3075 TRAINING COURSES- IN	1,038	0	11,500	12,000	500	4.35 %
3080 ADVERTISING & PROMOTION	1,064	0	2,100	1,000	(1,100)	-52.38 %
3101 AUDIT & ACCOUNTING FEES	29,002	0	35,000	35,000	0	0.00 %
3130 CONSULTANT FEES	1,483	781	9,500	9,500	0	0.00 %
3199 MISC PROFESSIONAL FEES	52	0	500	500	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	0	0	200	200	0	0.00 %
3460 BRINKS COURIER	7,539	0	0	0	0	0.00 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>129,976</b>	<b>64,832</b>	<b>148,550</b>	<b>147,700</b>	<b>(850)</b>	<b>-0.57 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	9,509	5,009	4,000	4,000	0	0.00 %
5033 SOFTWARE UPGRADING	407	0	0	0	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>9,916</b>	<b>5,009</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0.00 %</b>
<b>EXPENSE TOTAL</b>	<b>2,120,673</b>	<b>1,785,493</b>	<b>2,463,751</b>	<b>2,474,823</b>	<b>11,072</b>	<b>0.45 %</b>
<b>REVENUE</b>						
0460 TRANSFER FRM CAPITAL FUND	31,935	32,574	281,968	285,229	3,261	1.16 %
0472 REIMB - CUPE BENEFITS	2,385	37	0	0	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): FINANCIAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0476 REIMBURSEMENT-CUPE WAGES	7,534	163	0	0	0	0.00 %
0480 SUNDRY REVENUE	13	0	0	0	0	0.00 %
0850 ADMIN FEES	17,093	17,435	17,435	17,784	349	2.00 %
0853 TAX CERTIFICATE FEES	34,925	27,976	37,500	37,500	0	0.00 %
0854 TAX REGISTRATION FEES	83	0	0	0	0	0.00 %
0856 RETURN CHEQUE CHARGE	14,008	3,971	20,964	20,964	0	0.00 %
0860 ACCOUNT ADJ./METER READS	153	54	200	200	0	0.00 %
0861 OFFICIAL RECEIPTS	228	677	400	400	0	0.00 %
0862 WATER TO TAX TRANSFER	83,611	28,032	85,000	85,000	0	0.00 %
0868 SEWER PUMPOUT FEES	345	55	350	350	0	0.00 %
0883 ADMIN FEES LIBRARY	12,427	12,676	12,676	12,930	254	2.00 %
0886 ADMIN FEES POLICE	86,378	88,106	88,106	89,868	1,762	2.00 %
7910 INTERNAL OVERHEAD REVENUE	421,380	364,752	397,911	422,021	24,110	6.06 %
REVENUE TOTAL	712,498	576,508	942,510	972,246	29,736	3.15 %
<b>GRAND TOTAL:</b>	<b>1,408,175</b>	<b>1,208,985</b>	<b>1,521,241</b>	<b>1,502,577</b>	<b>(18,664)</b>	<b>-1.23 %</b>

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## Activity Summary Overview – 2021 Budget

### Human Resources

The Human Resources Department provides leadership and strategic direction on Human Resources objectives and practices that encourage and support a culture emphasizing employee engagement, quality and productivity, empowerment, goal attainment, safety and the recruitment, retention and ongoing development of an engaged workforce.

The Human Resources Department provides services related to:

- Legislative Compliance
- Development and Implementation of Corporate Human Resources Policies and Procedures
- Internal and External Recruitment /Employee Retention
- Labour Relations
- Employee Relations
- Employee Engagement
- Training and Development
- Pension and Benefits
- Compensation
- Risk Management
- Employee Wellness
- Disability Claims Management/WSIB administration
- Attendance Management
- Employee Records Employee
- Family Assistance Program (EFAP)

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Chief Human Resources & Information Officer	1.00	1.00
Human Resources Advisor	1.00	1.00
Risk Management Advisor	1.00	1.00
Human Resources Officer	2.00	2.00
Benefits & Pension Coordinator	1.00	1.00
Human Resources Assistant	1.00	1.00
<b>Totals</b>	<b>7.00</b>	<b>7.00</b>

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**Notable Adjustments - 2021 Budget**  
**Human Resources**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1801 – Personnel costs – Anticipated contractual salary and benefits.	\$20,209
2.	3199 – Misc. Professional Fees – Update physical demands analyses and incorporate psychological demands analyses to facilitate stay at work, return to work and workplace accommodation needs.	\$9,000
3.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$29,625

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): HUMAN RESOURCES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	705,574	602,929	665,313	679,519	14,206	2.14 %
1202 VACATION	6,701	106	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	377,344	333,879	409,653	415,656	6,003	1.47 %
PERSONNEL TOTAL	1,089,619	936,914	1,074,966	1,095,175	20,209	1.88 %
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	22	6,854	0	0	0	0.00 %
2601 OFFICE SUPPLIES	5,506	2,679	1,900	2,100	200	10.53 %
2630 SUBSCRIPTIONS/PERIODICALS	476	821	400	400	0	0.00 %
2640 TRAINING SUPPLIES	68	0	0	0	0	0.00 %
2655 SAFETY SUPPLIES	387	963	2,500	2,500	0	0.00 %
2672 EVENTS	16,260	6,567	10,000	10,000	0	0.00 %
2682 PROMOTIONAL SUPPLIES	0	4	6,500	6,500	0	0.00 %
2925 QUARTER CENTURY CLUB	780	0	500	500	0	0.00 %
2930 LONG SERVICE PINS/AWARDS	7,779	3,512	5,000	5,000	0	0.00 %
3001 POSTAGE	308	220	600	500	(100)	-16.67 %
3010 TELEPHONE	418	519	1,000	1,000	0	0.00 %
3027 INTERVIEW EXPENSES	0	0	1,000	1,000	0	0.00 %
3028 RECRUITMENT	9,158	5,788	0	0	0	0.00 %
3030 TRAVEL	1,731	0	0	0	0	0.00 %
3035 MILEAGE	0	0	300	0	(300)	-100.00 %
3045 CONFERENCE & SEMINARS	7,821	360	7,500	7,500	0	0.00 %
3050 RECEPTIONS	528	90	0	0	0	0.00 %
3060 MEALS	7,375	970	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	1,814	3,498	2,650	2,500	(150)	-5.66 %
3070 TRAINING COURSES - OUT	5,934	6,840	49,900	49,900	0	0.00 %
3071 TRAINING	139	0	0	0	0	0.00 %
3075 TRAINING COURSES- IN	41,715	585	10,000	10,000	0	0.00 %
3080 ADVERTISING & PROMOTION	5,867	4,119	7,500	7,500	0	0.00 %
3099 MISC ADMIN EXPENSES	0	33	0	0	0	0.00 %
3103 HR FEES	0	55	0	0	0	0.00 %
3110 ARBITRATION FEES	73,552	40,719	75,000	75,000	0	0.00 %
3130 CONSULTANT FEES	560	0	20,000	20,000	0	0.00 %
3199 MISC PROFESSIONAL FEES	11,263	43,487	51,000	60,000	9,000	17.65 %
3475 EFAP	22,393	18,770	28,000	28,000	0	0.00 %
GOODS & SERVICES TOTAL	221,854	147,453	281,250	289,900	8,650	3.08 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	1,199	0	1,000	1,000	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): HUMAN RESOURCES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
5115 TRANSFER TO RESERVE FUND	120,000	120,000	120,000	120,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	121,199	120,000	121,000	121,000	0	0.00 %
EXPENSE TOTAL	1,432,672	1,204,367	1,477,216	1,506,075	28,859	1.95 %
REVENUE						
0416 PAYROLL CONTRIBUTIONS	5,847	983	6,000	6,000	0	0.00 %
0470 TSF FROM RESERVE FUND	205,431	183,076	60,900	60,900	0	0.00 %
0883 ADMIN FEES LIBRARY	1,391	1,491	1,419	1,447	28	1.97 %
0886 ADMIN FEES POLICE	3,240	3,305	3,305	3,371	66	2.00 %
7910 INTERNAL OVERHEAD REVENUE	277,769	257,316	280,708	310,333	29,625	10.55 %
REVENUE TOTAL	493,678	446,171	352,332	382,051	29,719	8.43 %
<b>GRAND TOTAL:</b>	<b>938,994</b>	<b>758,196</b>	<b>1,124,884</b>	<b>1,124,024</b>	<b>(860)</b>	<b>-0.08 %</b>

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## Activity Summary Overview – 2021 Budget

### Information Systems

The Information Systems (I.S.) department provides information, communications and technology services to support corporate, business unit and departmental goals and those of our partner agencies. Services include hardware and software configuration, installation and technical support, network design and implementation, geographic information systems (GIS), internet/intranet, information security, wireless and mobile technology and apps, and information and communication technology policy and support.

The I.S. department supports desktop, mobile and remote computing environments with physical and virtual servers in datacenter and remote environments. The I.S. Department manages the transition to Cloud Based applications to ensure appropriate and consistent use of Cloud Based technology throughout the City.

I.S. supports networking, access and security at the desktop, server, remote-access and network infrastructure levels. In addition, I.S. supports all telephony services for the City and those connected through the corporate Local Area Network (LAN).

GIS services include standard mapping platform support, data mapping support, and GPS mapping support. GIS services are used regularly in City departments and on special projects such as the Official Plan, Zoning, Transit, Economic Development Site Selector, etc.

Database and program support is provided for both in house and commercial applications. The applications supported range from landfill scales to financial systems to infrastructure management programs and includes direct support, contact with 3<sup>rd</sup> party vendors and maintaining connectivity between applications for data sharing.

Some of the applications are:

- Corporate Financial Applications
  - General Ledger
  - Accounts Payable/Receivable
  - Budgeting
  - Building and permitting
  - Purchasing/Inventory
  - Billing
  - Payroll
- Asset Management
- Event Scheduling
- External web sites and internal intranet
- Customer Relationship Management
- Event Scheduling and Ticketing
- Transit Scheduling
- Telephony Software
- Email
- CAD
- Mobile device software
- POA Court Recording
- Parking Management
- Vehicle Telemetry Software
- + Many more commercial and in house applications

The Information Systems department provides information, communication and technology services to all City departments and:

- The District of Nipissing Social Services Administration Board
- The North Bay Public Library
- The North Bay Jack Garland Airport
- The North Bay Mattawa Conservation Authority
- The North Bay Police Services
- Cassellholme, East Nipissing Home for the Aged
- The North Bay Battalion



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Information Systems implements and maintains inter-site network connectivity to over 20 sites connected by fiber optics as well as wireless technology, a corporate IP Telephony system that spans to all City sites and other locations, and other security systems:

- City Hall
- Parking Office
- Memorial Gardens
- Pete Palangio Arena
- West Ferris Arena
- Water Treatment Plant
- Wastewater Treatment Plant
- Hazardous Waste Depot/Septage
- Multi-Use Sports Facility
- North Bay Mattawa Conservation Authority
- DNSSAB West Nipissing
- DNSSAB Mattawa
- Fire Station 1
- Fire Station 2
- Fire Station 3
- Marina
- Lee Park
- Public Works
- Transit Terminal
- Jack Garland Airport
- North Bay Police Service
- North Bay Public Library

Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Director of Information Systems	1.00	1.00
Manager Current Operations	1.00	1.00
Database Specialists	4.00	4.00
Network Specialists	2.00	2.00
Desk Top Publisher/Clerk	1.00	1.00
Technical/Help Desk Support	2.00	2.00
GIS Specialists	2.00	2.00
<b>Totals</b>	<b>13.00</b>	<b>13.00</b>

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**Notable Adjustments – 2021 Budget**  
**Information Systems**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	3340 – Software Maintenance - Increase for move towards subscription-based licensing for Microsoft Office 365.	\$110,000
2.	3412 – Internet Fees – Increase required for inner building connectivity.	\$50,000
3.	7910 – Internal Overhead Revenue – To reflect support provide to Water and Wastewater, Building, and POA departments.	\$68,216

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): INFORMATION SYSTEMS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	914,083	711,832	1,062,710	1,072,513	9,803	0.92 %
1002 TEMPORARY SALARIES	9,832	1,600	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	63,828	68,331	4,503	7.05 %
1101 OVERTIME FULLTIME	0	(47)	0	0	0	0.00 %
1202 VACATION	(17,805)	183	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	686	229	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	281,985	223,167	352,722	333,209	(19,513)	-5.53 %
1802 FRINGE BENEFITS-PARTTIME	981	642	0	0	0	0.00 %
PERSONNEL TOTAL	1,189,762	937,606	1,479,260	1,474,053	(5,207)	-0.35 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	15,867	7,092	16,000	16,000	0	0.00 %
2699 MISC GENERAL SUPPLIES	3,733	167	6,500	6,500	0	0.00 %
3001 POSTAGE	0	5	0	0	0	0.00 %
3010 TELEPHONE	96,229	93,117	110,000	110,000	0	0.00 %
3020 COMPUTER COMMUNICATIONS	6,415	5,540	7,500	7,500	0	0.00 %
3035 MILEAGE	1,131	290	3,500	2,500	(1,000)	-28.57 %
3045 CONFERENCE & SEMINARS	8,745	11,360	17,500	17,500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,053	412	1,800	2,000	200	11.11 %
3080 ADVERTISING & PROMOTION	573	0	0	0	0	0.00 %
3210 OFFICE EQUIPMENT LEASE	51,253	37,309	65,000	60,000	(5,000)	-7.69 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	587	1,346	2,500	2,500	0	0.00 %
3340 SOFTWARE MAINTENANCE	291,804	342,072	400,000	510,000	110,000	27.50 %
3412 INTERNET FEES	18,879	15,303	128,000	178,000	50,000	39.06 %
3430 MAINTENANCE CONTRACT	46,435	37,184	50,000	50,000	0	0.00 %
3601 INSURANCE PREMIUMS	24,843	38,340	39,496	41,790	2,294	5.81 %
GOODS & SERVICES TOTAL	568,547	589,537	847,796	1,004,290	156,494	18.46 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	55	0	1,000	1,000	0	0.00 %
5030 COMPUTER H/WARE & S/WARE	22,862	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	22,917	0	1,000	1,000	0	0.00 %
EXPENSE TOTAL	1,781,226	1,527,143	2,328,056	2,479,343	151,287	6.50 %
<b>REVENUE</b>						
0428 ADVERTISING REVENUE	2,599	457	0	0	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	0	0	63,828	68,331	4,503	7.05 %
0479 REIMBURSEMENTS	24,248	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	710	0	0	0	0	0.00 %
0880 ADMIN FEES NB HYDRO	44,770	(3)	0	0	0	0.00 %
0882 ADMIN FEES CASSELLHOLME	21,118	10,668	20,440	21,000	560	2.74 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): INFORMATION SYSTEMS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0883 ADMIN FEES LIBRARY	52,575	53,627	53,627	54,700	1,073	2.00 %
0884 ADMIN FEES CA	4,088	0	4,088	4,088	0	0.00 %
0885 ADMIN FEES DNSSAB	204,847	166,598	153,410	156,478	3,068	2.00 %
0886 ADMIN FEES POLICE	11,635	11,868	11,868	12,105	237	2.00 %
0887 ADMIN FEES BATTALION	17,000	10,430	8,340	10,000	1,660	19.90 %
0888 ADMIN FEES - AIRPORT	2,759	0	2,814	2,870	56	1.99 %
7910 INTERNAL OVERHEAD REVENUE	400,126	359,669	392,366	460,582	68,216	17.39 %
REVENUE TOTAL	786,475	613,314	710,781	790,154	79,373	11.17 %
<b>GRAND TOTAL:</b>	<b>994,751</b>	<b>913,829</b>	<b>1,617,275</b>	<b>1,689,189</b>	<b>71,914</b>	<b>4.45 %</b>

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## Activity Summary Overview – 2021 Budget

### Legal Services

#### City Solicitor

Provides legal services required by The Corporation of the City of North Bay, and Service Partners through a Solicitor entitled to practice law in Ontario with particular regard to Municipal Law and Municipal administrative procedures. Reviews legal matters referred to outside counsel.

Service Partners through Administrative Agreements include:

- North Bay Public Library Board
- North Bay Police Services Board
- North Bay Jack Garland Airport
- Invest North Bay Development Corporation
- North Bay Hydro Holdings Limited
- North Bay Mattawa Conservation Authority

#### By-Law Enforcement & Canadian Corp. of Commissionaires

Provides for enforcement of all City By-Laws (except Property Standards By-Law) where investigations are conducted in order to gather information to gain compliance and where compliance cannot be attained, to proceed with prosecutions including charging and testifying in court.

Commissionaires-Ottawa are contracted by the City to provide enforcement, primarily focused on parking by-laws, but also to conduct investigations for various other by-law infractions under the direction of the By-Law Enforcement Coordinator. The contract is for 5 years starting August 2016.

The By-Law Enforcement Coordinator directs all enforcement of parking by-laws within the City. The Coordinator is the main liaison contact with Commissionaires-Ottawa which includes billing, time sheet reviews, officer selection and daily direction. The Coordinator also works with various security firms in the City acting as agents of the City for enforcement purposes for both smoking by-laws and parking by-laws, which includes training officers. The Coordinator also handles most by-law complaints made to the City, handles all complaints with regards to parking tickets issued by Commissionaires-Ottawa officers and all security firm agents, and provides support for the Prosecutor with regards to file reviewing and testifying for some North Bay Police Service charges.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
City Solicitor	1.00	1.00
Paralegal	0.50	1.00
Law Clerk	1.00	1.00
By-Law Enforcement Coordinator	1.00	1.00
By-Law Enforcement Officer	1.00	1.00
<b>Totals</b>	<b>4.50</b>	<b>5.00</b>

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**Notable Adjustments - 2021 Budget**

**Legal Department – General**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001-1801 – Personnel Costs – Anticipated salary and benefits.	\$21,412
2.	0421 – Parking Fines – Anticipated revenue decrease due to Covid.	(\$30,000)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$30,000
4.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$26,864

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - BY-LAW ENFORCEMENT, LEGAL DEPARTMENT - GENERAL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	315,173	269,286	417,897	452,373	34,476	8.25 %
1202 VACATION	4,746	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	89,863	79,149	136,707	123,643	(13,064)	-9.56 %
PERSONNEL TOTAL	409,782	348,435	554,604	576,016	21,412	3.86 %
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	4,114	2,720	4,028	4,042	14	0.35 %
2601 OFFICE SUPPLIES	7,214	5,997	5,700	5,700	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	16,090	13,146	15,000	16,000	1,000	6.67 %
2650 CLOTHING / UNIFORM	102	0	700	700	0	0.00 %
2655 SAFETY SUPPLIES	31	0	0	0	0	0.00 %
3001 POSTAGE	7,643	4,519	8,300	7,800	(500)	-6.02 %
3005 COURIER & DELIVERY	83	38	50	50	0	0.00 %
3010 TELEPHONE	3,923	1,795	4,100	4,100	0	0.00 %
3030 TRAVEL	1,076	2,562	500	1,000	500	100.00 %
3035 MILEAGE	271	0	200	100	(100)	-50.00 %
3045 CONFERENCE & SEMINARS	2,643	619	4,600	4,600	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,025	264	3,200	3,200	0	0.00 %
3080 ADVERTISING & PROMOTION	8,027	543	400	900	500	125.00 %
3145 REGISTRY OFFICE FEES	35,469	33,920	43,500	43,500	0	0.00 %
3170 LEGAL SEARCHES	52	221	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	0	410	500	500	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	0	0	400	400	0	0.00 %
3450 COMMISSIONAIRES	119,431	101,886	126,430	127,694	1,264	1.00 %
3499 MISC CONTRACTS	305	30	0	0	0	0.00 %
3602 RISK MANAGEMENT	367,380	367,380	367,380	367,380	0	0.00 %
GOODS & SERVICES TOTAL	576,879	536,050	584,988	587,666	2,678	0.46 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	3,646	6,000	6,500	500	8.33 %
FINANCIAL EXPENSES TOTAL	0	3,646	6,000	6,500	500	8.33 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	996	0	1,000	1,000	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	238	0	0	500	500	100.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	1,234	0	1,000	1,500	500	50.00 %
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	15,153	12,627	15,153	15,153	0	0.00 %
INTERNAL TRANSFERS TOTAL	15,153	12,627	15,153	15,153	0	0.00 %
EXPENSE TOTAL	1,003,048	900,758	1,161,745	1,186,835	25,090	2.16 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - BY-LAW ENFORCEMENT, LEGAL DEPARTMENT - GENERAL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	2,000	2,000	0	0.00 %
0419 OTHER PERMIT/ENCROACHMENT	1,945	2,048	1,000	1,500	500	50.00 %
0420 COURT FINES	98,989	52,413	85,000	85,000	0	0.00 %
0421 PARKING FINES	256,180	150,498	250,000	220,000	(30,000)	-12.00 %
0470 TSF FROM RESERVE FUND	40,000	40,000	50,000	80,000	30,000	60.00 %
0479 REIMBURSEMENTS	2,202	8,150	0	1,000	1,000	100.00 %
0487 SURCHARGE	76	0	0	0	0	0.00 %
0850 ADMIN FEES	307	351	1,000	500	(500)	-50.00 %
0854 TAX REGISTRATION FEES	75,573	74,746	105,000	105,000	0	0.00 %
0883 ADMIN FEES LIBRARY	738	753	753	768	15	1.99 %
0884 ADMIN FEES CA	3,000	0	0	0	0	0.00 %
0886 ADMIN FEES POLICE	8,488	8,658	8,658	8,831	173	2.00 %
7910 INTERNAL OVERHEAD REVENUE	183,356	160,474	175,063	201,927	26,864	15.35 %
REVENUE TOTAL	673,134	500,251	678,474	706,526	28,052	4.13 %
<b>GRAND TOTAL:</b>	<b>329,914</b>	<b>400,507</b>	<b>483,271</b>	<b>480,309</b>	<b>(2,962)</b>	<b>-0.61 %</b>



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## Activity Summary Overview – 2021 Budget

### Provincial Offences Administration

Operates the Provincial Offences and Court Administration Centre for the North Bay Area which includes Trout Creek to Mattawa to Marten River to the French River, according to the following: a Provincial Memorandum of Understanding; a Municipal Partners' Agreement; a Court House Side Agreement; applicable statutory and common law.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
City Prosecutor	1.00	1.00
POA Manager	1.00	1.00
POA Clerk	2.00	2.00
POA Collections Clerk	1.00	1.00
Legal Assistant	1.00	1.00
Court Clerk Monitor	1.00	1.00
<b>Totals</b>	<b>7.00</b>	<b>7.00</b>

#### Statistics:

##### **NUMBER OF CHARGES FILED**

2013 = 16,680  
2014 = 14,161  
2015 = 14,339  
2016 = 12,750  
2017 = 12,016  
2018 = 11,092  
2019 = 10,769  
2020 = 7,880 (Estimate)

##### **POA FINE GROSS REVENUE**

2013 = \$1,718,857  
2014 = \$1,682,528  
2015 = \$1,573,974  
2016 = \$1,623,287  
2017 = \$1,404,049  
2018 = \$1,414,216  
2019 = \$1,245,584  
2020 = \$ 864,023 (Estimate)

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**Notable Adjustments - 2021 Budget**

**Provincial Offences Administration**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	3940 – POA Shared Revenue – 45% of net revenue to other municipalities - Agreement says parties agree to sharing revenues & expenses – Anticipating a deficit in 2021.	(\$140,134)
2.	7020 – Internal Transfers to Other Departments - 2.5% increase for rental of Council Chambers & other expenses as per agreement between POA Municipal Partners and City of North Bay. Agreement expires Jan. 31, 2021 by mutual consent and can be renewed for two additional 5 year periods.	\$6,334
3.	0420 – Court Fines – In the last few years, the number of charges laid has been decreasing by approximately 1,000 charges every year. As of August, 2020, charges have decreased by 1,811 charges compared to August, 2019. COVID-19 has had a significant reduction on revenue. Budget estimate based on 2019 actuals.	(\$308,914)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - POA

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	473,832	409,102	500,361	507,398	7,037	1.41 %
1002 TEMPORARY SALARIES	5,073	0	0	0	0	0.00 %
1101 OVERTIME FULLTIME	444	0	0	0	0	0.00 %
1202 VACATION	6,499	31	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	227	0	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	300	80	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	149,244	129,879	161,979	154,007	(7,972)	-4.92 %
1802 FRINGE BENEFITS-PARTTIME	667	0	0	0	0	0.00 %
PERSONNEL TOTAL	636,286	539,092	662,340	661,405	(935)	-0.14 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	2,772	1,132	4,500	3,000	(1,500)	-33.33 %
2630 SUBSCRIPTIONS/PERIODICALS	5,747	4,148	3,900	3,900	0	0.00 %
2636 POA FORM SUPPLIES	2,363	3,734	5,000	5,000	0	0.00 %
3001 POSTAGE	1,405	476	3,000	3,000	0	0.00 %
3010 TELEPHONE	1,294	1,089	1,250	1,250	0	0.00 %
3025 PHOTOCOPY EXPENSES	0	0	2,000	0	(2,000)	-100.00 %
3030 TRAVEL	804	0	2,500	1,000	(1,500)	-60.00 %
3035 MILEAGE	503	179	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,116	406	3,250	3,200	(50)	-1.54 %
3070 TRAINING COURSES - OUT	818	331	2,500	2,000	(500)	-20.00 %
3099 MISC ADMIN EXPENSES	0	0	100	100	0	0.00 %
3157 COURT REPORTER	167	0	500	0	(500)	-100.00 %
3160 WITNESS FEES	2,913	173	3,500	3,000	(500)	-14.29 %
3161 PART III PROSECUTIONS	116,865	34,857	154,000	154,000	0	0.00 %
3163 PART TIME PROSECUTER	23,708	1,463	23,000	23,000	0	0.00 %
3168 COLLECTION AGENCY FEES	45,495	28,907	35,000	35,000	0	0.00 %
3170 LEGAL SEARCHES	570	195	1,000	0	(1,000)	-100.00 %
3199 MISC PROFESSIONAL FEES	5,307	1,304	4,000	4,000	0	0.00 %
3215 PROPERTY & BUILDING LEASE	1,832	0	1,800	1,800	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	2,410	1,360	7,500	7,500	0	0.00 %
3450 COMMISSIONAIRES	3,601	696	3,400	3,400	0	0.00 %
3499 MISC CONTRACTS	6,085	1,329	5,000	6,000	1,000	20.00 %
3601 INSURANCE PREMIUMS	1,674	1,674	1,674	1,674	0	0.00 %
3940 POA SHARED REVENUE	14,868	0	111,537	(28,597)	(140,134)	-125.64 %
3942 POA ICON CHARGES	21,000	11,525	20,000	20,000	0	0.00 %
GOODS & SERVICES TOTAL	265,317	94,978	400,911	254,227	(146,684)	-36.59 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	15,933	10,674	16,000	16,000	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - POA

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
4110 CASH OVER / SHORT	0	5	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	15,933	10,679	16,000	16,000	0	0.00 %
INTERNAL TRANSFERS						
7010 ADMINISTRATON & OVERHEAD	59,898	56,005	61,096	62,318	1,222	2.00 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	247,152	232,220	253,331	259,665	6,334	2.50 %
INTERNAL TRANSFERS TOTAL	307,050	288,225	314,427	321,983	7,556	2.40 %
EXPENSE TOTAL	1,224,586	932,974	1,393,678	1,253,615	(140,063)	-10.05 %
REVENUE						
0420 COURT FINES	866,934	473,515	1,215,000	906,086	(308,914)	-25.43 %
0423 DEVOLVED COURT FINES	39,152	(904)	0	0	0	0.00 %
0425 FINES - COLLECTION AGENCY	339,498	197,191	315,000	315,000	0	0.00 %
0462 POA YE RECEIVABLES	(16,339)	0	0	0	0	0.00 %
REVENUE TOTAL	1,229,245	669,802	1,530,000	1,221,086	(308,914)	-20.19 %
<b>GRAND TOTAL:</b>	<b>(4,659)</b>	<b>263,172</b>	<b>(136,322)</b>	<b>32,529</b>	<b>168,851</b>	<b>123.86 %</b>



# **GENERAL GOVERNMENT**

## **2021 OPERATING BUDGET**



# Business Unit Summary

Budget Year: 2021

YTD End Date: November 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>General Government Activities</b>						
FINANCIAL EXPENSES	17,959,796	20,280,004	19,165,847	21,097,339	1,931,492	10.08 %
GENERAL REVENUES	(101,381,189)	(105,902,994)	(12,706,854)	(12,178,272)	528,582	4.16 %
MAYOR & COUNCIL	434,602	385,490	631,476	631,807	331	0.05 %
OFFICE OF THE CAO	425,052	372,168	409,364	423,478	14,114	3.45 %
<b>Total:</b>	<b>(82,561,739)</b>	<b>(84,865,332)</b>	<b>7,499,833</b>	<b>9,974,352</b>	<b>2,474,519</b>	<b>32.99 %</b>
<b>Grand Total:</b>	<b>(82,561,739)</b>	<b>(84,865,332)</b>	<b>7,499,833</b>	<b>9,974,352</b>	<b>2,474,519</b>	<b>32.99 %</b>

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## Activity Summary Overview – 2021 Budget

### Financial Expenses

#### Long-Term Financing

Long-Term Financing is one of many funding options to finance capital projects. The City of North Bay seeks out flexible terms that match the municipality's needs. Consideration is given to the terms that match the life of the assets as well as interest rates, variable versus fixed and payment frequency. The amount of annual long-term financing is governed by the City's Long-Term Capital Funding Policy.

#### Capital Levy (Pay go)

The City's Long-Term Capital Funding Policy stipulates the amount of the capital levy to be included in the operating budget. The capital levy is funding collected from the tax levy to support capital infrastructure projects in the City's Capital Budget.

#### Write-offs & Contingencies

These series of accounts budget for the annual negative impact to the assessment roll resulting from assessment reductions.

Assessment changes may be initiated by the ratepayer or by the Municipal Property Assessment Corporation (MPAC). If an appeal cannot be resolved by MPAC an appeal with the Assessment Review Board (ARB) can be filed by the ratepayer. If the appeal goes to a Full Hearing, expert witnesses representing the City's interests are required.

In 2013 the position of Junior Assessment and Real Estate Specialist was created to assist in the administration of the City's Assessment Base Management Program. Monitoring of assessment appeals and proactive management of the assessment roll by the Specialist mitigates the deterioration of the assessment base.

#### Growth Community Improvement Plan (GCIP)

GCIP is a tool that allows a municipality to take actions to support improvements and redevelopment within a specifically defined Community Improvement Project Area. The three target areas within the plan are: The Housing Target Area, The Industrial Target Area, and The Downtown Target Area. Each area within the plan has defined incentives which require funding. The approved 2020 GCIP Service Level Change included an annual operating increase in the amount of \$100,000. Due to COVID-19, this annual increase has been delayed to now start in 2022.

#### Positions:

	2020 FTE	2021 FTE
Jr. Assessment & Real Estate Specialist	1.00	1.00
<b>Totals</b>	<b>1.00</b>	<b>1.00</b>

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## Notable Adjustments - 2021 Budget

### Financial Expenses

Item #	Description	Dollar Amount
1.	4015 – Debenture Principal – Based on Long Term Capital Funding Policy.	(\$324,343)
2.	4020 – Debenture Interest – Based on Long Term Capital Funding Policy.	(\$116,802)
3.	4222 – Property Tax Reductions – Increased costs for Municipal Tax Reduction programs.	\$112,431
4.	5101 – Capital Levy – Based on Long Term Capital Funding Policy with recommended exclusion of CPI adjustment.	\$2,082,566
5.	5150 – Agreements – TNB/Private/Municipal Partnership per MAT allocation policy. See offset in line #0470.	\$40,000
6.	0437 – Dividends – Expected revenue decrease.	(\$42,858)
7.	0470 – Transfer from Reserve Fund – Offset for TNB/Private/Municipal Partnership per MAT allocation policy. See line #5150.	\$40,000



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

General Government Activities

Division(s):

FINANCIAL EXPENSES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	83,904	71,688	84,835	86,432	1,597	1.88 %
1002 TEMPORARY SALARIES	0	103	0	0	0	0.00 %
1202 VACATION	(131)	0	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	0	0	(200,000)	(200,000)	0	0.00 %
1401 TRAINING & SAFETY	0	513	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	486,072	22,312	27,188	156,978	129,790	477.38 %
1802 FRINGE BENEFITS-PARTTIME	0	0	0	0	0	0.00 %
PERSONNEL TOTAL	569,845	94,616	(87,977)	43,410	131,387	149.34 %
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	0	0	0	0	0	0.00 %
2655 SAFETY SUPPLIES	0	13,646	0	0	0	0.00 %
3005 COURIER & DELIVERY	0	0	0	0	0	0.00 %
3030 TRAVEL	0	0	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	450	0	500	500	0	0.00 %
3075 TRAINING COURSES- IN	369	499	2,000	2,000	0	0.00 %
3080 ADVERTISING & PROMOTION	25,698	0	0	0	0	0.00 %
3105 LEGAL FEES	3,765	1,343	0	5,000	5,000	100.00 %
3130 CONSULTANT FEES	46,059	0	0	0	0	0.00 %
3199 MISC PROFESSIONAL FEES	0	0	0	0	0	0.00 %
3305 BUILDING MAINTENANCE	0	1,987	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	0	3,568	0	0	0	0.00 %
3499 MISC CONTRACTS	18,565	10,396	27,400	27,400	0	0.00 %
3710 MEMBERSHIPS	0	269	1,000	0	(1,000)	-100.00 %
3930 COMMUNITY PROGRAMS	2,869	0	11,000	11,000	0	0.00 %
GOODS & SERVICES TOTAL	97,775	31,708	42,900	46,900	4,000	9.32 %
<b>FINANCIAL EXPENSES</b>						
4005 INTERNAL INTEREST CHARGES	878,696	448,193	200,000	200,000	0	0.00 %
4015 DEBENTURE PRINCIPAL	6,549,342	6,691,448	7,152,575	6,828,232	(324,343)	-4.53 %
4020 DEBENTURE INTEREST	767,066	768,780	968,804	852,002	(116,802)	-12.06 %
4101 BANK CHARGES	49,798	8,272	5,200	3,100	(2,100)	-40.38 %
4110 CASH OVER / SHORT	(53)	(36)	0	0	0	0.00 %
4125 PENNY PHASE OUT	0	(1)	0	0	0	0.00 %
4201 COURT OF REVISION (442)	40,344	135,556	60,000	60,000	0	0.00 %
4202 ANA WRITEOFFS	6,166	5,779	10,000	10,000	0	0.00 %
4204 P.R.A.N.	(1,101)	26,194	20,000	20,000	0	0.00 %
4205 ARB/OMB/COURT DECISIONS	1,496,502	217,147	120,000	120,000	0	0.00 %
4206 MINUTES OF SETTLEMENT	41,450	85,236	80,000	80,000	0	0.00 %
4210 UNCOLLECTIBLE TAXES - 495	69,417	20,790	5,000	5,000	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): General Government Activities

Division(s): FINANCIAL EXPENSES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
4222 PROPERTY TAX REDUCTIONS	513,812	583,384	470,953	583,384	112,431	23.87 %
4225 WATER WRITE-OFFS	331	0	0	0	0	0.00 %
4235 GEN ACCOUNT WRITE-OFF	37,370	0	35,000	35,000	0	0.00 %
4250 CIP/TIFF INCENTIVES	11,294	0	85,000	85,000	0	0.00 %
4252 VACANCY REBATES	221,917	9,720	0	0	0	0.00 %
4253 CHARITY REBATES	63,607	53,094	85,000	85,000	0	0.00 %
4254 PILS	41,307	(16,570)	0	0	0	0.00 %
4320 INVENTORY SHORT/(OVER)	(18,009)	7,163	0	0	0	0.00 %
4401 CONTINGENCY	0	0	206,502	206,502	0	0.00 %
<b>FINANCIAL EXPENSES TOTAL</b>	<b>10,769,256</b>	<b>9,044,149</b>	<b>9,504,034</b>	<b>9,173,220</b>	<b>(330,814)</b>	<b>-3.48 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	496	1,213	0	0	0	0.00 %
5101 CAPITAL LEVY	10,245,279	11,632,743	11,632,743	13,715,309	2,082,566	17.90 %
5115 TRANSFER TO RESERVE FUND	11,369,633	10,782,864	370,000	370,000	0	0.00 %
5150 AGREEMENTS	0	50,000	50,000	90,000	40,000	80.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>21,615,408</b>	<b>22,466,820</b>	<b>12,052,743</b>	<b>14,175,309</b>	<b>2,122,566</b>	<b>17.61 %</b>
<b>EXPENSE TOTAL</b>	<b>33,052,284</b>	<b>31,637,293</b>	<b>21,511,700</b>	<b>23,438,839</b>	<b>1,927,139</b>	<b>8.96 %</b>
<b>REVENUE</b>						
0430 PENALTIES/CURRENT TAXES	804,932	45,766	650,000	650,000	0	0.00 %
0433 PENALTIES A/R	8,654	451	15,000	15,000	0	0.00 %
0437 DIVIDENDS	1,404,078	0	725,000	682,142	(42,858)	-5.91 %
0440 INTEREST/CURRENT BANK	1,265,277	529,255	500,000	500,000	0	0.00 %
0441 INTEREST ON INVESTMENTS	773,227	237,725	430,000	430,000	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	15,420	0	0	0	0	0.00 %
0470 TSF FROM RESERVE FUND	555,079	15,000	15,000	55,000	40,000	266.67 %
0471 PINWOOD SS REIMBURSEMENT	0	2,708	0	0	0	0.00 %
0473 METHANE SALES	0	0	50,000	50,000	0	0.00 %
0479 REIMBURSEMENTS	0	97,019	0	0	0	0.00 %
0480 SUNDRY REVENUE	1,500	8,000	0	0	0	0.00 %
0512 PROVINCIAL GAS TAX	895,808	910,784	0	0	0	0.00 %
0517 SAFE RESTART	0	4,180,415	0	0	0	0.00 %
0539 ONT COMMUNITY INFR OCIF	2,569,870	2,193,817	0	0	0	0.00 %
0542 CANNABIS FUNDING	171,701	0	0	0	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	17,690	0	0	0	0	0.00 %
0608 FEDERAL GAS TAX	6,609,171	3,127,848	0	0	0	0.00 %
0919 VENDING MACHINE SALES	80	0	0	0	0	0.00 %
0995 DONATIONS / GRANTS	0	8,500	0	0	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	0	0	(39,147)	(40,642)	(1,495)	-3.82 %
<b>REVENUE TOTAL</b>	<b>15,092,487</b>	<b>11,357,288</b>	<b>2,345,853</b>	<b>2,341,500</b>	<b>(4,353)</b>	<b>-0.19 %</b>
<b>GRAND TOTAL:</b>	<b>17,959,797</b>	<b>20,280,005</b>	<b>19,165,847</b>	<b>21,097,339</b>	<b>1,931,492</b>	<b>10.08 %</b>

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## Activity Summary Overview – 2021 Budget

### General Revenues

#### **OMPF**

The Ontario Municipal Partnership Fund (OMPF) is the Province's unconditional grant payment to municipalities. It is anticipated that the funding envelope in 2021 will remain stable.

#### **Municipal Taxation**

To provide for the calculation, administration, reporting, and collecting of municipal taxes. Property tax is the main revenue source for municipalities in Ontario. Municipal tax rates are set by each municipality based on their own individual tax revenue needs as part of their annual budget process.

#### **Payments-In-Lieu**

The City records payments-in-lieu (PIL) of taxes for properties owned by the federal or provincial government.

The Government of Canada makes payments under the Payments-in-Lieu-of Taxes Act. Through its federal departments and Crown corporations and agencies it owns a large inventory of property that includes: office buildings, harbours, prisons, national parks, RCMP detachment buildings and post offices.

Properties owned by the Province of Ontario or provincial Crown corporations make PIL payments under the Municipal Tax Assistance Act for properties occupied or owned by the province, tenanted provincial property and property leased by the province from exempt entities.

Most federal and provincial properties benefit from the services provided by municipalities and the governments firmly support the principle that, as a property owner, even though it is exempt from taxation, it should share the cost of local government equitably with other property owners in the community. Payments are based on the principle of fairness and are equitable in comparison to those made by other property owners.

#### **Municipal Accommodation Tax**

On November 23, 2017, the Province of Ontario issued the Transient Accommodation Regulation 435/17, which came into force December 1, 2017 and provides the necessary provisions for municipalities across Ontario to implement a Municipal Accommodation Tax (MAT).

The implementation of a Municipal Accommodation Tax will create new revenues to promote tourism in North Bay and leverage capital investment and development. A capital/infrastructure focus will enhance the City's ability to finance new projects and also serve to improve infrastructure sustainability and in doing so strengthen North Bay's ability to attract and offer major event opportunities as well as new business.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Financial Reports Coordinator – MAT	1.00	1.00
<b>Totals</b>	<b>1.00</b>	<b>1.00</b>

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## Notable Adjustments - 2021 Budget

### General Revenues

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	0305 – Unconditional Grants – 2021 OMPF funding change.	(\$113,600)
2.	0470 – Transfer from Reserve Fund – Based on the projected use of Mayor’s Plan reserve.	(\$390,255)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): General Government Activities

Division(s): GENERAL REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	62,371	59,427	70,910	76,058	5,148	7.26 %
1101 OVERTIME FULLTIME	0	0	500	0	(500)	-100.00 %
1202 VACATION	(469)	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	20,378	19,843	23,834	23,445	(389)	-1.63 %
PERSONNEL TOTAL	82,280	79,270	95,244	99,503	4,259	4.47 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	0	0	500	500	0	0.00 %
2720 MUNICIPAL TAXES	2,428	2,476	2,525	2,575	50	1.98 %
3001 POSTAGE	0	0	500	500	0	0.00 %
3030 TRAVEL	0	0	600	600	0	0.00 %
3045 CONFERENCE & SEMINARS	0	0	650	650	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	997	997	1,050	1,050	0	0.00 %
3075 TRAINING COURSES- IN	0	0	1,000	1,000	0	0.00 %
GOODS & SERVICES TOTAL	3,425	3,473	6,825	6,875	50	0.73 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5115 TRANSFER TO RESERVE FUND	359,684	0	316,407	314,514	(1,893)	-0.60 %
5150 AGREEMENTS	539,526	146,005	474,610	471,772	(2,838)	-0.60 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	899,210	146,005	791,017	786,286	(4,731)	-0.60 %
EXPENSE TOTAL	984,915	228,748	893,086	892,664	(422)	-0.05 %
<b>REVENUE</b>						
0105 TAXATION	86,053,436	93,795,364	0	0	0	0.00 %
0110 SUPPLEMENTARY TAXES	412,778	328,648	400,000	400,000	0	0.00 %
0120 CAPPING ADJUSTMENTS	770	0	0	0	0	0.00 %
0140 MUNICIPAL ACCOMMODATION TAX	982,487	471,883	890,000	890,000	0	0.00 %
0185 EDUCATION TAXES RETAINED	58,618	53,013	60,000	60,000	0	0.00 %
0201 FEDERAL PROPERTIES	799,542	0	0	0	0	0.00 %
0211 C B C	2,139	0	0	0	0	0.00 %
0231 GOVERNMENT SERVICES	1,585,533	0	0	0	0	0.00 %
0250 NORTH BAY GENERAL HOSPITAL	30,300	30,300	30,300	30,300	0	0.00 %
0252 NORTH BAY JAIL	7,500	7,500	7,500	7,500	0	0.00 %
0253 NIPSSING UNIVERSITY	267,375	283,425	267,375	267,375	0	0.00 %
0254 CANADORE COLLEGE	190,125	182,175	190,125	182,125	(8,000)	-4.21 %
0260 MMAH-EFECTO DE ONDAS	1,036	0	0	0	0	0.00 %
0272 LIQUOR CONTROL BOARD	65,191	0	0	0	0	0.00 %
0274 ONTARIO NORTHLAND	531,762	0	0	0	0	0.00 %
0281 CITY OF NORTH BAY	269,880	0	0	0	0	0.00 %
0282 TOWNSHIP OF NORTH HIMSWOR	3,708	0	0	0	0	0.00 %
0283 LINEAR PROPERTY ACREAGE	23,983	23,574	28,350	23,574	(4,776)	-16.85 %
0285 EDUCATION TAXES RETAINED - PIL	363,712	348,316	390,000	390,000	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): General Government Activities

Division(s): GENERAL REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0305 UNCONDITIONAL GRANTS	9,319,400	10,207,800	10,207,800	10,094,200	(113,600)	-1.11 %
0470 TSF FROM RESERVE FUND	973,386	0	700,000	309,745	(390,255)	-55.75 %
0480 SUNDRY REVENUE	5,202	11,512	10,000	10,000	0	0.00 %
0841 PROPERTY RENTALS	326,860	301,465	325,199	310,870	(14,329)	-4.41 %
0869 OTHER ADMINISTRATION FEES	15,000	15,000	15,000	15,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	76,380	71,766	78,290	80,247	1,957	2.50 %
REVENUE TOTAL	102,366,103	106,131,741	13,599,939	13,070,936	(529,003)	-3.89 %
<b>GRAND TOTAL:</b>	<b>(101,381,188)</b>	<b>(105,902,993)</b>	<b>(12,706,853)</b>	<b>(12,178,272)</b>	<b>528,581</b>	<b>4.16 %</b>

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## Activity Summary Overview – 2021 Budget

### Mayor & Council

#### Mayor and Council

This cost center captures the expenses associated with the operations of the Mayor's Office and the activities of the City's ten councillors. Costs include compensation, travel, training conferences, office supplies, reception and other administration costs associated with City Council.

<b>Positions:</b>	<b>2020 Elected Officials</b>	<b>2021 Elected Officials</b>
Mayor	1.00	1.00
City Councillors	10.00	10.00
<b>Totals</b>	<b>11.00</b>	<b>11.00</b>

#### Integrity Commissioner

On May 30th, 2017, multiple legislative amendments were passed through Bill 68. Part of the amendments focuses on accountability and transparency and includes the need for the public and municipal councillors to have access to an Integrity Commissioner, with broadened powers to investigate conflict of interest complaints and provide advice to councillors.

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## Notable Adjustments – 2021 Budget

### Mayor & Council

Item #	Description	Dollar Amount
1.	No notable adjustments.	



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): General Government Activities

Division(s): MAYOR

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1002 TEMPORARY SALARIES	68,468	64,143	69,837	71,094	1,257	1.80 %
1802 FRINGE BENEFITS-PARTTIME	10,041	9,472	10,143	10,211	68	0.67 %
PERSONNEL TOTAL	78,509	73,615	79,980	81,305	1,325	1.66 %
<b>GOODS &amp; SERVICES</b>						
2520 SOUVENIR SUPPLIES	0	0	300	300	0	0.00 %
2601 OFFICE SUPPLIES	2,525	255	1,500	1,500	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	218	0	0	0	0	0.00 %
2699 MISC GENERAL SUPPLIES	185	115	1,000	1,000	0	0.00 %
3001 POSTAGE	362	77	500	500	0	0.00 %
3010 TELEPHONE	2,089	688	1,500	1,500	0	0.00 %
3035 MILEAGE	1,247	380	1,250	1,250	0	0.00 %
3045 CONFERENCE & SEMINARS	10,085	3,923	12,000	10,000	(2,000)	-16.67 %
3050 RECEPTIONS	682	493	4,000	4,000	0	0.00 %
3060 MEALS	2,205	473	3,000	3,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	109	0	1,000	1,000	0	0.00 %
3105 LEGAL FEES	3,012	21,941	150,000	150,000	0	0.00 %
3930 COMMUNITY PROGRAMS	407	500	10,000	10,000	0	0.00 %
3970 CORPORATE INITIATIVES	2,777	1,681	10,000	10,000	0	0.00 %
GOODS & SERVICES TOTAL	25,903	30,526	196,050	194,050	(2,000)	-1.02 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	0	0	1,000	1,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	0	1,000	1,000	0	0.00 %
EXPENSE TOTAL	104,412	104,141	277,030	276,355	(675)	-0.24 %
<b>REVENUE</b>						
0480 SUNDRY REVENUE	154	0	0	0	0	0.00 %
REVENUE TOTAL	154	0	0	0	0	0.00 %
<b>GRAND TOTAL:</b>	<b>104,258</b>	<b>104,141</b>	<b>277,030</b>	<b>276,355</b>	<b>(675)</b>	<b>-0.24 %</b>

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

General Government Activities

Division(s):

COUNCIL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1002 TEMPORARY SALARIES	272,570	255,353	278,021	282,984	4,963	1.79 %
1802 FRINGE BENEFITS-PARTTIME	13,853	13,029	14,412	13,711	(701)	-4.86 %
PERSONNEL TOTAL	286,423	268,382	292,433	296,695	4,262	1.46 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	80	0	250	250	0	0.00 %
2699 MISC GENERAL SUPPLIES	1,111	972	2,000	2,000	0	0.00 %
3001 POSTAGE	31	33	0	0	0	0.00 %
3030 TRAVEL	1,022	0	0	0	0	0.00 %
3035 MILEAGE	269	0	1,250	1,250	0	0.00 %
3045 CONFERENCE & SEMINARS	28,012	9,732	50,000	50,000	0	0.00 %
3060 MEALS	3,435	153	4,000	4,000	0	0.00 %
3130 CONSULTANT FEES	5,416	0	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	4,545	2,077	4,512	1,257	(3,255)	-72.14 %
GOODS & SERVICES TOTAL	43,921	12,967	62,012	58,757	(3,255)	-5.25 %
EXPENSE TOTAL	330,344	281,349	354,445	355,452	1,007	0.28 %
<b>GRAND TOTAL:</b>	<b>330,344</b>	<b>281,349</b>	<b>354,445</b>	<b>355,452</b>	<b>1,007</b>	<b>0.28 %</b>

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## Activity Summary Overview – 2021 Budget

### Office of the CAO

The Office of the CAO is responsible to the Mayor and Members of Council for the administration, coordination and direction of all affairs of the Corporation in accordance with the policies and direction established by Council. In addition the office comprises of the Communication and Strategic Development division. The Communications and Strategic Development Officer supports the following:

- assists with the implementation and communication of the City's business plan
- develops and administers the approved Corporate Communication Plan
- coordinates corporate public relations activities and events
- develops and implements approved standards and protocols for social media networking mediums and content management of the corporate intranet
- oversees the approved graphic presentation and content management of the corporate web site
- assists in the preparation and distribution of media notices or releases
- reviews and implements approved recommendation with regards to identity and brand management for the City of North Bay
- assists with the development and implementation of approved policies and standards across the Corporation
- ensures consistent marketing and promotion of the City of North Bay
- acts as corporate media liaison as required

This cost centre captures all the costs associated to the operations of the Office of the Chief Administrative Officer including total compensation, training, travel, office supplies and other administration costs.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
CAO	1.00	1.00
Executive Assistant	1.00	1.00
Communications and Strategic Development Officer	1.00	1.00
<b>Totals</b>	<b>3.00</b>	<b>3.00</b>

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**Notable Adjustments - 2021 Budget**

**Office of the CAO**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001-1801 – Personnel – Anticipated wage and benefit increases.	\$21,671
2.	7910 – Internal Overhead Revenue – To reflect support provided to other internal departments including Water, Wastewater and Building departments.	\$9,018

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

General Government Activities

Division(s):

OFFICE OF THE CAO

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	336,440	307,922	354,842	377,409	22,567	6.36 %
1202 VACATION	14,478	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	92,716	87,814	101,316	100,420	(896)	-0.88 %
PERSONNEL TOTAL	443,634	395,736	456,158	477,829	21,671	4.75 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	2,432	1,769	1,500	1,500	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	0	0	100	100	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	153	0	0	0	0	0.00 %
2672 EVENTS	6,891	0	8,500	8,500	0	0.00 %
2699 MISC GENERAL SUPPLIES	0	30	400	400	0	0.00 %
3010 TELEPHONE	1,653	1,997	2,000	2,000	0	0.00 %
3030 TRAVEL	0	0	1,500	1,500	0	0.00 %
3035 MILEAGE	1,234	808	1,300	1,300	0	0.00 %
3045 CONFERENCE & SEMINARS	5,054	1,389	4,500	4,500	0	0.00 %
3060 MEALS	611	310	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	20,382	21,962	20,500	21,962	1,462	7.13 %
3075 TRAINING COURSES- IN	0	0	3,000	3,000	0	0.00 %
3080 ADVERTISING & PROMOTION	0	980	10,550	10,550	0	0.00 %
3130 CONSULTANT FEES	0	0	3,500	3,500	0	0.00 %
GOODS & SERVICES TOTAL	38,410	29,245	58,350	59,812	1,462	2.51 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5015 OFFICE FURNITURE & EQUIP	938	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	938	0	0	0	0	0.00 %
EXPENSE TOTAL	482,982	424,981	514,508	537,641	23,133	4.50 %
<b>REVENUE</b>						
0470 TSF FROM RESERVE FUND	0	0	5,400	5,400	0	0.00 %
0482 LAND SALE/RENTAL	1,275	1,275	1,275	1,275	0	0.00 %
0901 TICKET SALES	3,240	0	3,100	3,100	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	53,414	51,538	95,370	104,388	9,018	9.46 %
REVENUE TOTAL	57,929	52,813	105,145	114,163	9,018	8.58 %
<b>GRAND TOTAL:</b>	<b>425,053</b>	<b>372,168</b>	<b>409,363</b>	<b>423,478</b>	<b>14,115</b>	<b>3.45 %</b>



# **INFRASTRUCTURE & OPERATIONS**

## **2021 OPERATING BUDGET**



# Business Unit Summary

Budget Year: 2021

YTD End Date: November 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>Infrastructure and Operations</b>						
AQUATIC CENTRE	313,242	221,542	344,650	349,000	4,350	1.26 %
CITY HALL FACILITIES	601,516	551,063	655,733	614,969	(40,764)	-6.22 %
ENGINEERING SERVICES	690,685	614,046	926,811	968,284	41,473	4.47 %
ENVIRONMENTAL SERVICES	1,217,619	653,617	842,954	979,837	136,883	16.24 %
FLEET MANAGEMENT	0	(209,160)	0	0	0	0.00 %
KINGS LANDING	(9,635)	(8,329)	(1,091)	3,713	4,804	440.33 %
MARINA	0	(16,900)	0	0	0	0.00 %
PARKING OPERATIONS	(230,997)	(76,981)	(9,926)	37,762	47,688	480.44 %
PARKS - OPERATIONS	3,920,037	3,022,040	4,062,048	4,048,415	(13,633)	-0.34 %
ROADS DEPARTMENT	8,349,659	6,862,450	8,769,051	8,930,841	161,790	1.85 %
STORM SEWERS	602,092	433,662	591,604	587,805	(3,799)	-0.64 %
TRANSIT	4,497,080	3,247,874	4,525,024	4,325,026	(199,998)	-4.42 %
WORKS DEPT ADMINISTRATION	836,574	682,557	827,145	779,892	(47,253)	-5.71 %
<b>Total:</b>	<b>20,787,872</b>	<b>15,977,481</b>	<b>21,534,003</b>	<b>21,625,544</b>	<b>91,541</b>	<b>0.43 %</b>
<b>Grand Total:</b>	<b>20,787,872</b>	<b>15,977,481</b>	<b>21,534,003</b>	<b>21,625,544</b>	<b>91,541</b>	<b>0.43 %</b>

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## Activity Summary Overview - 2021 Budget

### Aquatic Centre

To provide for the agreement between the YMCA and the City of North Bay to assist with costs to maintain the Aquatic Centre operated by the YMCA.

- Aquatic Centre Capital & Operating budget development and implementation in coordination with the YMCA.
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Participate on Energy Efficiency Action Committee
- Creation, implementation, and maintenance of an assets management plan
- Health & Safety

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Supervisor, Facilities & Parking	0.10	0.10
<b>Totals</b>	<b>0.10</b>	<b>0.10</b>



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**Notable Adjustments - 2021 Budget**

**Aquatic Centre**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	2701 – Hydro - To reflect historical, projected usage and estimated rates.	(\$12,654)
2.	3601 – Insurance – Increase due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$15,042

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *AQUATIC CENTRE*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	6,180	6,389	8,483	8,644	161	1.90 %
1202 VACATION	1,341	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	1,963	2,077	2,719	2,574	(145)	-5.33 %
PERSONNEL TOTAL	9,484	8,466	11,202	11,218	16	0.14 %
<b>GOODS &amp; SERVICES</b>						
2625 BUILDING MAINT SUPPLIES	4,166	3,901	9,100	9,100	0	0.00 %
2701 HYDRO	117,880	110,941	139,940	127,286	(12,654)	-9.04 %
2705 NATURAL GAS	89,399	27,665	93,921	95,582	1,661	1.77 %
2715 WATER	31,181	17,316	33,000	33,286	286	0.87 %
3305 BUILDING MAINTENANCE	14,115	5,077	9,100	9,100	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	12,260	11,047	12,240	12,240	0	0.00 %
3340 SOFTWARE MAINTENANCE	478	0	0	0	0	0.00 %
3430 MAINTENANCE CONTRACT	32,119	24,420	33,600	33,600	0	0.00 %
3601 INSURANCE PREMIUMS	6,884	16,308	7,546	22,588	15,042	199.34 %
GOODS & SERVICES TOTAL	308,482	216,675	338,447	342,782	4,335	1.28 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	5,275	4,310	5,000	5,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,275	4,310	5,000	5,000	0	0.00 %
EXPENSE TOTAL	323,241	229,451	354,649	359,000	4,351	1.23 %
<b>REVENUE</b>						
0841 PROPERTY RENTALS	10,000	0	10,000	10,000	0	0.00 %
REVENUE TOTAL	10,000	0	10,000	10,000	0	0.00 %
<b>GRAND TOTAL:</b>	<b>313,241</b>	<b>229,451</b>	<b>344,649</b>	<b>349,000</b>	<b>4,351</b>	<b>1.26 %</b>

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## Activity Summary Overview - 2021 Budget

### City Hall Facilities

To operate and maintain City Hall facilities. Provide on-going development and rehabilitation of the building and its equipment with an emphasis on accessibility, energy efficiency, and sustainability of the facility.

- Capital & Operating budget development and implementation
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Janitorial services
- Participate on Energy Efficiency Action Committee
- Health & Safety

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager, Facilities	0.75	0.75
Supervisor, Facilities & Parking	0.40	0.40
Facilities Coordinator	0.70	0.70
Building Maintenance Person	2.00	2.00
Custodian	2.00	2.00
<b>Totals</b>	<b>5.85</b>	<b>5.85</b>

The Facilities Manager and Coordinator position are being housed in this budget and will be partially funded from the capital projects they are responsible for executing via budget line item 0460.

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**Notable Adjustments - 2021 Budget**

**City Hall Facilities**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	2701 – Hydro – To reflect historical, projected usage and estimated rates.	\$(9,436)
2.	3450 – Commissionaires – Increase costs related to Commissionaires located in the lobby at City Hall to ensure safety protocols are being followed by visitors to the building. It is anticipated that this will continue until protocols with respect to the COVID-19 pandemic are no longer needed.	\$41,600
3.	3601 – Insurance – Decrease due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$(41,000)
4.	0470 – Transfer from Reserve Fund – To offset additional cost of Commissionaires as a result of COVID-19. This is anticipated to be a one-time transfer and that costs will return to historical levels in 2022.	\$41,600
5.	0969 – Recovery of Utility Costs- To reflect agreements with tenants.	\$(8,707)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

CITY HALL FACILITIES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	318,576	306,483	299,112	306,028	6,916	2.31 %
1002 TEMPORARY SALARIES	973	1,167	2,000	2,000	0	0.00 %
1003 SHIFT PREMIUM	4,307	3,432	5,290	5,300	10	0.19 %
1011 SALARIES CAPITAL/Special Projects	0	0	104,513	102,644	(1,869)	-1.79 %
1101 OVERTIME FULLTIME	4,419	3,630	3,500	3,640	140	4.00 %
1202 VACATION	7,710	0	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	95	35	0	100	100	100.00 %
1801 FRINGE BENEFITS-FULLTIME	99,859	99,361	129,143	122,604	(6,539)	-5.06 %
PERSONNEL TOTAL	435,939	414,108	543,558	542,316	(1,242)	-0.23 %
<b>GOODS &amp; SERVICES</b>						
2601 OFFICE SUPPLIES	1,114	857	1,000	1,000	0	0.00 %
2615 JANITORIAL SUPPLIES	9,978	13,413	12,300	15,000	2,700	21.95 %
2650 CLOTHING / UNIFORM	1,553	1,603	1,816	1,816	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	738	346	880	1,125	245	27.84 %
2701 HYDRO	202,311	150,296	231,097	221,661	(9,436)	-4.08 %
2705 NATURAL GAS	24,394	15,653	26,708	26,081	(627)	-2.35 %
2715 WATER	12,661	8,620	12,769	13,516	747	5.85 %
3001 POSTAGE	29	53	0	75	75	100.00 %
3010 TELEPHONE	1,020	1,782	1,750	1,750	0	0.00 %
3035 MILEAGE	179	102	750	750	0	0.00 %
3060 MEALS	63	0	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	72	0	0	0	0	0.00 %
3071 TRAINING	1,174	0	0	1,175	1,175	100.00 %
3075 TRAINING COURSES- IN	0	2,040	3,000	3,000	0	0.00 %
3305 BUILDING MAINTENANCE	46,595	34,953	31,000	31,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	48,250	25,174	45,500	45,500	0	0.00 %
3450 COMMISSIONAIRES	6,066	28,820	10,500	52,100	41,600	396.19 %
3480 CLEANING CONTRACT	38,200	34,472	41,100	41,500	400	0.97 %
3601 INSURANCE PREMIUMS	87,898	63,954	96,351	55,351	(41,000)	-42.55 %
GOODS & SERVICES TOTAL	482,295	382,138	516,521	512,400	(4,121)	-0.80 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5005 BUILDINGS	2,385	21,002	27,000	27,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,385	21,002	27,000	27,000	0	0.00 %
EXPENSE TOTAL	920,619	817,248	1,087,079	1,081,716	(5,363)	-0.49 %
<b>REVENUE</b>						
0460 TRANSFER FRM CAPITAL FUND	0	0	104,513	102,644	(1,869)	-1.79 %
0470 TSF FROM RESERVE FUND	0	0	0	41,600	41,600	100.00 %
0474 REFUNDS	3,991	3,773	3,750	3,750	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *CITY HALL FACILITIES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0481 INSURANCE REVENUE	0	3,153	0	0	0	0.00 %
0969 RECOVERY OF UTILITY COSTS	98,887	71,923	100,865	92,158	(8,707)	-8.63 %
0970 REC OF MAINTENANCE COSTS	13,259	14,968	13,000	13,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	202,965	191,784	209,219	213,596	4,377	2.09 %
REVENUE TOTAL	319,102	285,601	431,347	466,748	35,401	8.21 %
<b>GRAND TOTAL:</b>	<b>601,517</b>	<b>531,647</b>	<b>655,732</b>	<b>614,968</b>	<b>(40,764)</b>	<b>-6.22 %</b>

## Activity Summary Overview - 2021 Budget

### Engineering Services

#### Positions:

	2020 FTE	2021 FTE
City Engineer	0.30	0.50
Senior Capital Program Engineer *	1.00	1.00
Senior Project Manager *	1.00	1.00
Infrastructure Engineer **	1.00	1.00
Engineer in Training *	1.00	1.00
Field Tech I ***	5.00	5.00
Field Tech II *	2.00	2.00
Chief Draftsperson *	1.00	1.00
Engineering Technician I & II *	3.00	3.00
Administrative Assistant, EESW	0.50	0.50
Engineering Students	0.60	0.60
Manager, Special Projects ****	1.00	1.00
<b>Totals</b>	<b>17.40</b>	<b>17.60</b>

#### **Note**

- \* Funded from capital projects (capital project time is tracked by each position and charged to applicable projects throughout the year)
- \*\* Infrastructure Engineer and one Field Tech I funded entirely from capital projects (funded from 7010 – Administration & Overhead, charged to Project 2699GG)
- \*\*\* Most of the activities and tasks of the various positions are directly related to Capital projects and are therefore recovered from the applicable projects. These activities include project management, surveying, design, contract administration, and inspection.
- \*\*\*\* 3-year contract for the Community Center Capital Project

#### **Summary Information**

The major activities of the Engineering Department include project management for design and construction of municipal infrastructure (roads, streetscaping, watermains, sanitary and storm sewers, culverts, and bridges) including pre-engineering surveys for design, environmental assessments, preliminary and detailed design, as well as contract administration and inspection for construction projects. Other activities include asset management, traffic engineering, development review, long-term planning studies, utility approvals, and service contracts with private property owners to install infrastructure in the City road allowance. The major categories of activities are Infrastructure, Capital Works, Engineering Technical Services, Development, and Traffic.

#### **Infrastructure**

The Engineering Department conducts studies and analyzes the performance of the City's infrastructure networks to ensure that the provision of road, water and wastewater services are safe and reliable. This is accomplished through the following programs: Asset Management for the core assets, including updates to the State of the Infrastructure Reports and Asset Management Plan; Bridge and Culvert Management Program; Infrastructure Needs Assessment; and Pavement Management Program.

#### **Capital Works**

Activities for municipal infrastructure projects (roads, streetscaping, watermains, sanitary and storm sewers, culverts, and bridges), include:

- 
- In-house survey
  - Management of specialized consultants (geotechnical, etc.)
  - In-house/consulted Environmental Assessments
  - In-house/consulted preliminary and detailed designs
  - Project management for design and construction
  - Management of consulted engineering services
  - In-house contract administration and inspection services for construction
  - Collection of as-built construction information

The Engineering Department also provides planning, survey, design, cost estimating, and advisory services to other City departments with respect to their capital works.

The department is a liaison with regulatory agencies and utilities to obtain permits and approvals and to coordinate design and construction activities. Review services are also undertaken for Ministry of the Environment, Conservation, and Parks approvals for design and construction of watermains, sanitary sewers, and storm sewers.

### **Engineering Technical Services**

The department provides a wide range of services to the general public including:

- General engineering inquiries
- North Bay maps (Road, Rural and Urban)
- Engineering drawings (Plan & Profile, Details, City Standards)
- City projects digital drawing archives
- Servicing requests from private property owners for water, sanitary, and storm connections (Service Contracts)
- Property status requests
- Utilities Municipal Consent processing (Hydro, Telecommunication, Gas, etc.)
- AutoCAD mapping services
- Traffic counts
- Property bar locates
- Maintenance of as-built construction information

### **Development**

Engineering assists the Planning Department with review of new developments, including: Subdivision Development (Subdivision/Draft Plan Approvals, Pre-servicing Agreements, and Subdivision Agreements), Site Plan Control Agreement Applications, Major Property Development, General Property Development, Committee of Adjustment Applications, Minor Variance Applications, and Consent Applications. Engineering provides comments and recommendations related to the storm water management, water and sewer servicing, grading, erosion and sedimentation control, and traffic impact.

### **Traffic**

Activities for traffic engineering services include: review, analysis, and recommendations for traffic requests (stop signs, traffic signals, pedestrian crossings, and speed concerns).



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## Notable Adjustments - 2021 Budget

### Engineering Services

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated wage and benefit increases and transfer 0.2 FTE of City Engineer - Infrastructure & Operations position from Public Works. Includes positions funded from capital. See offset in line #0460.	\$164,748
2.	0460 – Transfer from Capital Fund - Increase to reflect wages and benefits recovered from Capital Projects, See lines #1001 - #1802.	\$126,940
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$9,000
4.	0835 – Special Event Fees – Anticipated decrease in road closures for special events due to COVID-19	(\$9,000)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

ENGINEERING SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	613,060	468,317	595,613	706,542	110,929	18.62 %
1002 TEMPORARY SALARIES	14,448	0	17,472	17,784	312	1.79 %
1010 MODIFIED/ACCOMMODATED	0	0	60,739	0	(60,739)	-100.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	578,628	687,964	109,336	18.90 %
1101 OVERTIME FULLTIME	4,851	18,376	3,000	3,000	0	0.00 %
1202 VACATION	(1,860)	0	699	711	12	1.72 %
1204 STATUTORY HOLIDAYS	623	0	650	650	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	193,949	152,561	387,271	392,442	5,171	1.34 %
1802 FRINGE BENEFITS-PARTTIME	1,801	0	2,305	2,032	(273)	-11.84 %
PERSONNEL TOTAL	826,872	639,254	1,646,377	1,811,125	164,748	10.01 %
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	9,631	7,252	11,406	9,243	(2,163)	-18.96 %
2601 OFFICE SUPPLIES	2,110	1,209	1,000	1,000	0	0.00 %
2610 DRAFTING SUPPLIES	4,708	895	3,000	3,000	0	0.00 %
2612 SURVEY SUPPLIES	15,138	67,198	15,500	15,450	(50)	-0.32 %
2650 CLOTHING / UNIFORM	2,747	3,206	3,000	3,000	0	0.00 %
2655 SAFETY SUPPLIES	1,341	1,297	2,000	2,000	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	830	387	750	1,000	250	33.33 %
3005 COURIER & DELIVERY	524	12	500	750	250	50.00 %
3010 TELEPHONE	1,835	2,482	1,800	1,800	0	0.00 %
3035 MILEAGE	2,426	1,871	1,750	2,500	750	42.86 %
3045 CONFERENCE & SEMINARS	4,578	(1,243)	1,200	1,200	0	0.00 %
3055 MEETING COSTS	546	1,021	500	750	250	50.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,215	1,888	3,575	5,565	1,990	55.66 %
3070 TRAINING COURSES - OUT	18,016	229	19,000	19,000	0	0.00 %
3075 TRAINING COURSES- IN	0	0	10,500	10,500	0	0.00 %
3133 TRAFFIC COUNTS	0	4,711	1,000	1,500	500	50.00 %
3150 MEDICAL FEES	219	0	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,575	837	500	500	0	0.00 %
GOODS & SERVICES TOTAL	69,439	93,252	76,981	78,758	1,777	2.31 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	0	2,697	5,000	7,500	2,500	50.00 %
5015 OFFICE FURNITURE & EQUIP	5,400	0	2,000	2,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,400	2,697	7,000	9,500	2,500	35.71 %
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	46,521	43,996	52,795	52,795	0	0.00 %
INTERNAL TRANSFERS TOTAL	46,521	43,996	52,795	52,795	0	0.00 %
EXPENSE TOTAL	948,232	779,199	1,783,153	1,952,178	169,025	9.48 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): ENGINEERING SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
REVENUE						
0419 OTHER PERMIT/ENCROACHMENT	3,655	6,025	1,800	4,000	2,200	122.22 %
0460 TRANSFER FRM CAPITAL FUND	0	0	632,906	759,846	126,940	20.06 %
0470 TSF FROM RESERVE FUND	0	0	0	9,000	9,000	100.00 %
0472 REIMB - CUPE BENEFITS	1,643	825	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	4,646	1,956	0	0	0	0.00 %
0827 OVERSIZED LOAD PERMITS	1,750	2,025	1,500	1,750	250	16.67 %
0835 SPECIAL EVENT FEES	16,608	3,468	12,000	3,000	(9,000)	-75.00 %
0850 ADMIN FEES	114	368	0	0	0	0.00 %
0855 SERVICE CHARGES	5,734	1,877	9,000	6,000	(3,000)	-33.33 %
0895 ENG APPLICATION FEES	52,220	34,300	25,000	25,000	0	0.00 %
0965 TRAFFIC COUNT FEES	700	0	1,500	750	(750)	-50.00 %
0980 SUBDIVISION INSPECTION FE	6,200	11,000	5,000	5,000	0	0.00 %
0981 MOE CERTIFICATES	9,500	6,400	5,000	5,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	154,774	149,083	162,636	164,548	1,912	1.18 %
REVENUE TOTAL	257,544	217,327	856,342	983,894	127,552	14.89 %
<b>GRAND TOTAL:</b>	<b>690,688</b>	<b>561,872</b>	<b>926,811</b>	<b>968,284</b>	<b>41,473</b>	<b>4.47 %</b>

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## Activity Summary Overview – 2021 Budget

### Environmental Services

#### Summary Information

The Environmental Services' budget provides for the operation and maintenance of the engineered landfill sites, waste and recycling collection, household hazardous waste disposal, and environmental remediation and consulting services for contaminated lands owned by the City of North Bay.

#### Positions:

	2020 FTE	2021 FTE
City Engineer	0.10	0.00
Senior Engineer	0.50	0.33
Landfill Operations Coordinator	1.00	1.00
Waste Management Coordinator	1.00	1.00
Hazardous Waste Attendant	2.00	2.00
Organic Depot - Students	0.60	0.60
Landfill Attendant	3.44	3.55
W&WWF Operator	1.00	1.00
<b>Totals</b>	<b>9.64</b>	<b>9.48</b>

#### Garbage Collection

Solid waste collection is contracted to Miller Waste Systems. The contract commenced July 1, 2010. It was amended and extended July 1, 2020 with a new termination date of July 1, 2030. All residents of North Bay receive waste collection; an estimated 19,000 households will receive curbside pick-up in 2020 and approx. 4,500 households are served through the multi-residential collection service. The annual curbside household rate from July 1, 2020 was \$48.84 and will be increased by 2.5% for January 1, 2021.

#### Blue Box Program

Blue Box Program includes collection, processing, sales of goods and advertising. The Blue Box Program is included in the Garbage Collection contract with Miller Waste Systems. The City also leases the Facility and is currently negotiating an extension on the lease.

Waste diversion is a Ministry of the Environment requirement of operating the City's landfill site and is subsidized through Provincial Stewardship Programs. The program cost is funded between 40% to 50% depending on performance and efficiencies measured through a provincial data call. The higher the measured performance the greater the funding received. The City has consistently received at or very near 50%.

#### Household Hazardous Waste (HHW) Depot

Maintaining a Household Hazardous Waste Program is a requirement of the Certificate of Approval to operate a Landfill. The site is open year-round. Services are offered to surrounding municipalities and charged out on a per household basis. The established fee is \$2 / household.

Stewardship Ontario Funding continues to evolve. The province introduced a bill that establishes the regime for waste diversion in Ontario. Stewardship Ontario is not in agreement with the bill and the Stewards and Province continually review / negotiate responsibilities and costs. There is an expectation that there will be some sort of funding; however, there is always

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a risk that funding may not be available. The 2020 Stewardship Ontario provided funding of over 50% and the proposed 2021 Budget assumes that the funding from Stewardship Ontario will be at this level once again.

### **Merrick Landfill**

A new landfill operations contract began January 1, 2016 and will extend to December 31, 2021. Landfill site management, weigh scales and recycling facilities are maintained and operated by City staff. As of December 31, 2020, the site will be 26 years old and have an estimated remaining life of 17.4 years based on the Engineer's report.

Tipping fees are collected on commercial/industrial waste deposited at the landfill site. In 2020, tipping fees increased from \$96 to \$99/tonne and will increase to \$102/tonne beginning January 1, 2021. This increase has been reflected in the tipping fee revenue line item.

Landfill Gas Management started in 2006. In 2012, North Bay Hydro commissioned the electricity generation station that utilizes the landfill gas collected at Merrick. Depending on landfill gas availability and utilization system efficiency the station will generate between 6 and 10 million kWh of electricity (equivalent annual electricity to power 750 to 1,300 average households) that is sold to the grid under an Ontario Power Authority (OPA) Fixed-in-Tariff (FIT) Agreement.

### **Leachate Treatment**

The Leachate Treatment Facility, which is a requirement of the Ministry of the Environment Certificate of Approval, was commissioned early 2018 and is now operational.

### **Marsh Drive Landfill**

Marsh Drive landfill closed in 1994. Costs are for the perpetual care of the landfill.

### **Organic Depot**

The Organic Depot accepts and diverts organics from the Merrick Landfill Site. These Waste Reduction/Diversion activities are a requirement under the City's Certificate of Approval to operate a Landfill Site.

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## Notable Adjustments - 2021 Budget

### Environmental Services

Item #	Description	Dollar Amount
1.	1001 – 1802 - Personnel Costs – Reallocation of positions from Environmental Services to Engineering and Water and Sewer. Increase in temporary salaries to reflect projected actuals.	(\$48,165)
2.	2055 – Chemicals – Reduce budget to reflect projected actuals. Process optimizations realized at the leachate treatment plant.	(\$20,000)
3.	3155 – Monitoring Reports – Reduce budget to reflect projected actuals. New contract for annual environmental reports.	(\$20,000)
4.	3202 – Organic Containers – Increase budget to reflect actuals.	\$10,000
5.	3401 – Street Garbage Contract – New 10 year garbage collection contract started July 1, 2020. Rate increase based on new contract.	\$36,342
6.	3405 – Recycling Collection – New 10 year recycling collection contract started July 1, 2020. Rate increase based on new contract. Partially offset with line #0478.	\$105,000
7.	3413 – Landfill Maintenance Contract – Projected 2% rate increase on 2021 projected actual waste volume. Five year average used to calculate projected waste volume.	\$112,455
8.	3418 – Water Analysis – Increase budget to reflect actuals.	\$10,000
9.	0452 – Sale of Recycled Goods – Reduce budget to reflect projected actuals. Recycling goods markets are declining.	(\$50,000)
10.	0478 – Agreement Revenue – Increase in funding from Stewardship due to increased costs for recycling contract. Partially offsets line #3405.	\$80,000
11.	0817 – Tipping Fees – Increase revenue to reflect projected actuals. The projected budget includes \$3/ton increase in landfill tipping fees effective January 1, 2021.	\$40,000

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

ENVIRONMENTAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	532,986	431,895	614,483	584,180	(30,303)	-4.93 %
1002 TEMPORARY SALARIES	82,186	59,598	42,870	59,587	16,717	38.99 %
1003 SHIFT PREMIUM	18	0	0	0	0	0.00 %
1004 OTHER/STANDBY	2,472	436	2,000	0	(2,000)	-100.00 %
1101 OVERTIME FULLTIME	38,020	11,824	18,500	15,000	(3,500)	-18.92 %
1102 OVERTIME PART TIME	8,491	2,024	12,264	1,000	(11,264)	-91.85 %
1202 VACATION	35,087	38,985	1,714	1,984	270	15.75 %
1203 COMPASSIONATE LEAVE	2,176	863	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	17,907	7,066	0	0	0	0.00 %
1207 SICK LEAVE	14,333	7,431	0	0	0	0.00 %
1301 WSIB LEAVE	(844)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	241	724	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	200,517	162,240	199,673	179,568	(20,105)	-10.07 %
1802 FRINGE BENEFITS-PARTTIME	16,932	14,682	5,702	7,722	2,020	35.43 %
PERSONNEL TOTAL	950,522	737,768	897,206	849,041	(48,165)	-5.37 %
<b>GOODS &amp; SERVICES</b>						
2002 SALT	10	0	0	0	0	0.00 %
2055 CHEMICALS	76,298	17,430	60,000	40,000	(20,000)	-33.33 %
2099 MISC. MATERIALS	2,280	2,353	2,000	2,000	0	0.00 %
2401 GAS FUEL	2,424	1,902	2,519	2,315	(204)	-8.10 %
2405 DIESEL FUEL	0	0	500	500	0	0.00 %
2407 COLOURED/DYED DIESEL	36	13	136	39	(97)	-71.32 %
2435 TOOLS	36	0	0	0	0	0.00 %
2601 OFFICE SUPPLIES	2,468	2,617	1,080	1,280	200	18.52 %
2650 CLOTHING / UNIFORM	4,045	3,954	3,984	4,500	516	12.95 %
2655 SAFETY SUPPLIES	5,508	2,290	4,355	4,355	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	1,831	775	828	498	(330)	-39.86 %
2699 MISC GENERAL SUPPLIES	17,543	23,748	23,000	23,500	500	2.17 %
2701 HYDRO	105,348	87,564	109,842	116,288	6,446	5.87 %
2715 WATER	483	0	2,000	2,000	0	0.00 %
2720 MUNICIPAL TAXES	7,450	2,279	7,748	7,748	0	0.00 %
2945 LANDFILL FILTERS	2,075	935	1,500	1,500	0	0.00 %
2950 BLUE BOX / COMPOSTERS	13,198	6,879	8,000	8,000	0	0.00 %
2977 LABORATORY CONSUMABLES	526	0	0	0	0	0.00 %
2987 ELECTRICAL SUPPLIES	0	170	0	0	0	0.00 %
3010 TELEPHONE	4,874	3,801	7,600	8,000	400	5.26 %
3035 MILEAGE	12,055	5,779	17,500	13,500	(4,000)	-22.86 %
3055 MEETING COSTS	9	102	200	200	0	0.00 %
3060 MEALS	214	0	0	0	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

ENVIRONMENTAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	0	100	0	0	0	0.00 %
3070 TRAINING COURSES - OUT	3,659	3,461	3,000	3,500	500	16.67 %
3071 TRAINING	(36)	0	0	0	0	0.00 %
3075 TRAINING COURSES- IN	632	291	275	275	0	0.00 %
3080 ADVERTISING & PROMOTION	31,400	19,971	29,350	29,850	500	1.70 %
3155 MONITORING REPORTS	43,416	19,051	64,000	44,000	(20,000)	-31.25 %
3202 ORGANIC CONTAINERS	32,362	30,029	25,000	35,000	10,000	40.00 %
3203 WASTE BIN RENTALS	50,471	44,741	41,100	50,000	8,900	21.65 %
3215 PROPERTY & BUILDING LEASE	97,162	89,065	99,348	98,345	(1,003)	-1.01 %
3299 MISC LEASES & RENTS	371	0	0	0	0	0.00 %
3301 RADIO MAINTENANCE	2,601	933	2,000	2,000	0	0.00 %
3305 BUILDING MAINTENANCE	13,979	1,029	2,000	2,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	29,621	21,375	27,000	27,000	0	0.00 %
3312 ROADS MAINTENANCE	9,912	9,815	9,500	10,000	500	5.26 %
3399 MISC MAINTENANCE FEES	11,058	15,964	5,745	5,745	0	0.00 %
3401 STREET GARBAGE CONTRACT	907,541	703,920	905,000	941,342	36,342	4.02 %
3403 MULTI-RES GARBAGE	213,106	164,238	214,354	218,641	4,287	2.00 %
3405 RECYCLING COLLECTION	656,449	561,893	795,000	900,000	105,000	13.21 %
3409 HAZARDOUS WASTE DISPOSAL	77,764	63,060	75,000	75,000	0	0.00 %
3413 LANDFILL MAINT CONTRACT	1,136,543	1,172,783	1,093,145	1,205,600	112,455	10.29 %
3415 SEWAGE TREATMENT	667	0	0	0	0	0.00 %
3418 WATER ANALYSIS	83,938	56,153	70,350	80,350	10,000	14.21 %
3422 WOOD CHIP/TUB GRINDING	104,895	0	100,000	100,000	0	0.00 %
3425 CONSTRUCTION CONTRACT	13,812	1,354	15,000	15,000	0	0.00 %
3489 CONTRACT/OUTSIDE SERVICES	432	7,450	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	26,176	28,836	32,034	33,122	1,088	3.40 %
3975 MATTRESS RECYCLING	99,069	85,607	81,000	81,000	0	0.00 %
3999 MISC SERVICES & RENTS	27,677	21,036	20,000	20,000	0	0.00 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>3,933,388</b>	<b>3,284,746</b>	<b>3,961,993</b>	<b>4,213,993</b>	<b>252,000</b>	<b>6.36 %</b>
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	5,528	5,600	7,600	2,000	35.71 %
4110 CASH OVER / SHORT	21	37	0	0	0	0.00 %
<b>FINANCIAL EXPENSES TOTAL</b>	<b>21</b>	<b>5,565</b>	<b>5,600</b>	<b>7,600</b>	<b>2,000</b>	<b>35.71 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5115 TRANSFER TO RESERVE FUND	163,352	0	223,000	224,000	1,000	0.45 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>163,352</b>	<b>0</b>	<b>223,000</b>	<b>224,000</b>	<b>1,000</b>	<b>0.45 %</b>
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	31,815	36,818	32,258	27,305	(4,953)	-15.35 %





# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *ENVIRONMENTAL SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
7050 FLEET CHARGEBACK CHARGES	1,548	1,534	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	33,363	38,352	32,258	27,305	(4,953)	-15.35 %
EXPENSE TOTAL	5,080,646	4,066,431	5,120,057	5,321,939	201,882	3.94 %
REVENUE						
0417 SALE OF CARDBOARD	15,856	14,694	25,000	20,000	(5,000)	-20.00 %
0424 BLUE BOX ADVERTISING	2,054	2,100	3,000	3,000	0	0.00 %
0446 SALE OF ELECTRONICS	28,284	20,137	30,000	30,000	0	0.00 %
0452 SALE OF RECYCLED GOODS	317,811	230,755	400,000	350,000	(50,000)	-12.50 %
0453 SALE OF BLUE BOXES	5,819	7,074	8,000	8,000	0	0.00 %
0456 SALE OF SCRAP METALS	49,424	17,307	45,000	45,000	0	0.00 %
0457 SALE OF ORGANIC TOPSOIL	2,308	0	2,000	2,000	0	0.00 %
0459 OTHER SALES	3,016	2,736	3,000	3,000	0	0.00 %
0470 TSF FROM RESERVE FUND	30,000	30,000	30,000	30,000	0	0.00 %
0473 METHANE SALES	164,047	103,795	200,000	200,000	0	0.00 %
0478 AGREEMENT REVENUE	419,871	233,841	486,000	566,000	80,000	16.46 %
0496 AUTO STEWARDSHIP REVENUE	5,796	4,742	5,000	5,000	0	0.00 %
0701 LANDFILL USE FEES	261,076	205,353	258,102	258,102	0	0.00 %
0817 TIPPING FEES	2,473,788	2,479,174	2,700,000	2,740,000	40,000	1.48 %
0818 TIRE REVENUE - OTS	828	0	1,000	1,000	0	0.00 %
0850 ADMIN FEES	415	270	0	0	0	0.00 %
0997 MATTRESS RECYCLING	82,637	67,541	81,000	81,000	0	0.00 %
REVENUE TOTAL	3,863,030	3,419,519	4,277,102	4,342,102	65,000	1.52 %
<b>GRAND TOTAL:</b>	<b>1,217,616</b>	<b>646,912</b>	<b>842,955</b>	<b>979,837</b>	<b>136,882</b>	<b>16.24 %</b>

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## Activity Summary Overview – 2021 Budget

### Fleet Management

The Fleet division represents vehicle costs for Wastewater, Water, Roads, Traffic, Survey, Parks, Arenas, Parking, Landfill, Fire and Transit Departments.

The independent review of our fleet operations was conducted in 2014 and we have moved ahead with implementation of a number of directives identified in that review. In 2018 we implemented a new Fleet Management Information System (FMIS) that streamlines our workflow, enhances our reporting and management of our fleet. 2019 was the first complete year using the new system.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager	1.00	1.00
Fleet Coordinator	0.00	1.00
Supervisor	1.00	1.00
Chargehand	2.00	2.00
Fleet Analyst	1.00	1.00
Store Clerk	2.00	2.00
Warranty Analyst	1.00	0.00
Mechanics	15.50	15.50
Labourers	5.00	5.00
Summer Students	0.60	0.60
<b>Totals</b>	<b>29.10</b>	<b>29.10</b>

#### **Life Cycle Management:**

Fleet is mandated to operate with a full cost recovery life cycle management approach. This approach focuses on the cost and performance management of the fleet. Using performance metrics the system is set up to optimize Fleet operations. The approach includes:

- Vehicle and equipment age is set by mileage, time, hours used and anticipated usage
- Replacement intervals are set to maximize resale value and minimize excessive repair expense
- Performance tracking tools are used to assist in management of vehicles and equipment
- Adherence to regulatory compliance
- Driver safety training is provided to staff
- Competent equipment operators

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## Notable Adjustments – 2021 Budget

### Fleet Management

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits.	(\$19,241)
2.	3350 – Dry Cleaning/Laundrying – Anticipated increase due to change in supplier.	\$18,500
3.	3601 – Insurance Premiums – Decrease due to reallocation of premiums based on insured value plus an anticipated 10% increase for 8 months of the year.	(\$112,832)
4.	5115 – Transfer to Reserve Fund – To reflect new fleet methodology. Rates include a life cycle replacement component to be transferred to the Fleet Reserve. See line #7901.	\$218,454
5.	7001 – Vehicle & Equipment Usage Fee – Decrease to reflect changes to fleet complement.	(\$11,121)
6.	7901 – Fleet Usage – Fleet rates charged to departments calculated using a full cost recovery model which includes future capital replacement. See line #5115.	\$90,552

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *FLEET MANAGEMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	1,311,620	1,076,078	1,809,429	1,830,572	21,143	1.17 %
1002 TEMPORARY SALARIES	26,726	7,053	17,472	17,784	312	1.79 %
1003 SHIFT PREMIUM	17,329	15,966	17,450	17,450	0	0.00 %
1010 MODIFIED/ACCOMMODATED	76,048	44,918	0	0	0	0.00 %
1101 OVERTIME FULLTIME	82,408	60,146	76,000	76,000	0	0.00 %
1202 VACATION	114,977	84,933	699	711	12	1.72 %
1203 COMPASSIONATE LEAVE	4,326	0	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	56,822	31,183	0	0	0	0.00 %
1207 SICK LEAVE	106,573	85,225	0	0	0	0.00 %
1301 WSIB LEAVE	(6,922)	(11,550)	0	0	0	0.00 %
1401 TRAINING & SAFETY	13,109	3,244	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	9,463	4,144	9,000	9,000	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	532,883	449,761	587,196	546,761	(40,435)	-6.89 %
1802 FRINGE BENEFITS-PARTTIME	5,303	2,429	2,305	2,032	(273)	-11.84 %
<b>PERSONNEL TOTAL</b>	<b>2,350,665</b>	<b>1,853,530</b>	<b>2,519,551</b>	<b>2,500,310</b>	<b>(19,241)</b>	<b>-0.76 %</b>
<b>GOODS &amp; SERVICES</b>						
2401 GAS FUEL	9,185	4,315	9,501	8,698	(803)	-8.45 %
2405 DIESEL FUEL	4,881	3,131	2,174	2,697	523	24.06 %
2407 COLOURED/DYED DIESEL	553	1,788	386	431	45	11.66 %
2425 REPAIR PARTS	1,117,940	888,190	1,100,000	1,100,000	0	0.00 %
2426 CHARGEBACK FLEET PARTS	47,204	18,332	20,000	20,000	0	0.00 %
2430 MECHANIC SHOP SUPPLIES	95,195	59,511	68,000	68,000	0	0.00 %
2435 TOOLS	34,022	32,860	30,000	30,000	0	0.00 %
2450 LICENSES	87,598	88,182	90,000	90,000	0	0.00 %
2475 DEPT CONSUMABLE CHARGES	54,473	59,096	31,000	31,000	0	0.00 %
2494 RETURN ORDER COST	3,918	406	2,500	2,500	0	0.00 %
2499 MISC FLEET SUPPLIES	382	1,423	0	0	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	1,394	0	0	0	0	0.00 %
2650 CLOTHING / UNIFORM	11,189	8,816	15,000	15,000	0	0.00 %
2655 SAFETY SUPPLIES	20,786	22,386	22,000	22,000	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	3,896	1,933	3,750	3,750	0	0.00 %
3005 COURIER & DELIVERY	0	7	0	0	0	0.00 %
3006 FREIGHT & SHIPPING	49,837	34,108	42,000	42,000	0	0.00 %
3010 TELEPHONE	2,984	2,769	2,400	2,400	0	0.00 %
3030 TRAVEL	1,292	250	1,700	1,700	0	0.00 %
3035 MILEAGE	2,084	1,619	2,100	2,100	0	0.00 %
3045 CONFERENCE & SEMINARS	1,684	0	1,500	1,500	0	0.00 %
3055 MEETING COSTS	0	95	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	802	283	1,500	1,500	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *FLEET MANAGEMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3070 TRAINING COURSES - OUT	12,017	8,195	10,000	10,000	0	0.00 %
3075 TRAINING COURSES- IN	2,527	6,327	0	0	0	0.00 %
3170 LEGAL SEARCHES	552	55	200	200	0	0.00 %
3199 MISC PROFESSIONAL FEES	6,798	5,178	0	0	0	0.00 %
3205 VEHICLE LEASE/RENTAL	15,639	1,847	15,000	15,000	0	0.00 %
3305 BUILDING MAINTENANCE	0	5,459	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,221	0	0	0	0	0.00 %
3316 OUTSIDE FLEET REPAIRS	493,960	392,417	300,000	300,000	0	0.00 %
3322 CHARGEBACK FLEET REPAIRS	27,030	6,267	15,000	15,000	0	0.00 %
3340 SOFTWARE MAINTENANCE	23,484	19,424	21,000	21,000	0	0.00 %
3350 DRY CLEANING/LAUNDERING	31,859	20,829	1,500	20,000	18,500	1,233.33 %
3385 FUEL SYSTEM MAINTENANCE	865	17,481	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	327,678	225,703	339,889	227,057	(112,832)	-33.20 %
3999 MISC SERVICES & RENTS	48,445	33,487	46,045	46,045	0	0.00 %
GOODS & SERVICES TOTAL	2,543,374	1,972,169	2,194,145	2,099,578	(94,567)	-4.31 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	13,418	34,165	40,000	40,000	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	0	2,793	0	0	0	0.00 %
5115 TRANSFER TO RESERVE FUND	2,425,969	2,491,211	2,800,914	3,019,368	218,454	7.80 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,439,387	2,528,169	2,840,914	3,059,368	218,454	7.69 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	44,427	27,626	46,317	35,196	(11,121)	-24.01 %
7050 FLEET CHARGEBACK CHARGES	3,990	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	48,417	27,626	46,317	35,196	(11,121)	-24.01 %
EXPENSE TOTAL	7,381,843	6,381,494	7,600,927	7,694,452	93,525	1.23 %
REVENUE						
0450 DISPOSAL OF EQUIPMENT	104,983	67,846	40,000	40,000	0	0.00 %
0456 SALE OF SCRAP METALS	3,238	950	3,000	3,000	0	0.00 %
0472 REIMB - CUPE BENEFITS	478	190	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,092	652	0	0	0	0.00 %
0479 REIMBURSEMENTS	5,491	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	6,502	6,136	6,500	6,500	0	0.00 %
0481 INSURANCE REVENUE	20,778	1,069	0	0	0	0.00 %
0493 FUEL SURCHARGE	84,091	48,063	75,000	75,000	0	0.00 %
0494 WARRANTY REVENUE	9,686	5,434	3,500	3,500	0	0.00 %
0893 OUTSIDE FIRE DEPT REVENUE	25,405	8,901	4,500	4,500	0	0.00 %
0998 TIRE REBATE	3,525	0	0	0	0	0.00 %
7901 FLEET USAGE	6,885,033	6,314,162	7,308,502	7,399,054	90,552	1.24 %
7902 FLEET CHARGEBACK REVENUE	109,638	46,619	35,000	35,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	73,706	68,680	74,924	77,898	2,974	3.97 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): FLEET MANAGEMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
7935 BUS WASH OPERATIONS	48,198	25,000	50,000	50,000	0	0.00 %
REVENUE TOTAL	7,381,844	6,593,702	7,600,926	7,694,452	93,526	1.23 %
<b>GRAND TOTAL:</b>	<b>(1)</b>	<b>(212,208)</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>-100.00 %</b>

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## Activity Summary Overview – 2021 Budget

### King's Landing

To provide for general maintenance of the municipal dock (King's Landing). It includes the buildings and utilities to ensure their prescribed use.

In 2011, King's Landing underwent a structural integrity report which identified some significant structural recommendations for the next 10 years. At that time capital funding required to maintain the current operation of King's Landing was estimated at \$2.5 million. The immediate remediation recommended was completed to ensure continued safe use of the facility.

In 2013, the City contracted Mitchell Architects to complete a Waterfront Commercial Tourism Attraction Feasibility Study with the intent to consider growth potential of all areas along the Golden Mile and inclusive of the marina and King's Landing. This report was presented to Council in the spring of 2014.

In 2015, King's Landing underwent a structural integrity report to determine its operational load capacity and review potential repair requirements and opportunities including their costs. This report was received in the spring of 2016. The report identified several deficiencies that were addressed and load restrictions that were implemented. The report also provided high level estimates for the rehabilitation of segments of the wharf (estimates of potential options ranged from \$2.5 million to \$3 million).

In 2016, an Environmental Assessment Study was initiated to identify long term options for rehabilitation or redevelopment of the wharf.

In 2017, options for the potential redevelopment of King's Landing were presented. Council directed staff to complete cost estimates for:

- (a) The rehabilitation of King's Landing, and
- (b) The redevelopment

In 2018, 60% detailed design with costing for comparative purposes of the Redevelopment versus Rehabilitation Options were undertaken. Comparative designs including costing, supporting background and a preferred alternative were presented to Council in July 2019 for Council's direction. In July 2019, Council:

1. Approved the Preferred Alternative for the phased replacement of the King's Landing Wharf with a naturalized spit and expansion of the pier on the south side of the marina as recommended by the Schedule C, Class Environmental Assessment (EA).
2. Directed Staff to complete the Schedule C, Class EA Report and table it for the 30 day review period.

The preferred alternative includes 4 phases:

- Phase 1: Major Rehabilitation of existing King's Landing
- Phase 2: Construct New South Pier / Commercial Area
- Phase 3: Construct Rock Fill Wavebreak
- Phase 4: Landscape / Naturalize Wavebreak

Construction would be scheduled depending on the availability of the necessary funding and direction of Council. In the meantime, continued maintenance of King's Landing has been budgeted.

In June 2020 the City received confirmation that MECP have no further input or objections to the Project and as such the Class EA for the project is complete. At the same time MOECC confirmed that no Part II Orders were received. Upon initiation of the future project MECP requested that North Bay District Office be consulted regarding this project where appropriate.

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**Notable Adjustments - 2021 Budget**

**King's Landing**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
	No notable adjustments	n/a





# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): KINGS LANDING

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	3,612	0	4,000	4,000	0	0.00 %
2701 HYDRO	5,973	2,346	6,709	6,409	(300)	-4.47 %
2715 WATER	2,908	1,977	2,988	3,104	116	3.88 %
2720 MUNICIPAL TAXES	2,533	2,550	2,634	2,652	18	0.68 %
3601 INSURANCE PREMIUMS	0	2,185	0	3,529	3,529	100.00 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>15,026</b>	<b>9,058</b>	<b>16,331</b>	<b>19,694</b>	<b>3,363</b>	<b>20.59 %</b>
<b>EXPENSE TOTAL</b>	<b>15,026</b>	<b>9,058</b>	<b>16,331</b>	<b>19,694</b>	<b>3,363</b>	<b>20.59 %</b>
<b>REVENUE</b>						
0840 BOAT HOUSE RENTALS	9,406	2,087	2,122	681	(1,441)	-67.91 %
0841 PROPERTY RENTALS	15,255	0	15,300	15,300	0	0.00 %
<b>REVENUE TOTAL</b>	<b>24,661</b>	<b>2,087</b>	<b>17,422</b>	<b>15,981</b>	<b>(1,441)</b>	<b>-8.27 %</b>
<b>GRAND TOTAL:</b>	<b>(9,635)</b>	<b>6,971</b>	<b>(1,091)</b>	<b>3,713</b>	<b>4,804</b>	<b>440.33 %</b>

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## Activity Summary Overview – 2021 Budget

### Marina

To provide personnel, goods and services to operate the North Bay Waterfront 220 boat slip Marina from May to October. This includes the waterfront boat launch, kayak storage, launch services and security services during the night.

Activities include:

- Slip bookings and renewals
- Kayak rack rentals
- Dock, building and grounds maintenance
- Fuel tank maintenance and operation
- Sale of ice, worms, fuel, merchandise
- Pump out of boat septage
- Boat launch sales
- Provision of overnight security

Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Facilities Coordinator	0.30	0.30
Assistant Marina Coordinator	0.39	0.39
Marina Attendants	1.40	1.40
<b>Totals</b>	<b>2.09</b>	<b>2.09</b>

### **Notes:**

Operating budget includes an expense of \$24,000 paid to the Corp. of Commissioners for Marina security services.

Future direction by Council with regard to the Waterfront Tourism Commercial Attraction Feasibility Study, Downtown-Waterfront Master Plan, and the King's Landing Redevelopment or Rehabilitation could have an impact on Marina Operations in the future.

The Marina does not currently impact the tax levy. Any shortfall in revenues is offset by a transfer from the Waterfront Purposes Reserve. The balance of the reserve as of the date of this report is \$162,137.18.

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**Notable Adjustments - 2021 Budget**

**Marina**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	0844 – Slip Rentals – User fee increase and increased usage of both boat slips and kayak racks.	\$9,000
2.	0909 – Fuel Sales – To reflect historical actuals.	(\$5,750)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *MARINA*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	22,318	50,339	22,394	22,817	423	1.89 %
1002 TEMPORARY SALARIES	51,205	15,258	54,165	54,896	731	1.35 %
1003 SHIFT PREMIUM	0	889	0	0	0	0.00 %
1101 OVERTIME FULLTIME	64	4,716	0	3,000	3,000	100.00 %
1102 OVERTIME PART TIME	547	886	0	0	0	0.00 %
1202 VACATION	1,872	4,507	2,167	2,196	29	1.34 %
1204 STATUTORY HOLIDAYS	1,664	1,694	0	0	0	0.00 %
1207 SICK LEAVE	0	1,128	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	6,066	16,299	6,356	5,970	(386)	-6.07 %
1802 FRINGE BENEFITS-PARTTIME	6,470	2,153	7,157	6,284	(873)	-12.20 %
PERSONNEL TOTAL	90,206	97,869	92,239	95,163	2,924	3.17 %
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	9	0	0	0	0	0.00 %
2401 GAS FUEL	64,002	61,076	68,000	65,000	(3,000)	-4.41 %
2501 CONCESSION SUPPLIES	2,604	1,557	2,500	2,500	0	0.00 %
2535 MARINA PRODUCTS	359	602	1,000	1,000	0	0.00 %
2601 OFFICE SUPPLIES	622	1,047	1,000	1,000	0	0.00 %
2625 BUILDING MAINT SUPPLIES	5,565	6,243	6,500	6,500	0	0.00 %
2650 CLOTHING / UNIFORM	368	522	650	650	0	0.00 %
2670 OTHER TAGS & LICENSES	0	0	250	250	0	0.00 %
2701 HYDRO	1,852	1,392	2,357	2,025	(332)	-14.09 %
2705 NATURAL GAS	282	259	280	302	22	7.86 %
2715 WATER	8,776	8,598	8,607	9,369	762	8.85 %
3001 POSTAGE	43	0	50	50	0	0.00 %
3010 TELEPHONE	1,889	1,527	1,650	1,800	150	9.09 %
3035 MILEAGE	0	0	250	250	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	189	1,309	680	700	20	2.94 %
3080 ADVERTISING & PROMOTION	299	530	400	500	100	25.00 %
3099 MISC ADMIN EXPENSES	360	0	0	0	0	0.00 %
3215 PROPERTY & BUILDING LEASE	21,130	408	21,000	21,400	400	1.90 %
3305 BUILDING MAINTENANCE	0	30	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,810	2,399	1,500	1,575	75	5.00 %
3455 SECURITY SERVICES	22,435	22,353	22,000	24,000	2,000	9.09 %
3491 WEED HARVESTING	0	0	2,000	2,000	0	0.00 %
3601 INSURANCE PREMIUMS	3,885	3,115	4,259	2,912	(1,347)	-31.63 %
GOODS & SERVICES TOTAL	136,479	112,967	144,933	143,783	(1,150)	-0.79 %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	2,866	0	0	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *MARINA*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
4110 CASH OVER / SHORT	6	(93)	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	6	2,773	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	10,086	6,308	8,000	8,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	10,086	6,308	8,000	8,000	0	0.00 %
EXPENSE TOTAL	236,777	219,917	245,172	246,946	1,774	0.72 %
REVENUE						
0470 TSF FROM RESERVE FUND	31,158	0	31,592	27,916	(3,676)	-11.64 %
0823 LAUNCH RAMP FEES	8,443	9,695	8,000	9,500	1,500	18.75 %
0840 BOAT HOUSE RENTALS	0	0	0	0	0	0.00 %
0841 PROPERTY RENTALS	2,076	865	1,500	1,500	0	0.00 %
0844 SLIP RENTALS	99,247	107,908	98,000	107,000	9,000	9.18 %
0908 CONCESSION SALES	4,531	3,807	6,000	5,000	(1,000)	-16.67 %
0909 FUEL SALES	70,030	70,468	78,000	72,250	(5,750)	-7.37 %
0910 MARINA PRODUCT SALES	658	10	1,000	500	(500)	-50.00 %
0911 MARINA SERVICES	20,049	22,580	21,000	23,000	2,000	9.52 %
0919 VENDING MACHINE SALES	559	24	50	250	200	400.00 %
0922 REPLACEMENT KEY CHARGE	30	0	30	30	0	0.00 %
REVENUE TOTAL	236,781	215,357	245,172	246,946	1,774	0.72 %
<b>GRAND TOTAL:</b>	<b>(4)</b>	<b>4,560</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00 %</b>

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## Activity Summary Overview – 2021 Budget

### Parking Operations

Provides for the maintenance and management of the City's on and off-street parking program.

- Parking Department Capital & Operating budget development and implementation
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Management of monthly parking rental program
- Participation with the internal Downtown working group
- Participation on the Energy Efficiency Committee
- Parking lot development
- Daily & seasonal maintenance
- Coin collection and processing
- Parking meter maintenance
- Coordinator schedules work for both Parking and Parks staff in the Central City core

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Manager, Facilities	0.25	0.25
Supervisor, Facilities & Parking	0.50	0.50
Central City Coordinator	0.50	0.50
Parking Meter Service Persons	2.00	2.00
Summer Students	0.62	0.62
<b>Totals</b>	<b>3.87</b>	<b>3.87</b>

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**Notable Adjustments - 2021 Budget**

**Parking Operations**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	3315 – Vehicle Maintenance – Costs now reflected under line #7001.	(\$9,200)
2.	3445 – Snow Removal Contract – To reflect historical and projected snow removal costs at the new contract rates.	\$36,500
3.	3601 – Insurance Premiums - Increase due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$9,167
4.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$37,078
5.	0815 – Parking Meter Revenue – Anticipated reduction due to COVID-19	(\$28,758)
6.	0841 – Property Rentals – Anticipated reduction due to COVID-19	(\$8,320)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *PARKING OPERATIONS*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	227,228	206,446	223,417	226,082	2,665	1.19 %
1002 TEMPORARY SALARIES	16,352	0	18,054	18,377	323	1.79 %
1003 SHIFT PREMIUM	664	577	685	700	15	2.19 %
1101 OVERTIME FULLTIME	7,497	4,282	6,230	6,500	270	4.33 %
1202 VACATION	16,769	3,050	722	735	13	1.80 %
1204 STATUTORY HOLIDAYS	1,824	747	722	700	(22)	-3.05 %
1207 SICK LEAVE	1,354	1,043	0	0	0	0.00 %
1401 TRAINING & SAFETY	249	0	0	500	500	100.00 %
1801 FRINGE BENEFITS-FULLTIME	69,581	68,281	73,191	69,332	(3,859)	-5.27 %
1802 FRINGE BENEFITS-PARTTIME	2,082	16	2,382	2,100	(282)	-11.84 %
PERSONNEL TOTAL	343,600	284,442	325,403	325,026	(377)	-0.12 %
<b>GOODS &amp; SERVICES</b>						
2036 SIGNS	1,500	5,336	2,000	2,000	0	0.00 %
2401 GAS FUEL	3,362	1,679	4,060	3,385	(675)	-16.63 %
2407 COLOURED/DYED DIESEL	817	91	1,138	972	(166)	-14.59 %
2435 TOOLS	972	1,151	1,050	1,050	0	0.00 %
2601 OFFICE SUPPLIES	7,504	1,237	8,600	8,600	0	0.00 %
2650 CLOTHING / UNIFORM	967	1,018	1,335	1,335	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	460	190	440	675	235	53.41 %
2701 HYDRO	17,676	11,956	19,898	19,372	(526)	-2.64 %
2720 MUNICIPAL TAXES	107,773	113,098	112,084	117,621	5,537	4.94 %
3001 POSTAGE	360	267	750	500	(250)	-33.33 %
3010 TELEPHONE	1,263	1,543	2,000	2,000	0	0.00 %
3035 MILEAGE	305	0	700	700	0	0.00 %
3045 CONFERENCE & SEMINARS	2,818	0	3,200	3,200	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	(9)	520	850	850	0	0.00 %
3070 TRAINING COURSES - OUT	0	220	2,500	2,500	0	0.00 %
3080 ADVERTISING & PROMOTION	9,401	(7)	10,000	10,000	0	0.00 %
3299 MISC LEASES & RENTS	117,352	98,071	103,000	106,090	3,090	3.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	57,974	48,487	54,000	54,000	0	0.00 %
3315 VEHICLE MAINTENANCE	42	0	9,200	0	(9,200)	-100.00 %
3320 PARKING EQUIPMENT MAINTENANCE	11,931	3,951	10,870	10,870	0	0.00 %
3330 GROUNDS MAINTENANCE	36,299	13,457	30,600	30,600	0	0.00 %
3445 SNOW REMOVAL CONTRACT	60,904	30,600	65,000	101,500	36,500	56.15 %
3601 INSURANCE PREMIUMS	60	5,368	66	9,233	9,167	13,889.39 %
GOODS & SERVICES TOTAL	439,731	338,233	443,341	487,053	43,712	9.86 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

PARKING OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>FINANCIAL EXPENSES</b>						
4101 BANK CHARGES	0	4,168	8,200	8,900	700	8.54 %
FINANCIAL EXPENSES TOTAL	0	4,168	8,200	8,900	700	8.54 %
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	1,168	284	1,050	1,100	50	4.76 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	1,168	284	1,050	1,100	50	4.76 %
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	48,877	40,616	58,958	62,562	3,604	6.11 %
INTERNAL TRANSFERS TOTAL	48,877	40,616	58,958	62,562	3,604	6.11 %
EXPENSE TOTAL	833,376	667,743	836,952	884,641	47,689	5.70 %
<b>REVENUE</b>						
0470 TSF FROM RESERVE FUND	0	0	0	37,078	37,078	100.00 %
0479 REIMBURSEMENTS	0	373	0	0	0	0.00 %
0815 PARKING METER REVENUE	535,341	223,467	335,958	307,200	(28,758)	-8.56 %
0841 PROPERTY RENTALS	525,230	423,551	510,920	502,600	(8,320)	-1.63 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	3,800	0	0	0	0	0.00 %
REVENUE TOTAL	1,064,371	647,391	846,878	846,878	0	0.00 %
<b>GRAND TOTAL:</b>	<b>(230,995)</b>	<b>20,352</b>	<b>(9,926)</b>	<b>37,763</b>	<b>47,689</b>	<b>480.45 %</b>

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## Activity Summary Overview - 2021 Budget

### Parks Operations and Sports Field Complex

#### **Parks Administration**

To provide for the administration, development, supervision and maintenance of 775 hectares of parkland and facilities.

#### **Building & Infrastructure**

To maintain the 38 parks buildings, 4 picnic shelters and other park amenities including 9 ball fields, 6 sports fields, 3 tennis courts, 22 playgrounds, 11 outdoor rinks, 1 splash pad, irrigation systems, fountain, pathways, roadways, parking lots, Kate Pace Way, nature trails, parks furnishings and docks.

To provide for the set-up, maintenance and take down of special events in the City including: Families First, Family Day, Canada Day, Santa Claus Parade and parks permits such as walkathons, triathlons, concerts in the park, weddings, family and corporate picnics, sports tournaments and other summer events.

#### **Central City Maintenance**

To maintain the following high profile areas within the Central City Area:

- Algonquin Median Planters
- Civic Square
- Ferguson Block Parkette
- Richardson Fountain Parkette
- Waterfront Pedestrian Underpass
- Algonquin Regiment Parkette
- City Hall Parkette
- Downtown Sidewalks
- Memorial Park
- Transit Terminal

#### **Grounds Maintenance**

To provide for the horticultural, turf and arboricultural maintenance, garbage removal, beach and cemetery maintenance.

- Total number of parks 72 parks
- Total fine turf areas 87 hectares
- Total rough turf areas 25 hectares
- Trees to maintain over 2,500
- Shrubs to maintain over 9,850
- Flowers to maintain over 20,000
- Public Beaches 10
- Lake Accesses 42
- Cemeteries 1.9 hectares

#### **Minor Equipment Maintenance**

To maintain Parks small vehicles and equipment including:

- utility vehicles, zero turn mowers, utility tractors
- turf equipment - over-seeder, aerators, top-dresser, mowers, sod cutter
- ball diamond groomer, beach groomer, roto-tillers
- lawnmowers, line trimmers, snow blowers, leaf blowers, chain saws

#### **Heritage North Bay**

The City has an operating agreement with Heritage North Bay (commenced June 2004) to provide funding for the Heritage Gardener Program to maintain the Waterfront shrub beds.

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In 2011, an agreement was finalized with Heritage North Bay to provide funding for the grounds maintenance of Community Waterfront Park. In 2012, the Parks Department was successful in securing the maintenance contract which by mutual agreement has been extended and is still in effect.

In 2018, an agreement was finalized with Heritage North Bay to provide funding for the operation of the North Bay Museum.

### **Summer Capital Projects**

The budget for this cost center has a net total of zero dollars. It documents the 6 Summer Season positions assigned to the Parks Capital Project Crew:

- this crew is assigned to projects that have a small scope of work
- contractors typically charge a premium for these small projects
- Parks is able to set the priority and schedule for this work
- there are administrative efficiencies and savings because Parks, Purchasing and Finance staff does not have to process the RFQs and invoices for these projects
- the result is these projects are more cost effective

### **Steve Omischl Sports Field Complex**

To provide for the maintenance of the Sports Field Complex that has staff on site seven days a week who maintain the following:

- 2 artificial turf sports fields
- 1 natural turf sports field
- 3 ball diamonds
- Washroom/Change room

**Parks Operations and Sports Field Complex Staff Complement:**

<b>Parks Operations</b>	<b>2020 FTE</b>	<b>2021 FTE</b>
<b>Administrative Staff</b>		
Manager Parks	1.00	1.00
Manager Sports and Events	0.20	0.20
Supervisor Parks 50% recovered Capital Budget	1.00	1.00
Supervisor Parks	1.00	1.00
Clerical	1.13	1.13
<b>Parks Full Time Staff</b>		
Central City Coordinator	0.50	0.50
Carpenter Class 1	1.00	1.00
Carpenter Class 2	1.00	1.00
Chargehand Class 1	2.00	2.00
Light Equip Maintenance Person	1.00	1.00
Licensed Mechanic	0.50	0.50
Backhoe Operator	1.00	1.00
Horticultural Operator	1.00	1.00
Turf Operator	1.42	1.42
Utility Tractor Operator	8.00	8.00
<b>Parks Summer Staff</b>		
Utility Tractor Operator Parks/Roads 6&6	2.00	2.00
Backhoe Operator Parks/Roads 6&6	0.50	0.50
Utility Tractor Operator	0.50	0.50
Chargehand Class 2	0.54	0.54
Carpenter Class 1	0.54	0.00
Parks Maintenance Operator	0.00	0.54
Utility Tractor Operator	1.62	1.62
Turf Operator	1.16	1.16
Chargehand II 100% recovered Capital Budget	0.58	0.58
Utility Tractor Operators 100% Capital Budget	2.32	2.32
Turf Operator 100% recovered Capital Budget	0.58	0.58
Summer Students	5.26	5.26
Outdoor Rink Attendants	1.00	1.00
<b>Total Parks Operations Staff</b>	<b>38.35</b>	<b>38.35</b>

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## Notable Adjustments – 2021 Budget

### Parks Operations and Sports Field Complex

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits.	(\$16,054)
2.	2099 – Misc. Materials – To reflect historical and projected needs.	(\$10,500)
3.	2715 – Water – To reflect historical, projected usage and estimated rates.	\$13,542
4.	3601 – Insurance Premiums – Decrease due to reallocation of premiums based on insured values, plus an anticipated 10% increase for 8 months of the year.	(\$36,657)
5.	7001 – Vehicle & Equipment Usage Fee - Increase to reflect change in rates.	\$32,676

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *PARKS - OPERATIONS*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	1,172,081	1,081,320	1,696,650	1,710,906	14,256	0.84 %
1002 TEMPORARY SALARIES	177,275	3,806	189,874	193,181	3,307	1.74 %
1003 SHIFT PREMIUM	4,712	5,535	4,750	7,115	2,365	49.79 %
1010 MODIFIED/ACCOMMODATED	59,285	39,052	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	251,509	253,608	2,099	0.83 %
1101 OVERTIME FULLTIME	35,301	18,679	32,161	32,739	578	1.80 %
1102 OVERTIME PART TIME	38	0	0	0	0	0.00 %
1202 VACATION	183,118	111,588	7,731	7,865	134	1.73 %
1203 COMPASSIONATE LEAVE	1,791	1,829	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	71,394	30,593	0	0	0	0.00 %
1207 SICK LEAVE	150,054	64,860	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	20	60	0	0	0	0.00 %
1301 WSIB LEAVE	(14,452)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	4,525	0	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	0	10,000	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	553,882	459,063	656,460	620,635	(35,825)	-5.46 %
1802 FRINGE BENEFITS-PARTTIME	20,549	1,063	25,757	22,789	(2,968)	-11.52 %
<b>PERSONNEL TOTAL</b>	<b>2,419,573</b>	<b>1,827,448</b>	<b>2,864,892</b>	<b>2,848,838</b>	<b>(16,054)</b>	<b>-0.56 %</b>
<b>GOODS &amp; SERVICES</b>						
2001 SAND	3,767	859	3,500	3,500	0	0.00 %
2002 SALT	6,805	1,388	4,500	4,500	0	0.00 %
2006 ASPHALT - COLD MIX	261	32	500	500	0	0.00 %
2030 GRAVEL	9,788	1,891	4,500	4,500	0	0.00 %
2036 SIGNS	7,101	11,521	8,600	8,600	0	0.00 %
2042 LUMBER	4,420	3,072	2,000	2,000	0	0.00 %
2044 PAINT	6,808	892	5,500	5,500	0	0.00 %
2060 TOP SOIL	6,957	9,954	7,500	7,500	0	0.00 %
2070 PLANTS/TREES/SHRUBS	15,825	12,875	15,000	15,000	0	0.00 %
2099 MISC. MATERIALS	99,473	49,534	98,650	88,150	(10,500)	-10.64 %
2401 GAS FUEL	23,261	17,378	23,146	23,290	144	0.62 %
2405 DIESEL FUEL	21,650	11,385	21,975	19,827	(2,148)	-9.77 %
2407 COLOURED/DYED DIESEL	31,915	19,881	33,021	30,520	(2,501)	-7.57 %
2410 PROPANE	1,072	1,659	0	1,000	1,000	100.00 %
2435 TOOLS	6,670	4,157	5,500	5,500	0	0.00 %
2601 OFFICE SUPPLIES	2,095	1,560	3,500	3,500	0	0.00 %
2615 JANITORIAL SUPPLIES	9,902	9,381	10,000	10,000	0	0.00 %
2645 RECREATIONAL SUPPLIES	18,634	3,169	10,000	10,000	0	0.00 %
2650 CLOTHING / UNIFORM	10,219	8,850	10,200	10,200	0	0.00 %
2655 SAFETY SUPPLIES	10,597	7,863	11,900	11,900	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

PARKS - OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
2660 SAFETY BOOT ALLOWANCE	5,285	3,843	7,800	7,800	0	0.00 %
2701 HYDRO	103,858	67,453	120,862	113,649	(7,213)	-5.97 %
2705 NATURAL GAS	24,671	13,967	25,771	26,377	606	2.35 %
2710 HEATING OIL	4,433	2,421	6,636	6,636	0	0.00 %
2715 WATER	117,416	125,584	155,368	168,910	13,542	8.72 %
2999 MISCELLANEOUS SUPPLIES	38	0	0	0	0	0.00 %
3001 POSTAGE	8	1	0	0	0	0.00 %
3005 COURIER & DELIVERY	657	784	500	1,000	500	100.00 %
3010 TELEPHONE	16,021	11,560	14,400	15,900	1,500	10.42 %
3035 MILEAGE	2,046	1,885	4,000	4,000	0	0.00 %
3045 CONFERENCE & SEMINARS	279	1,555	2,000	2,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	612	881	850	850	0	0.00 %
3070 TRAINING COURSES - OUT	5,568	3,389	19,500	19,500	0	0.00 %
3099 MISC ADMIN EXPENSES	28	0	0	0	0	0.00 %
3203 WASTE BIN RENTALS	345	314	500	500	0	0.00 %
3215 PROPERTY & BUILDING LEASE	11,808	10,824	13,905	13,905	0	0.00 %
3229 PORTABLE TOILETS	16,267	4,091	12,000	12,000	0	0.00 %
3301 RADIO MAINTENANCE	1,883	1,783	2,000	2,000	0	0.00 %
3305 BUILDING MAINTENANCE	13,535	14,170	14,100	16,100	2,000	14.18 %
3318 ELECTRICAL MAINTENANCE	16,822	899	12,000	12,000	0	0.00 %
3319 PLUMBING MAINTENANCE	6,270	6,441	10,000	10,000	0	0.00 %
3330 GROUNDS MAINTENANCE	97,088	99,500	100,000	100,000	0	0.00 %
3401 STREET GARBAGE CONTRACT	12,183	8,695	9,000	12,000	3,000	33.33 %
3402 OPERATING CONTRACT	65,000	65,000	65,000	65,000	0	0.00 %
3430 MAINTENANCE CONTRACT	16,589	0	10,000	10,000	0	0.00 %
3435 TREE SERVICE CONTRACT	24,321	13,890	20,000	20,000	0	0.00 %
3441 IRRIGATION SYSTEM CONTRAC	30,256	9,614	16,000	20,000	4,000	25.00 %
3442 SEPTIC CONTRACT	0	0	2,000	2,000	0	0.00 %
3499 MISC CONTRACTS	44,432	11,528	14,000	14,000	0	0.00 %
3601 INSURANCE PREMIUMS	73,289	51,599	80,150	43,493	(36,657)	-45.74 %
3930 COMMUNITY PROGRAMS	15,000	0	0	0	0	0.00 %
3999 MISC SERVICES & RENTS	75,915	75,915	75,925	77,064	1,139	1.50 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>1,099,143</b>	<b>784,887</b>	<b>1,093,759</b>	<b>1,062,171</b>	<b>(31,588)</b>	<b>-2.89 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	27,536	6,598	33,900	33,900	0	0.00 %
5115 TRANSFER TO RESERVE FUND	46,009	0	0	0	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>73,545</b>	<b>6,598</b>	<b>33,900</b>	<b>33,900</b>	<b>0</b>	<b>0.00 %</b>
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	477,256	470,112	539,177	571,853	32,676	6.06 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): PARKS - OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	2,755	0	0	0	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	5,499	12,039	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	485,510	482,151	539,177	571,853	32,676	6.06 %
EXPENSE TOTAL	4,077,771	3,101,084	4,531,728	4,516,762	(14,966)	-0.33 %
REVENUE						
0414 PARKS PERMITS	0	52	0	0	0	0.00 %
0456 SALE OF SCRAP METALS	757	854	0	0	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	0	0	366,395	364,621	(1,774)	-0.48 %
0470 TSF FROM RESERVE FUND	15,000	0	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	1,222	351	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,081	1,063	0	0	0	0.00 %
0479 REIMBURSEMENTS	1,932	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	49,318	180	58,000	58,000	0	0.00 %
0484 TICKET SURCHARGE	46,009	0	0	0	0	0.00 %
0843 GARDEN PLOTS	5,072	0	0	0	0	0.00 %
0849 OTHER PROPERTY RENTALS	1,738	1,639	1,590	1,590	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	35,602	40,052	43,693	44,136	443	1.01 %
REVENUE TOTAL	157,731	44,191	469,678	468,347	(1,331)	-0.28 %
<b>GRAND TOTAL:</b>	<b>3,920,040</b>	<b>3,056,893</b>	<b>4,062,050</b>	<b>4,048,415</b>	<b>(13,635)</b>	<b>-0.34 %</b>



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## Activity Summary Overview – 2021 Budget

### Roads Department

#### **Ditching & Drainage**

This activity reflects the costs associated with the maintenance and repair of approximately 320 kms of surface drainage facilities. It includes cleaning and reshaping of ditches, bridge maintenance, maintenance and repair of entrance culverts, the replacement and repair of concrete curbs and asphalt gutters. The activity also includes curb cuts and/or culverts for new entrances, which is funded, for the most part, by the applicant of the service. Work is carried out mutually by staff and contractors.

#### **Roadway Maintenance**

Roadway maintenance includes the maintenance of the road surface in compliance with the Minimum Maintenance Standards, excluding sidewalks and drainage. It includes asphalt roadways, gravel roadways, shouldering, sweeping/ cleaning and boulevard maintenance. Work is carried out mutually by staff and contractors. There is maintenance in the form of patching and surface treatment as well as improvements and street resurfacing under contract.

Total road systems are comprised of 811 kms which consists of arterial, collector and local streets. Approximately 27% of which is rural.

#### **Service Contracts**

This activity includes curb cuts and/or culverts for new entrances, which is funded by the applicant of the service. Fees are determined through direct service contracts with the City of North Bay on a full cost recovery basis.

#### **Sidewalks**

This activity includes the maintenance and replacement of existing sidewalks in compliance with the Minimum Maintenance Standards; does not include winter maintenance or costs for new sidewalks. There are 144 kms of sidewalks which are comprised of both asphalt and concrete.

#### **Street Lighting**

This activity includes the power and maintenance for street lighting in compliance with the Minimum Maintenance Standards. The locations include residential (3,554), collector (1,051), arterial (786) and Airport Terminal lights (31). From 2011 to the spring of 2013 all lights were converted to LED lights.

#### **Traffic**

Traffic activities are both planned through the Provinces Minimum Maintenance Standards and emergency response situations. Work includes pavement marking, traffic control signal maintenance and improvements, traffic and street name sign maintenance and repair, railway crossing and guide rail maintenance. This activity also includes traffic counting, barricade and signage for street work.

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## Winter Control

This activity accounts for winter maintenance in the form of snow plowing and snow removal, sanding and salting of both City streets and sidewalks. Work is performed by City staff using City equipment supplemented by contracted vehicles and equipment for snow removal.

Winter control activities are planned and executed such that the City operates within the Province's Maintenance Standards. The Roads Department documents all winter control activities and reviews practices to ensure efficiencies and cost effectiveness.

The 2021 budget for winter control is based on the 7-year adjusted average of \$3,338,644.

## Supervision of Roads and Traffic

All the activities listed above includes both wages and vehicle costs for the Roads Department Manager and three Supervisors.

### Total Roads Department Positions:

	2020 FTE	2021 FTE
Backhoe (1- 6/6 Winter Control)	2.00	2.00
Grader/ Utility Loader	2.00	2.00
Truck Driver/Tandem	17.00	17.00
Loader	1.00	1.00
Chargehand	6.00	6.00
UTL (5-6/6 UTL Winter Control)	3.00	3.00
Sign and Marking Technician	2.00	2.00
Cement Finisher	1.00	1.00
Carpenter	0.50	0.50
Supervisor	3.00	3.00
Signal Tech	1.60	1.60
Students	1.50	1.50
Manager	1.00	1.00
<b>Totals</b>	<b>41.60</b>	<b>41.60</b>

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## Notable Adjustments - 2021 Operating Budget

### Roads Department

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits.	\$41,149
2.	2401 - 2407 – Fuel – Decrease to reflect anticipated contracts, consumption and winter control requirements.	(\$48,871)
3.	2701 – Hydro – To reflect historical, projected usage and estimated rates. Savings realized in Street Lighting.	(\$73,299)
4.	3400 – Contracts – Anticipated winter control services based on historical needs.	\$36,606
5.	3425 – Construction Contract – Inflation to reflect anticipated market increases.	\$28,620
6.	3601 – Insurance – Decrease due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	(\$54,577)
7.	7001 – Vehicle & Equipment Usage Fee – Increase to reflect change in rates.	\$126,226

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *ROADS DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	1,671,540	1,459,644	2,431,654	2,464,084	32,430	1.33 %
1002 TEMPORARY SALARIES	148,987	50,490	116,480	164,460	47,980	41.19 %
1003 SHIFT PREMIUM	8,931	8,576	6,550	9,000	2,450	37.40 %
1004 OTHER/STANDBY	28,888	22,870	33,930	36,000	2,070	6.10 %
1010 MODIFIED/ACCOMMODATED	68,358	60,973	0	0	0	0.00 %
1101 OVERTIME FULLTIME	356,639	138,871	230,150	232,000	1,850	0.80 %
1102 OVERTIME PART TIME	2,115	1,332	0	5,000	5,000	100.00 %
1202 VACATION	191,758	153,975	1,747	1,778	31	1.77 %
1203 COMPASSIONATE LEAVE	3,462	1,373	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	103,545	51,092	0	0	0	0.00 %
1207 SICK LEAVE	154,606	135,393	0	0	0	0.00 %
1210 GREIVANCE SETTLEMENT	29,004	292	0	0	0	0.00 %
1301 WSIB LEAVE	(63,012)	(15,067)	0	0	0	0.00 %
1401 TRAINING & SAFETY	27,378	17,332	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	740	310	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	816,644	695,212	818,583	768,537	(50,046)	-6.11 %
1802 FRINGE BENEFITS-PARTTIME	15,141	14,923	29,786	29,170	(616)	-2.07 %
<b>PERSONNEL TOTAL</b>	<b>3,564,724</b>	<b>2,797,591</b>	<b>3,668,880</b>	<b>3,710,029</b>	<b>41,149</b>	<b>1.12 %</b>
<b>GOODS &amp; SERVICES</b>						
2001 SAND	155,174	58,491	133,700	146,374	12,674	9.48 %
2002 SALT	254,460	158,815	221,143	250,000	28,857	13.05 %
2003 BRINE	38,350	16,805	40,000	50,000	10,000	25.00 %
2006 ASPHALT - COLD MIX	39,456	29,907	35,000	40,000	5,000	14.29 %
2010 TRAFFIC SUPPLIES	76,648	43,388	64,300	64,500	200	0.31 %
2020 SEWER/WATER PIPE & PARTS	2,975	2,184	0	0	0	0.00 %
2022 CULVERTS	8,973	36,048	40,000	40,000	0	0.00 %
2030 GRAVEL	23,838	20,627	30,000	35,000	5,000	16.67 %
2034 CONCRETE	0	557	13,000	20,000	7,000	53.85 %
2036 SIGNS	3,126	11,150	12,630	12,630	0	0.00 %
2099 MISC. MATERIALS	53,694	4,138	0	0	0	0.00 %
2401 GAS FUEL	19,190	12,761	18,119	20,407	2,288	12.63 %
2405 DIESEL FUEL	240,999	137,298	237,808	211,159	(26,649)	-11.21 %
2407 COLOURED/DYED DIESEL	92,968	47,304	101,512	77,002	(24,510)	-24.14 %
2435 TOOLS	18,260	9,170	10,000	12,500	2,500	25.00 %
2650 CLOTHING / UNIFORM	16,068	16,048	18,655	19,000	345	1.85 %
2655 SAFETY SUPPLIES	27,856	26,314	22,000	25,000	3,000	13.64 %
2660 SAFETY BOOT ALLOWANCE	6,134	6,106	12,600	12,600	0	0.00 %
2701 HYDRO	737,616	601,165	884,544	811,245	(73,299)	-8.29 %
3010 TELEPHONE	9,694	9,260	9,600	10,000	400	4.17 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

ROADS DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3030 TRAVEL	227	0	0	0	0	0.00 %
3035 MILEAGE	2,880	1,248	4,000	4,000	0	0.00 %
3055 MEETING COSTS	1,224	899	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	15	1,000	500	1,700	1,200	240.00 %
3070 TRAINING COURSES - OUT	29,693	28,642	33,200	43,000	9,800	29.52 %
3099 MISC ADMIN EXPENSES	0	117	0	0	0	0.00 %
3116 CONSTRUCTION SERVICES	0	865	0	0	0	0.00 %
3130 CONSULTANT FEES	1,727	0	0	0	0	0.00 %
3170 LEGAL SEARCHES	265	662	0	0	0	0.00 %
3172 ELECTRICIAN	842	137	0	0	0	0.00 %
3205 VEHICLE LEASE/RENTAL	686,230	137,914	146,300	151,600	5,300	3.62 %
3305 BUILDING MAINTENANCE	0	2,239	0	0	0	0.00 %
3400 CONTRACTS	0	0	0	36,606	36,606	100.00 %
3425 CONSTRUCTION CONTRACT	451,728	204,427	296,380	325,000	28,620	9.66 %
3426 PATCHING	285,175	174,365	274,050	282,735	8,685	3.17 %
3427 HYDROSEEDING	45,315	86,162	21,800	22,500	700	3.21 %
3428 CONCRETE RESTORATION	14,223	8,215	15,225	15,500	275	1.81 %
3499 MISC CONTRACTS	22,117	23,028	23,000	23,000	0	0.00 %
3601 INSURANCE PREMIUMS	67,120	34,491	73,576	18,999	(54,577)	-74.18 %
<b>GOODS &amp; SERVICES TOTAL</b>	<b>3,434,260</b>	<b>1,951,947</b>	<b>2,792,642</b>	<b>2,782,057</b>	<b>(10,585)</b>	<b>-0.38 %</b>
<b>CAPITAL/RESERVE TRANSACTIONS</b>						
5010 MACHINERY & EQUIPMENT	0	11,341	0	20,000	20,000	100.00 %
5015 OFFICE FURNITURE & EQUIP	3,060	0	0	0	0	0.00 %
<b>CAPITAL/RESERVE TRANSACTIONS TOTAL</b>	<b>3,060</b>	<b>11,341</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>100.00 %</b>
<b>INTERNAL TRANSFERS</b>						
7001 VEH & EQUIPMENT USAGE FEE	2,154,327	2,178,855	2,416,028	2,542,254	126,226	5.22 %
7050 FLEET CHARGEBACK CHARGES	64,254	7,136	0	0	0	0.00 %
<b>INTERNAL TRANSFERS TOTAL</b>	<b>2,218,581</b>	<b>2,185,991</b>	<b>2,416,028</b>	<b>2,542,254</b>	<b>126,226</b>	<b>5.22 %</b>
<b>EXPENSE TOTAL</b>	<b>9,220,625</b>	<b>6,946,870</b>	<b>8,877,550</b>	<b>9,054,340</b>	<b>176,790</b>	<b>1.99 %</b>
<b>REVENUE</b>						
0419 OTHER PERMIT/ENCROACHMENT	0	4,840	0	0	0	0.00 %
0456 SALE OF SCRAP METALS	1,669	3,068	5,000	5,000	0	0.00 %
0459 OTHER SALES	1,627	2,049	5,000	5,000	0	0.00 %
0470 TSF FROM RESERVE FUND	758,863	0	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	793	0	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	2,278	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	0	3,708	0	0	0	0.00 %
0835 SPECIAL EVENT FEES	3,727	1,663	4,500	4,500	0	0.00 %
0871 STREET WORK PERMITS	6,087	7,109	9,000	9,000	0	0.00 %
0872 ENTRANCE CULVERT & CURBS	13,255	19,981	20,000	20,000	0	0.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *ROADS DEPARTMENT*

	<b>2019 Actuals</b>	<b>2020 Actuals YTD</b>	<b>2020 Budget</b>	<b>2021 Council Review</b>	<b>Variance</b>	<b>Variance %</b>
0899 OTHER SERVICE CHARGES	82,670	88,437	65,000	80,000	15,000	23.08 %
REVENUE TOTAL	870,969	130,855	108,500	123,500	15,000	13.82 %
<b>GRAND TOTAL:</b>	<b>8,349,656</b>	<b>6,816,015</b>	<b>8,769,050</b>	<b>8,930,840</b>	<b>161,790</b>	<b>1.85 %</b>

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## Activity Summary Overview – 2021 Budget

### Storm Sewers

#### **Maintenance**

Cleaning, maintenance and repair of approximately 226 km of storm sewers, 2,417 storm manholes and 4,877 catch basins.

#### **Connections**

Maintenance and repairs of existing service connections and installations of new service connections from the storm mains to the property line.

Fees are determined through direct service contracts with the City of North Bay on a full cost recovery basis.

#### **Restorations**

Provide for the construction and/or repairs of the storm sewer system.

#### **Hydrants**

Repairs and maintenance of 1,458 fire hydrants and installation of new hydrants where required as well as provide winter access to all fire hydrants.

#### **Allocated Employees**

4.25 full time equivalent employees (FTE'S) from the Water and Sanitary Sewer crew are allocated to the Storm Sewer System and Fire Hydrants as follows:

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
Director of Public Works	0.05	0.05
Operations Manager, Water & Sewer	0.10	0.10
Administrative Supervisor, Public Works	0.05	0.05
Operations Supervisor, Water & Sewer*	0.40	0.40
Public Works Yard Loader	0.05	0.05
Chargehands	0.80	0.80
Operator 1	1.30	1.40
Backhoe Operator	0.10	0.10
Certified Sewer Cleaner/Flusher	0.30	0.30
Truck Driver	0.30	0.20
Excavator	0.20	0.20
Operator I Summer Construction*	0.70	0.50
Sewer & Water Clerk	0.10	0.10
<b>Totals</b>	<b>4.45</b>	<b>4.25</b>

*\*Note: (1) Supervisor Summer Construction, (5) Operator I Summer Construction are funded through capital.*

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## Notable Adjustments - 2021 Budget

### Storm Sewers

Item #	Description	Dollar Amount
1.	1001 - 1801 – Personnel Costs – Anticipated contractual salary and benefits. Decrease of 2 Summer Construction Operator I positions.	(\$13,469)
2.	0460 – Transfer From Capital Fund – To account for personnel costs recovered through capital projects. Offsets 1001-1801 Personnel costs. Decrease of 2 Summer Construction Operator I positions.	(\$14,119)



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): STORM SEWERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	272,813	174,947	241,961	247,561	5,600	2.31 %
1002 TEMPORARY SALARIES	10,201	195	0	0	0	0.00 %
1003 SHIFT PREMIUM	306	454	350	350	0	0.00 %
1004 OTHER/STANDBY	1,370	1,904	6,171	6,263	92	1.49 %
1010 MODIFIED/ACCOMMODATED	317	3,531	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	50,629	39,745	(10,884)	-21.50 %
1101 OVERTIME FULLTIME	8,341	9,790	10,383	10,538	155	1.49 %
1202 VACATION	968	2,610	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	0	1,559	0	0	0	0.00 %
1207 SICK LEAVE	0	1,804	0	0	0	0.00 %
1401 TRAINING & SAFETY	0	290	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	53,679	23,072	96,148	87,716	(8,432)	-8.77 %
<b>PERSONNEL TOTAL</b>	<b>347,995</b>	<b>220,156</b>	<b>405,642</b>	<b>392,173</b>	<b>(13,469)</b>	<b>-3.32 %</b>
<b>GOODS &amp; SERVICES</b>						
2006 ASPHALT - COLD MIX	3,706	682	3,000	3,090	90	3.00 %
2008 CEMENT	0	638	2,500	2,500	0	0.00 %
2020 SEWER/WATER PIPE & PARTS	39,079	36,053	34,500	34,500	0	0.00 %
2030 GRAVEL	3,392	807	11,350	11,350	0	0.00 %
2099 MISC. MATERIALS	223	511	0	0	0	0.00 %
2401 GAS FUEL	2,796	1,770	2,951	2,985	34	1.15 %
2405 DIESEL FUEL	10,344	6,998	10,933	11,003	70	0.64 %
2407 COLOURED/DYED DIESEL	4,337	1,553	4,299	3,769	(530)	-12.33 %
2435 TOOLS	920	222	3,508	3,508	0	0.00 %
2650 CLOTHING / UNIFORM	1,395	1,357	1,669	1,669	0	0.00 %
2655 SAFETY SUPPLIES	0	24	3,665	3,665	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	448	326	1,083	1,083	0	0.00 %
3005 COURIER & DELIVERY	0	15	0	0	0	0.00 %
3007 ONTARIO 1 CALL CENTER	572	505	0	0	0	0.00 %
3010 TELEPHONE	1,101	975	1,584	1,584	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	538	319	0	0	0	0.00 %
3075 TRAINING COURSES- IN	2,529	568	4,000	4,000	0	0.00 %
3099 MISC ADMIN EXPENSES	1	0	0	0	0	0.00 %
3102 CONSULTANT FEES I.S.	0	0	4,959	0	(4,959)	-100.00 %
3205 VEHICLE LEASE/RENTAL	209	1,330	1,750	1,000	(750)	-42.86 %
3350 DRY CLEANING/LAUNDERING	45	132	0	0	0	0.00 %
3425 CONSTRUCTION CONTRACT	19,321	4,270	5,150	5,150	0	0.00 %
3426 PATCHING	107,004	86,465	68,350	70,400	2,050	3.00 %
3427 HYDROSEEDING	6,424	5,159	6,776	6,979	203	3.00 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): STORM SEWERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3428 CONCRETE RESTORATION	3,276	3,263	5,150	5,304	154	2.99 %
GOODS & SERVICES TOTAL	207,660	153,942	177,177	173,539	(3,638)	-2.05 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	60,771	63,286	78,941	78,130	(811)	-1.03 %
INTERNAL TRANSFERS TOTAL	60,771	63,286	78,941	78,130	(811)	-1.03 %
EXPENSE TOTAL	616,426	437,384	661,760	643,842	(17,918)	-2.71 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	0	0	66,155	52,036	(14,119)	-21.34 %
0875 STORM SEWER CONNECTIONS	3,050	6,854	4,000	4,000	0	0.00 %
0899 OTHER SERVICE CHARGES	11,282	0	0	0	0	0.00 %
REVENUE TOTAL	14,332	6,854	70,155	56,036	(14,119)	-20.13 %
<b>GRAND TOTAL:</b>	<b>602,094</b>	<b>430,530</b>	<b>591,605</b>	<b>587,806</b>	<b>(3,799)</b>	<b>-0.64 %</b>

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## Activity Summary Overview – 2021 Budget

### Transit

The Transit Department oversees the daily on-street transit service which includes work scheduling and training of transit operators; responding to public inquiries and providing for transit dispatch; accident investigation and reporting. Annual service is for 64,000 hours, 1.3 million km and accommodates over 1.5 million rides.

#### **Plant & Premises**

To provide accessible transit shelter maintenance and installation. To provide for the installation and maintenance of bus stop signs. To provide for the rental of and janitorial services for the terminal area and drivers and supervisory quarters on Oak Street.

#### **Administration**

General administration for Transit and Para Bus service.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
City Engineer	0.00	0.10
Transit Manager	1.00	1.00
Administrative Assistant	1.00	1.00
Transit Supervisor	2.00	2.00
Transit Planning Analyst	0.00	1.00
Transit Operators*	25.00	24.00
Transit Bus Wash Operators	2.36	2.36
Spare Board Operators	5.31	5.31
Crossing Guards	3.20	2.84
<b>Totals</b>	<b>39.87</b>	<b>39.61</b>

\*The budget reflects current staffing levels of 22 Transit Operators. The 2 vacant positions will not be filled until the revenues increase to 2019 levels as the transit system recovers from the impact of COVID - 19.

#### **Para Bus**

To provide a safe and efficient method of transportation for the physically disabled community in North Bay. To maintain the special vehicles for service as legislated and to operate a public information and dispatch office.

#### **Crossing Guards**

To provide for the 15 crossing guard locations within the City of North Bay that provide safe crossing for children up to grade 8.

## Notable Adjustments - 2021 Budget

### Transit

Item #	DESCRIPTION	Dollar Amount
1.	1001-1802 – Personnel Costs – Anticipated wage and benefit savings. Includes adjustments for temporary reduction in staffing due to Covid – 19.	(\$101,908)
2.	2405 – Diesel Fuel – Based on projected rates and mileage. Mileage is projected to be reduced through scheduling and Covid-19 measures.	(\$248,747)
3.	3402 – Operating Contract – Based on Para Bus agreement for 2021 and expected demand. Para Bus revenue hours for 2021 are projected to be at 85% of 2019 levels.	(\$50,161)
4.	3476 – Taxi Contracts – Based on projected demand.	(\$34,878)
5.	7001 – Vehicle & Equipment Usage Fee - To reflect change in usage fee rates and number of buses.	(\$78,320)
6.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$804,162
7.	0801 – Cash Fares – January to April projected at current levels of 50% of historical, May to August at 60% of historical levels and September to December at 100% of historical levels.	(\$229,436)
8.	0802 – Adult Passes – January to April projected at current levels of 50% of historical, May to August at 66% of historical and September to December at 100% of historical levels.	(\$79,763)
9.	0803 – Student Passes – January to August projected at current levels of 30% of historical and September through December at 100% of historical.	(\$55,723)
10.	0804 – Reduced Passes – January to August at current levels of 70% of historical sales and September to December at 100% of historical levels.	(\$56,037)
11.	0806 – Multiple Fare Cards – January to April projected at current levels of 50% of historical, May to August at 66% of historical and September to December at 100% of historical.	(\$97,370)
12.	0807 – Contracted Services – Projected to be 25% for Canadore and 20% for Nipissing of 2019 historical revenue and from September to December 90% of historical revenue.	(\$514,627)
13.	0809 – Student Term Passes – This type of pass is no longer offered. Students requiring a student pass for one term will purchase four monthly passes.	(\$54,045)
14.	0810 – Single Trip Pass – January to April projected at current levels of 60% of historical, May to August at 66% of historical and September to December at 100% of historical.	(\$16,693)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *TRANSIT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	1,833,174	1,645,294	2,114,362	2,067,756	(46,606)	-2.20 %
1002 TEMPORARY SALARIES	94,235	42,177	93,038	84,029	(9,009)	-9.68 %
1003 SHIFT PREMIUM	40,385	28,562	44,900	36,000	(8,900)	-19.82 %
1010 MODIFIED/ACCOMMODATED	165,058	67,720	0	0	0	0.00 %
1101 OVERTIME FULLTIME	109,452	34,526	84,000	70,000	(14,000)	-16.67 %
1102 OVERTIME PART TIME	1,073	0	0	0	0	0.00 %
1110 OVERTIME MODIFIED/ACCOMMODATED	3,818	1,164	0	0	0	0.00 %
1202 VACATION	160,550	143,210	170,250	164,655	(5,595)	-3.29 %
1203 COMPASSIONATE LEAVE	2,492	0	4,000	0	(4,000)	-100.00 %
1204 STATUTORY HOLIDAYS	101,899	52,092	41,477	54,154	12,677	30.56 %
1207 SICK LEAVE	114,356	76,933	64,974	64,518	(456)	-0.70 %
1299 OTHER LABOUR COSTS	174,205	133,540	175,800	175,800	0	0.00 %
1301 WSIB LEAVE	(10,601)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	11,571	1,020	16,000	9,000	(7,000)	-43.75 %
1801 FRINGE BENEFITS-FULLTIME	847,564	715,514	896,566	880,218	(16,348)	-1.82 %
1802 FRINGE BENEFITS-PARTTIME	13,280	4,842	12,273	9,602	(2,671)	-21.76 %
<b>PERSONNEL TOTAL</b>	<b>3,662,511</b>	<b>2,946,594</b>	<b>3,717,640</b>	<b>3,615,732</b>	<b>(101,908)</b>	<b>-2.74 %</b>
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	579	145	2,250	2,500	250	11.11 %
2401 GAS FUEL	1,014	724	908	1,003	95	10.46 %
2405 DIESEL FUEL	798,385	389,919	795,163	546,416	(248,747)	-31.28 %
2425 REPAIR PARTS	45,393	24,823	40,000	34,000	(6,000)	-15.00 %
2499 MISC FLEET SUPPLIES	8,623	6,868	6,250	8,000	1,750	28.00 %
2601 OFFICE SUPPLIES	2,588	1,781	2,400	2,550	150	6.25 %
2650 CLOTHING / UNIFORM	22,312	2,671	30,000	31,500	1,500	5.00 %
2655 SAFETY SUPPLIES	279	113	500	500	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	4,739	1,791	9,030	7,740	(1,290)	-14.29 %
2699 MISC GENERAL SUPPLIES	1,579	158	1,000	1,000	0	0.00 %
2701 HYDRO	14,477	13,267	17,148	16,041	(1,107)	-6.46 %
2705 NATURAL GAS	5,192	3,390	6,193	5,551	(642)	-10.37 %
2715 WATER	23,165	18,881	22,990	24,730	1,740	7.57 %
2720 MUNICIPAL TAXES	41,637	41,789	43,302	43,461	159	0.37 %
2935 FARE HANDLING SUPPLIES	13,480	3,735	15,000	10,000	(5,000)	-33.33 %
2999 MISCELLANEOUS SUPPLIES	0	24	0	0	0	0.00 %
3001 POSTAGE	455	244	450	400	(50)	-11.11 %
3010 TELEPHONE	12,006	9,247	12,525	12,700	175	1.40 %
3035 MILEAGE	149	0	300	300	0	0.00 %
3045 CONFERENCE & SEMINARS	2,069	0	3,000	1,500	(1,500)	-50.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): *Infrastructure and Operations*

Division(s): *TRANSIT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	7,841	7,342	11,150	13,225	2,075	18.61 %
3070 TRAINING COURSES - OUT	677	0	5,000	1,500	(3,500)	-70.00 %
3075 TRAINING COURSES- IN	353	52	750	750	0	0.00 %
3080 ADVERTISING & PROMOTION	1,729	3,832	7,500	7,500	0	0.00 %
3105 LEGAL FEES	55	0	0	0	0	0.00 %
3199 MISC PROFESSIONAL FEES	97	0	0	0	0	0.00 %
3305 BUILDING MAINTENANCE	20,655	8,670	17,500	17,500	0	0.00 %
3315 VEHICLE MAINTENANCE	73,274	43,868	60,000	51,000	(9,000)	-15.00 %
3340 SOFTWARE MAINTENANCE	1,646	3,387	17,442	30,442	13,000	74.53 %
3402 OPERATING CONTRACT	560,742	309,886	538,556	488,395	(50,161)	-9.31 %
3460 BRINKS COURIER	1,088	402	1,000	1,000	0	0.00 %
3476 TAXI CONTRACTS	48,031	18,639	56,750	21,872	(34,878)	-61.46 %
3480 CLEANING CONTRACT	53,876	43,716	56,680	57,600	920	1.62 %
3601 INSURANCE PREMIUMS	13,767	14,099	15,090	15,264	174	1.15 %
GOODS & SERVICES TOTAL	1,781,952	973,463	1,795,827	1,455,940	(339,887)	-18.93 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	1,551	2,800	5,000	2,200	78.57 %
4110 CASH OVER / SHORT	3	68	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	3	1,619	2,800	5,000	2,200	78.57 %
CAPITAL/RESERVE TRANSACTIONS						
5005 BUILDINGS	0	871	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	871	0	0	0	0.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	2,548,932	2,077,922	2,490,766	2,412,446	(78,320)	-3.14 %
7010 ADMINISTRATON & OVERHEAD	111,309	103,711	113,139	116,049	2,910	2.57 %
7015 BUILDING MAINTENANCE OPER	35,602	33,257	36,193	36,636	443	1.22 %
7035 WASH BAY MAINTENANCE	48,198	25,000	50,000	50,000	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	11,129	17,907	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	2,755,170	2,257,797	2,690,098	2,615,131	(74,967)	-2.79 %
EXPENSE TOTAL	8,199,636	6,180,344	8,206,365	7,691,803	(514,562)	-6.27 %
REVENUE						
0470 TSF FROM RESERVE FUND	510,000	1,401,698	490,000	1,294,162	804,162	164.11 %
0472 REIMB - CUPE BENEFITS	693	297	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,542	796	0	0	0	0.00 %
0479 REIMBURSEMENTS	0	3,528	0	0	0	0.00 %
0480 SUNDRY REVENUE	325	159	0	200	200	100.00 %
0801 CASH FARES	754,969	321,171	747,932	518,496	(229,436)	-30.68 %
0802 ADULT PASSES	325,894	150,772	315,716	235,953	(79,763)	-25.26 %
0803 STUDENT PASSES	108,421	38,072	105,000	49,277	(55,723)	-53.07 %
0804 REDUCED PASSES	266,193	137,884	267,885	211,848	(56,037)	-20.92 %



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Infrastructure and Operations

Division(s): TRANSIT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
0805 DAY PASSES	10,645	4,477	11,094	6,963	(4,131)	-37.24 %
0806 MULTIPLE FARE CARDS	387,006	187,377	375,963	278,593	(97,370)	-25.90 %
0807 CONTRACTED SERVICES	1,178,302	612,000	1,188,997	674,370	(514,627)	-43.28 %
0808 TRANSIT CHARTERS	4,400	668	4,600	2,000	(2,600)	-56.52 %
0809 STUDENT TERM PASS	38,870	0	54,045	0	(54,045)	-100.00 %
0810 SINGLE TRIP PASS	78,345	39,967	76,163	59,470	(16,693)	-21.92 %
0811 AGREEMENTS	2,660	0	0	0	0	0.00 %
0819 TRANSIT PASS PHOTO	13,140	6,209	12,462	7,446	(5,016)	-40.25 %
0890 ATM REVENUE	1,876	662	1,737	1,000	(737)	-42.43 %
0919 VENDING MACHINE SALES	5,432	1,735	4,746	2,000	(2,746)	-57.86 %
0975 SIGN ADVERTISING	13,000	25,000	25,000	25,000	0	0.00 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	840	0	0	0	0	0.00 %
REVENUE TOTAL	3,702,553	2,932,472	3,681,340	3,366,778	(314,562)	-8.54 %
<b>GRAND TOTAL:</b>	<b>4,497,083</b>	<b>3,247,872</b>	<b>4,525,025</b>	<b>4,325,025</b>	<b>(200,000)</b>	<b>-4.42 %</b>

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## Activity Summary Overview – 2021 Budget

### Works Department Administration

#### **Works Administration**

Overseeing the operations, construction, and/or development of the City's infrastructure including: bridges, roads, and associated structures. The Public Works Department is committed to meeting the needs of the community while ensuring sustainability of services.

#### Positions:

	<b>2020 FTE</b>	<b>2021 FTE</b>
City Engineer	0.20	0.00
Director of Public Works	0.50	0.50
Dispatcher	3.00	3.00
Administrative Supervisor Public Works	0.50	0.50
Administrative Assistant	0.50	0.50
Part-time Dispatchers	0.56	0.56
Signal Technician	0.40	0.40
<b>Totals</b>	<b>5.66</b>	<b>5.46</b>



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**Notable Adjustments - 2021 Operating Budget**

**Works Department Administration**

<b>Item #</b>	<b>Description</b>	<b>Dollar Amount</b>
1.	1001 – 1802 – Personnel Costs – Anticipated contractual salary and benefits. Offset with reallocation of City Engineer FTE.	(\$45,663)

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

WORKS DEPT ADMINISTRATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>PERSONNEL</b>						
1001 REGULAR SALARIES	375,868	365,451	388,013	356,905	(31,108)	-8.02 %
1002 TEMPORARY SALARIES	24,564	25,124	34,580	34,813	233	0.67 %
1003 SHIFT PREMIUM	4,064	3,601	4,782	4,782	0	0.00 %
1004 OTHER/STANDBY	1,872	463	0	0	0	0.00 %
1010 MODIFIED/ACCOMMODATED	19,286	6,715	0	0	0	0.00 %
1101 OVERTIME FULLTIME	24,718	11,488	7,521	7,626	105	1.40 %
1102 OVERTIME PART TIME	206	331	0	0	0	0.00 %
1202 VACATION	22,386	1,708	1,323	1,333	10	0.76 %
1204 STATUTORY HOLIDAYS	2,189	1,715	0	0	0	0.00 %
1207 SICK LEAVE	13,611	309	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	91	0	0	0	0	0.00 %
1301 WSIB LEAVE	(14,770)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	199	45	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	102	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	122,444	103,974	114,573	100,234	(14,339)	-12.52 %
1802 FRINGE BENEFITS-PARTTIME	6,964	5,402	7,055	6,491	(564)	-7.99 %
<b>PERSONNEL TOTAL</b>	<b>603,794</b>	<b>526,326</b>	<b>557,847</b>	<b>512,184</b>	<b>(45,663)</b>	<b>-8.19 %</b>
<b>GOODS &amp; SERVICES</b>						
2099 MISC. MATERIALS	724	213	500	500	0	0.00 %
2601 OFFICE SUPPLIES	15,302	15,201	16,500	17,000	500	3.03 %
2615 JANITORIAL SUPPLIES	1,752	2,138	600	2,000	1,400	233.33 %
2625 BUILDING MAINT SUPPLIES	294	0	0	0	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	246	286	500	500	0	0.00 %
2650 CLOTHING / UNIFORM	0	117	0	0	0	0.00 %
2701 HYDRO	93,720	74,923	108,232	102,363	(5,869)	-5.42 %
2705 NATURAL GAS	76,416	42,821	75,384	81,700	6,316	8.38 %
2715 WATER	10,500	8,817	11,048	11,209	161	1.46 %
3001 POSTAGE	963	594	800	500	(300)	-37.50 %
3005 COURIER & DELIVERY	2,315	1,340	2,200	2,200	0	0.00 %
3010 TELEPHONE	31,443	25,096	35,600	35,600	0	0.00 %
3015 FAX	798	624	670	670	0	0.00 %
3030 TRAVEL	3,677	0	3,500	3,500	0	0.00 %
3035 MILEAGE	3,215	1,961	4,800	4,000	(800)	-16.67 %
3045 CONFERENCE & SEMINARS	737	506	3,500	3,000	(500)	-14.29 %
3055 MEETING COSTS	496	237	500	500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,170	1,821	3,500	3,000	(500)	-14.29 %
3070 TRAINING COURSES - OUT	1,578	0	3,500	3,500	0	0.00 %
3080 ADVERTISING & PROMOTION	0	0	500	500	0	0.00 %
3301 RADIO MAINTENANCE	5,697	6,782	8,250	8,250	0	0.00 %

# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s):

Infrastructure and Operations

Division(s):

WORKS DEPT ADMINISTRATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
3305 BUILDING MAINTENANCE	125,227	100,000	135,000	135,000	0	0.00 %
3401 STREET GARBAGE CONTRACT	5,439	4,572	4,200	5,000	800	19.05 %
3425 CONSTRUCTION CONTRACT	291	1,310	1,000	1,000	0	0.00 %
3430 MAINTENANCE CONTRACT	3,899	1,378	4,500	4,500	0	0.00 %
3480 CLEANING CONTRACT	58,646	45,744	61,473	63,931	2,458	4.00 %
GOODS & SERVICES TOTAL	445,545	336,481	486,257	489,923	3,666	0.75 %
FINANCIAL EXPENSES						
4110 CASH OVER / SHORT	0	100	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	100	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	0	1,062	0	0	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	2,465	1,785	2,000	2,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,465	2,847	2,000	2,000	0	0.00 %
EXPENSE TOTAL	1,051,804	865,754	1,046,104	1,004,107	(41,997)	-4.01 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	36,904	37,642	37,642	38,395	753	2.00 %
7910 INTERNAL OVERHEAD REVENUE	178,329	166,207	181,317	185,819	4,502	2.48 %
REVENUE TOTAL	215,233	203,849	218,959	224,214	5,255	2.40 %
<b>GRAND TOTAL:</b>	<b>836,571</b>	<b>661,905</b>	<b>827,145</b>	<b>779,893</b>	<b>(47,252)</b>	<b>-5.71 %</b>



# **SERVICE PARTNERS**

# **2021 OPERATING BUDGET**



# Business Unit Summary

Budget Year: 2021

YTD End Date: November 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>Service Partners</b>						
INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00 %
SERVICE PARTNERS	39,774,540	40,755,261	41,601,160	42,726,881	1,125,721	2.71 %
<b>Total:</b>	<b>40,164,540</b>	<b>40,895,261</b>	<b>41,741,160</b>	<b>42,866,881</b>	<b>1,125,721</b>	<b>2.70 %</b>
<b>Grand Total:</b>	<b>40,164,540</b>	<b>40,895,261</b>	<b>41,741,160</b>	<b>42,866,881</b>	<b>1,125,721</b>	<b>2.70 %</b>

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## Activity Summary Overview – 2021 Budget

### Service Partners

Service Partners include the statutory Agencies, Boards and Commissions as defined within various legislation as well as other community partners in agreement with the City for delivery of community services.

An estimated 2% increase has been included for those Service Partners, where 2021 Operating Budgets have yet to be received. There is risk that realized numbers may vary.



# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Service Partners

Division(s): SERVICE PARTNERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
<b>SERVICE PARTNERS</b>						
6051 NORTH BAY POLICE FORCE	19,616,120	20,550,548	20,550,548	21,306,520	755,972	3.68 %
6055 DSSAB	12,043,715	11,444,290	12,572,413	12,734,373	161,960	1.29 %
6058 DISTRICT HEALTH UNIT	1,630,616	1,569,468	1,793,678	1,889,143	95,465	5.32 %
6059 CASSELLHOLME	2,570,877	2,447,434	2,648,003	2,700,963	52,960	2.00 %
6065 PUBLIC LIBRARY	2,365,444	2,493,433	2,493,433	2,560,008	66,575	2.67 %
6067 CONSERVATION AUTHORITY	485,210	421,733	428,278	425,950	(2,328)	-0.54 %
6068 CAPITOL CENTRE	409,872	411,626	449,068	458,049	8,981	2.00 %
6069 CENTENNIAL POOL	0	173,725	0	0	0	0.00 %
6070 GOLDEN AGE CLUB	19,155	9,155	19,538	19,538	0	0.00 %
6080 ONT.PROPERTY ASSESSMENT	633,530	632,337	646,201	632,337	(13,864)	-2.15 %
6083 DIA	136,925	140,392	0	0	0	0.00 %
6090 JACK GARLAND AIRPORT	0	600,000	0	0	0	0.00 %
<b>SERVICE PARTNERS TOTAL</b>	<b>39,911,464</b>	<b>40,894,141</b>	<b>41,601,160</b>	<b>42,726,881</b>	<b>1,125,721</b>	<b>2.71 %</b>
<b>EXPENSE TOTAL</b>	<b>39,911,464</b>	<b>40,894,141</b>	<b>41,601,160</b>	<b>42,726,881</b>	<b>1,125,721</b>	<b>2.71 %</b>
<b>REVENUE</b>						
0105 TAXATION	136,925	138,880	0	0	0	0.00 %
7940 SAFE RESTART FUNDING	0	950,066	0	0	0	0.00 %
<b>REVENUE TOTAL</b>	<b>136,925</b>	<b>1,088,946</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00 %</b>
<b>GRAND TOTAL:</b>	<b>39,774,539</b>	<b>39,805,195</b>	<b>41,601,160</b>	<b>42,726,881</b>	<b>1,125,721</b>	<b>2.71 %</b>

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## **Activity Summary Overview – 2021 Budget**

### **Invest North Bay Development Corporation**

Like many municipalities, the City of North Bay (City) has incorporated a development corporation called Invest North Bay Development Corporation (Invest North Bay). Invest North Bay promotes community economic development through the participation of local business leaders working with the municipality to assist in attracting new businesses to the City and supporting the entrepreneurial start-up ecosystem to achieve new job creation.

Local business leaders sit on the Board of Directors with the Mayor and two (2) City Councillors and the CAO also sitting as Directors. In addition to the core municipal duties of the position, the Director of Community Development & Growth undertakes the Executive Director duties for Invest North Bay.

Invest North Bay provides a formal platform for community driven economic development initiatives where local business leaders can offer their expertise, experience, ideas, advocacy and business leads. The role of Invest North Bay complements the City's Economic Development Department's role, which is highlighted under that budget section.

Invest North Bay works with partners including federal and provincial governments, community agencies, educational institutions, economic ecosystem agencies and business to maximize economic development opportunities in the community. In part, it does this by providing funding from its annual operating budget to augment local community economic development initiatives.

Larger initiatives like the funding for the Growth Community Improvement Plan (GCIP) was made possible through the advocacy of Invest North Bay for additional City funding to incentivize growth. This is an example of the business community identifying the need for more stimulus for growth and Invest North Bay then advocating for it, City Council responding by creating a budget for it and the Economic Development Department and Planning Departments implementing the budgeted incentives.

Invest North Bay reports on these initiatives and the financial statement annually at its AGM and to City Council.





# Executive Report

Budget Year: 2021; YTD End Date: November 2020

Department(s): Service Partners

Division(s): INVEST NORTH BAY DEVELOPMENT CORPORATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Council Review	Variance	Variance %
CAPITAL/RESERVE TRANSACTIONS						
5115 TRANSFER TO RESERVE FUND	250,000	0	0	0	0	0.00 %
5150 AGREEMENTS	493,716	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	743,716	0	0	0	0	0.00 %
SERVICE PARTNERS						
6075 INVEST NORTH BAY	140,000	140,000	140,000	140,000	0	0.00 %
SERVICE PARTNERS TOTAL	140,000	140,000	140,000	140,000	0	0.00 %
EXPENSE TOTAL	883,716	140,000	140,000	140,000	0	0.00 %
REVENUE						
0470 TSF FROM RESERVE FUND	493,716	0	0	0	0	0.00 %
REVENUE TOTAL	493,716	0	0	0	0	0.00 %
<b>GRAND TOTAL:</b>	<b>390,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>0</b>	<b>0.00 %</b>



# 2021

# SERVICE LEVEL CHANGES

## Service Level Reduction / Increase 2021

**Description/Title:** Firefighters

**Service Enhancement or Reduction:** Enhancement

**Public:** X **In Camera:**   

**Service Area/Business Unit:** Community Services **Department:** Fire & Emergency Services

**Costing Center #:** 001-5601-471-1001

**Budget Impacted:** Municipal Levy X Building Permit    Reserve    Other    Water    Sewer   

**Detail:**

Fire and Emergency Services (NBFES) experienced extreme staffing pressures in 2020 due to staff reductions because of WSIB claims, contractual vacation entitlements, and sick time usage.

NBFES is requesting to temporarily go above the compliment of 56 firefighters to 58 firefighters. Currently we have 2 members that have been on long term WSIB leave and we do not foresee them being able to return to NBFES. Both of these firefighters have exceeded 5 years and as such WSIB now pays the firefighters directly; NBFES is only responsible for their top-up, which we are contractually responsible for at a total cost of approximately \$52,000 annually. These firefighters will reach the 6 year WSIB lock-in eligibility in June and September of 2021. If WSIB locks in these 2 positions, there will no longer be any contractual obligation and NBFES would have 2 vacancies.

For 2021, NBFES will be filling 4 vacancies. NBFES proposes to immediately hire 2 additional firefighters for the two WSIB positions. By having these new hires trained and ready to serve as firefighters we anticipate that this will significantly reduce the overtime costs incurred by the fire department. The goal is to achieve savings for the municipality.

It is a considerable investment to recruit and train a new firefighter. As NBFES will already be training 4 recruits, we would see further savings by simultaneously hiring and training the required future 2 recruits.

The cost below represents the cost of 2 Probation Firefighter's salaries and benefits.

**Link to Strategic Plan:** Responsible and Responsive Government through promoting quality customer service as a practice, and ensuring continuous improvement of governance and administration.

<b><u>Current Year Budget Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Expense	\$109,159		
(Revenue)			
Net Cost (Savings)			
<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Temporary over complement	2.0 FTE		
<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

**Capital Requirements (if applicable):**

## Service Level Reduction / Increase 2021

**Description/Title:** Public Art Advisory Committee Request for Funding

**Service Enhancement or Reduction:** Enhancement

**Public:**  **In Camera:**

**Service Area/Business Unit:** Community Services

**Department:** Arts, Culture, Recreation & Leisure Services

**Costing Center:** 001-5829-861-3930

**Budget Impacted:** Municipal Levy  Building Permit  Reserve  Other  Water  Sewer

**Detail:** The Public Art Advisory Committee (PAAC) was created by Council in 2019 to assist Council with the development of a CNB Public Arts Policy and to provide expert community input on public art policies, projects and procedures. The Committee currently is in the final drafting stages of a public arts policy for Council's review.

PAAC is requesting that Council consider an annual budget allotment of \$15,000 to advance public arts projects in the City.

**Link to Strategic Plan:** "Spirited Safe Community" – Promote and encourage Arts and Culture as a cornerstone of a dynamic community

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$15,000		
(Revenue)			
Net Cost (Savings)			

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
N/A			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

**Capital Requirements (if applicable):**

## Service Level Reduction / Increase 2021

**Description/Title:** Property Standards Officer - Vacant Building By-law / Property Standards

**Service Enhancement or Reduction:** Enhancement

**Public:** X **In Camera:**    

**Service Area/Business Unit:** Community Services **Department:** Building Services

**Costing Center #:** 001-5003-474-1001

**Budget Impacted:** **Municipal Levy** X **Building Permit**     **Reserve**     **Other Water**     **Sewer**    

**Detail:**

Proposed change is for an additional resource (staff member) to be added to the Planning & Building Services Department to deal specifically with property standards, vacant & derelict buildings.

Currently Building Inspectors complete Property Standards work within 10% of their job duties. This would see the creation of one position that is specifically focused on property standards. It would also see the creation of a Vacant Building By-law to support the renovation/rehabilitation/removal of derelict buildings. The position would focus on both enforcement and education/outreach.

The 10% Property Standards allocation on existing Building Inspectors would be reallocated back to the Building Services Department to focus on existing requirements and growth pressures. Note: Building Services is a zero cost center and all surplus and deficits flow through the Building Reserve Fund.

**Link to Strategic Plan:** - Maintain infrastructure across the city in a good state of repair

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>Expense</b>			
- new Property Standards Officer (\$90,083 annualized for 8 months)	\$60,055		
- 10% inspectors back to Building Services 8 months(funded by the Building Reserve)	(53,224)		
- Additional Goods, Services, Training, etc...(\$25K annualized for 8 months)	\$16,667		
<b>(Revenue)</b>			
<b>Net Cost /(Savings)</b>	<b>\$23,498</b>		

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
	1		

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>Year / Expense</b>			
- Full 12 months	\$90,083 \$25,000		
<b>Year / Revenue</b>			
<b>Net Cost (Savings)</b>	<b>\$115,083</b>		

**Capital Requirements (if applicable):**

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## Service Level Reduction / Increase Template 2021

**Description/Title:** Purchase of New Electronic/Digital Signature & Document Workflow Software

**Service Enhancement or Reduction:** Enhancement

**Public:** X **In Camera:** \_\_\_\_

**Service Area/Business Unit:** Corporate Services **Department:** Information Systems

**Costing Center #:** 001-1401-451-3340

**Budget Impacted:** Municipal Levy X Building Permit Reserve Other Water Sewer

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### Detail:

Currently, documents needing approval and signatures are printed and physically passed around to collect all signatures. Items are placed in inter-office mail, delivered in person and sometimes left in a person's 'inbox' letter tray in their office. This can cause delays and doesn't record any type of historical data such as where the document currently is and who has already signed it (and when).

Electronic signature is a broad term referring to any electronic process that indicates acceptance of an agreement or a record. An electronic signature is a way to get consent or approval on electronic documents or forms. It can replace a handwritten signature in virtually any process.

Electronic signatures allow a much faster turnaround and record of events to keep track of a document's progress and status through the approval process. Rather than printing, signing, scanning/sending or delivering to the next person to repeat the process, everyone can sign off on a document using electronic signatures in seconds.

Many electronic signature software solutions include a document workflow module for creating workflows that fit our specific business requirements. These workflows can automatically forward the document to the next person for signature and create timestamps to record events such as when it was sent, if it was approved, who signed it, and when it was signed. Multiple templates may be created for different workflows.

An example of a simple template could be Manager – Director – CAO. The Manager creates the document and assigns it to the correct workflow. The software sends a notification to the Director to sign the document. The Director electronically signs it and the software then notifies the CAO to do the same.

A document can be rejected by any signing authority and the original author is notified. A signer can also be replaced without restarting the process in the event of an absence or change in signing authority. A description of the reason for rejecting the document can be included as well to help the author correct the document. Some solutions allow real-time, instant notifications to alert someone the moment a document is opened and signed.

Workflows also create easy-to-follow experiences for staff and process steps can be followed consistently every time. Senders using a workflow template are guided through the send process with custom instructions and fields, making the send process easier to use and less prone to errors.

The Corporation would benefit from implementing an electronic signature and workflow software package in several ways. Electronic signatures and workflows provide a more efficient means of document approval particularly when staff work in different offices, buildings and even from home. Printing costs such as paper, toner and printer/copier maintenance can be reduced when using a paperless solution such as e-signatures. An e-signature solution also keeps track of where the document is in the process and eliminates the need to manually track the progress of acceptance and automates a currently physical process.

This expense is based on our estimate and may need to be adjusted based on the software selected. Licensing for this type of solution is typically a per user/per year model and will need to be renewed annually.

**Link to Strategic Plan:**

‘Natural, North & Near’ (page 8) – ‘Invest in technology and work practices to reduce the city’s energy consumption’.

‘Affordable Balanced Growth’ (page 10) – ‘Explore opportunities to reduce the costs of government service delivery, including shared services and new technologies’.

‘Responsible & Responsive Government’ (page 12) – ‘Ensure the City is prepared in the event of a Community Emergency’.

‘Responsible & Responsive Government’ (page 12) – ‘Ensure continuous improvement of governance and administration’.

‘Responsible & Responsive Government’ (page 12) – ‘Work with partners and stakeholders to identify and find solutions to streamline processes and remove barriers’.

<b><u>Current Year Budget Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b>Expense</b>	<b>\$50,000</b>		
<b>(Revenue)</b>			
<b>Net Cost (Savings)</b>	<b>\$50,000</b>		

<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b><u>N/A</u></b>			

<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b>Year / Expense</b>	<b>\$0</b>		
<b>Year / Revenue</b>			
<b>Net Cost (Savings)</b>			

**Capital Requirements (if applicable):**

## Service Level Reduction / Increase Template 2019

**Description/Title:** Interest Relief via Rate Change

**Service Enhancement or Reduction:** Enhancement

**Public:**  **In Camera:**

**Service Area/Business Unit** General Government

**Department:** Financial Expenses

**Costing Center #:** 001-0702

**Budget Impacted:** Municipal Levy  Building Permit  Reserve  Other  Water  Sewer

**Detail:**

The COVID - 19 pandemic has created an unprecedented environment of economic uncertainty that has directly and immediately impacted residents and businesses. In 2020, Council approved an interest waiver period that ended November 1, 2020. Currently interest is charged for past due accounts at a monthly rate of 1.25% or 15% per annum. This Service Level Change proposes 3 interest relief options with Option 'A' being recommended.

Option A interest reduced to 1% monthly (12% per annum) – Estimated revenue loss of \$180,648

Option B interest reduced to .83% monthly (10% per annum) – Estimated revenue loss of \$301,080

Option C interest reduced to .58% monthly (7% per annum) – Estimated revenue loss of \$481,728

Option A would see interest rates reduced from 1.25% monthly to 1%. This would be in effect for the full 2021 year and be again reviewed for 2022 in the budget process if COVID-19 extends into further years.

The 15% per annum rate is to encourage timely payment from customers. If the rate is set too low, it encourages customers (residential as well as commercial) to delay payment to the Municipality as they deploy their funds elsewhere. If all customers did this the Municipality would not take in sufficient revenue to continually meet our obligations. Conversely, a high penalty interest rate hurts customers who are financially vulnerable and who fall behind on their payments.

**Link to Strategic Plan:** \_\_\_\_\_

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>Expense</b>			
<b>(Revenue) – Option A</b>	\$180,648		
<b>Net Cost (Savings)</b>	<b>\$180,648</b>		

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>N/A</b>			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>Year / Expense</b>	\$0		
<b>Year / Revenue</b>			
<b>Net Cost (Savings)</b>			

**Capital Requirements (if applicable):**



## Service Level Reduction / Increase Template 2021

**Description/Title:** Backyard Composting Unit Subsidization Program

**Service Enhancement or Reduction:** Enhancement

**Public:**  **In Camera:**

**Service Area/Business Unit** Environmental Services **Department:** Public Works

**Costing Center #:** 001-4320

**Budget Impacted:** **Municipal Levy**  **Building Permit**  **Reserve**  **Other**  **Water**  **Sewer**

**Detail:**

In the early 1990s, the City of North Bay sold approximately 8000 backyard composting units. This program was partially subsidized by the Ministry of the Environment. This subsidization program ended a few years later and residents became financially responsible for the full cost of purchasing a composting unit. A municipal backyard composting program is considered a best practice with the Province's Resource Productivity and Recovery Authority and could increase the amount of money we receive under the Blue Box Datacall submission the City completes each year. The province has also passed legislation, which deems it necessary for some municipalities to implement organic collection programs. For those municipalities that do not meet the threshold for a collection program, they will be legislated to have some form of backyard composting program. This legislation will not come into effect for a few years. Backyard composters are very popular with avid gardeners and those that want to reduce their waste going to the landfill. Backyard composting programs have little effect on landfill methane generation projects.

It is recommended the City subsidize each composter sold by \$10.00 up to a limit of 200 units sold in the first year.

This service level change would have the City purchase a bulk shipment of back yard composters and sell them at a subsidized rate at the hazardous waste depot or another City facility.

Cost – based on 200 units at \$50.00 a unit	
Cost – Composting units - \$10,000,00	
Advertising	\$ 2,000.00
Revenue – sale of units	<u>(\$ 8,000.00)</u> (minus \$10.00 subsidy)
Total Cost	\$ 4,000.00

The method would be the least costly for the resident as the City would be able to purchase the units at a bulk rate, which could be as much as 30% cheaper than purchasing from a retail outlet. Also from an education perspective, residents would be provided with educational material and staff would be on hand to answer questions while the resident picks up their composter.

**Link to Strategic Plan:** Natural, North, Near

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<b>Expense</b>	<b>\$12,000</b>		
<b>(Revenue)</b>	<b>(\$8,000)</b>		
<b>Net Cost (Savings)</b>	<b>\$4,000</b>		

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<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b><u>N/A</u></b>			

<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b>Year / Expense</b>			
<b>Year / Revenue</b>			
<b>Net Cost (Savings)</b>			

**Capital Requirements (if applicable):**

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## Service Level Reduction / Increase Template 2021

**Description/Title:** Clean Green Beautiful

**Service Enhancement or Reduction:** Enhancement

**Public:**  In Camera:

**Service Area/Business Unit:** Infrastructure and Operations **Department:** Environmental Services

**Costing Center #:** 001-4301

**Budget Impacted:**  Municipal Levy  Building Permit  Reserve  Other  Water  Sewer

**Detail:**

Clean Green Beautiful (CGB) North Bay is a grassroots organization which was started in 2019 by a group of concerned North Bay citizens. They are focused on raising civic pride and enhancing the beauty of our City. They have lead initiatives such as neighbourhood litter clean-ups, tree planting and a community orchard.

Clean Green Beautiful had significant community support with engagement of up to 10,000 residents. Businesses across our City participated as well. CGB is now looking to expand for 2021 with the hiring of an intern and focusing on additional programs which will continue to enhance the beauty of our City.

This service level change would provide a funding contribution of \$10,000 to Clean Green Beautiful North Bay to continue their work.

**Link to Strategic Plan:** Natural North and Near

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$10,000		
(Revenue)			
Net Cost (Savings)			

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
N/A			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense	\$10,000		
Year / Revenue			
Net Cost (Savings)			

**Capital Requirements (if applicable):** N/A

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## Service Level Reduction / Increase Template 2021

**Description/Title:** Fall Leaf and Yard Waste Program

**Service Enhancement or Reduction:** Enhancement

**Public:**  **In Camera:**

**Service Area/Business Unit:** Infrastructure and Operations

**Department:** Environmental Services

**Costing Center #:** 001-4328

**Budget Impacted:** Municipal Levy  Building Permit  Reserve  Other  Water  Sewer

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### Detail:

This service level enhancement would see the implementation of a fall leaf collection program.

Currently leaf and yard waste can be dropped off at the organics depot on Patton Street free of charge. The organics are collected at the depot and transported to the landfill where they are composted and eventually sold.

Often residents put their leaf and yard waste out to the road with their garbage out of convenience. Unfortunately, if leaf and yard waste is put out at the curb it is included in the “3 free bag allotment” per week and it is landfilled rather than diverted to the organics depot.

This service level change would be a three week Unlimited Fall Leaf Collection Program for all households in North Bay. The three weeks would be determined by City staff and provided to Miller Waste (likely late October or early November). Leaves from households will be required to be placed in paper bags or corrugated cardboard boxes as the material must be compostable. Plastic bags will not be accepted.

This service would provide a convenient easy way for residents to get rid of their leaf and yard waste and would also ensure that it is diverted from the Merrick Landfill Site to the composting program.

The existing Miller Waste Contract does include the option for a fall leaf collection program. The total cost would be \$55,064 (plus HST) for the three week program. Residents could put the organics out on the same day as their garbage day.

Current annual compost volumes are approximately 1,000 tonnes with revenue of approximately \$10,000 per year. There is a report to council recommending an increase to the compost user fee which would increase the price from \$10/tonne to \$25/tonne. The details below include the \$25 per tonne costs. If the user fee change is not accepted the projected revenue would be reduced.

A conservative estimate of 25% increase in leaf and yard waste would add revenue of \$6,250 and an additional 250 tonnes of compost.

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**Link to Strategic Plan:** Natural North and Near

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<b><u>Current Year Budget Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Expense	\$55,064		
(Revenue)	(\$6,250)		
<b>Net Cost (Savings)</b>	\$48,814		

<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b><u>N/A</u></b>			

<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Year / Expense			
Year / Revenue			
<b>Net Cost (Savings)</b>			

**Capital Requirements (if applicable):** N/A

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## Service Level Reduction / Increase Template 2021

**Description/Title:** User Pay Garbage Collection – 2 Free Receptacles

**Service Enhancement or Reduction:** Enhancement

**Public:** x **In Camera:**   

**Service Area/Business Unit:** Infrastructure and Operations **Department:** Environmental Services

**Costing Center #:** 001-4328

**Budget Impacted:** **Municipal Levy** X **Building Permit**    **Reserve**    **Other**    **Water**    **Sewer**   

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### **Detail:**

#### Background and Current Service Level:

Currently residential users are allowed 3 free waste receptacles per week while ICI customers are allowed 12 free waste receptacles per week. Each receptacle has a weight limit of 35lbs and volume limit of 33gallons. Therefore, residents have the option to discard just over 100 lbs/100gallons of waste per week.

Council also approved a user pay system for garbage collection for 2020 which included receptacle/bag tags sold at \$1/tag and allowed residents to put out up to 4 additional tagged waste receptacles to the curb per week. The number of free receptacles, which is 3, never changed and therefore, there have been a very minimal number of tags sold (1000 YTD). This allowed for waste receptacle tags to be out in the community and begin the communication strategy to the public. Since tags were made available just over a year ago there have been no complaints or issues with the waste receptacle tags from the contractor or residential users.

#### Two Free Bags for Residential Users & Ten Free Bags for ICI Users

The current contract for garbage collection with Miller Waste has the provision for a partial User Pay Collection Program. Contractor costs to the City would not change however additional revenue would be realized through the already existing bag tag system. This service change would see the reduction from 3 free waste receptacles to 2 free waste receptacles per week. The increased annual cost to a household would be dependent on the number of waste receptacles put out each week. Currently households put out approximately 1.5 receptacles per week. This means that most households would not require purchasing additional tags. There are, however, residents who will choose to put out more than 2 receptacles out of convenience. Therefore, a conservative estimate assumed half the households will put out 3 receptacles (1 tagged) quarterly. The increased annual cost to an ICI customer would also depend on how many receptacles they put out per week. Currently ICI customers are putting out an average of 9 per week. As a conservative estimate we have assumed half the ICI customers will put out an additional 2 receptacles (tagged) quarterly.

This service level change also includes the cost of a receptacle (bag) tag to go from \$1/bag to \$2/bag. The cost of recycling and garbage collection has gone up in the past year due to a renewal of the existing contract with Miller Waste. Also, the cost of \$2/tag is more in line with other Northern communities which do have partial User Pay systems including Sudbury, Thunder Bay, Sault. Ste. Marie.

If half of the residential households put out one additional bag 4 times per year the additional revenue would be \$75,284. There are an estimated 1,000 ICI customers that are currently entitled to put out 12 bags per week for garbage pickup. Their new free bag allotment would be 10 bags per week. If half the ICI customers put out 12 bags 4 times per year the additional revenue would be \$8,000. Therefore, total increased revenue of \$83,284.

This is a small revenue stream; however, the largest change is that this will encourage customers to recycle. The City of North Bay has completed garbage audits in the past and residential waste arriving at the landfill contains 30-40% recyclable items which are unnecessarily filling our landfill. The Merrick Landfill Site is a multi-million dollar City asset and space in the landfill is extremely valuable.

Typically when a full user pay system is put in place the amount of recyclables goes up by approx. 20-30%. As this is a partial user pay system, a cost estimate for increase in recyclables of 10% was estimated and would increase costs annually by \$45,000. It is expected that the annual volume of garbage will be decreased which will increase the life expectancy of the landfill. This is a significant long term cost savings but the actual amounts are difficult to calculate and have not been included in the analysis.

Each extra bag will need to be tagged and the cost of each tag is approximately \$0.07; therefore, \$3,000 of costs associated with the purchase of tags has been included.

It is critical that this service level change has a communication strategy. The communication strategy began when bag tags were rolled out in 2019. The City's environmental services department will work with the communications officer on this next phase of a partial user pay system to ensure the message to the public is clear and concise.

Note that the figures are annualized. Based on timing of budget approval, notification period and implementation, actual savings expected in 2021 would be approximately 50% of annualized numbers.

**Link to Strategic Plan:** Natural North and Near

<b><u>Current Year Budget Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b>Expense</b>	\$23,500		
<b>(Revenue)</b>	(\$41,642)		
<b>Net Cost (Savings)</b>	<b>(\$18,142)</b>		
<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b><u>N/A</u></b>			
<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
<b>Year / Expense</b>	\$47,000		
<b>Year / Revenue</b>	(\$83,284)		
<b>Net Cost (Savings)</b>	<b>(\$36,284)</b>		

**Capital Requirements (if applicable):** N/A

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## Service Level Reduction / Increase Template 2019

**Description/Title:** North Bay Jack Garland Airport Financial Operating Support

**Service Enhancement or Reduction:** Financial Operating Support

**Public:**  In Camera: \_\_\_

**Service Area/Business Unit:** Service Partners      **Department:** \_\_\_\_\_

**Costing Center #:** \_\_\_\_\_

**Budget Impacted:** Municipal Levy\_\_ Building Permit\_\_ Reserve  Other\_\_ Water\_\_ Sewer\_\_

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### Background:

Reports to Council IO 2020-12 and IO 2020-05 provide detailed background of the importance of the NBJG Airport to the City and the region. North Bay Jack Garland Airport (NBJGA) is as an important city and regional economic and community asset. It is used by local and export oriented businesses, plays an important role in transportation for critical healthcare scenarios and supports national and international strategic partnerships (Wing 22, NORAD, NATO).

Council Resolution No. 2020-218 (July 21, 2020) directed staff to identify through the 2021 Operating and Capital Budget preparation, the projected requirements for the continued operation of the North Bay Jack Garland Airport for 2021. Additionally, it directed staff to review and confirm the capital funding required so that it can continue to maintain the Airport in the 2021 Capital Budget deliberations. To date, the Airport has demonstrate prudent financial responsibility by reducing costs, applying for wage subsidy grants and implementing service level reductions in order to reduce their overall deficit. As a result, the Airport has not yet used any of the redirected capital dollars as approved in the above resolution.

The Airports 2020 projections along with the 2021 budget are attached. The Operational Subsidy requested was in the range of \$1.39 - 1.44 million. The amounts have been reduced by the 2020 operating subsidy provided through Phase 1 Safe Restart funding. As per CORP 2020-97 General Operating Variance as at September 30<sup>th</sup>, 2020 the Airport is preserving \$600,000 in their reserves in 2020 and will use these in 2021 prior to requesting funds from the City.

North Bay Jack Garland Airport will provide to the City updates at their regularly scheduled monthly meetings and through their scheduled bi-annual report their year to date and projected financial status through 2021. An annual amount of up to \$840,000 funded from the Economic Purposes reserve for the 2021 operations of the North Bay Jack Garland Airport.

It is recommended that the City approve an operating subsidy to the NBJGA Corporation of up to \$840,000 for the operation of the NBJG Airport in 2021.

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### Link to Strategic Plan:

Supporting the Airport is strategically important to the City. It is linked as follows to the City's Corporate Strategic Plan through the following priorities and objectives:

- 1) Economic Prosperity - Leverage North Bay's significant and unique assets to drive economic growth
- 2) Affordable Balanced Growth - Provide smart and cost effective services and programs to residents and businesses



- 3) Responsible and Responsive Government - Ensure the efficient and effective operations of the City with particular consideration to the impact of decisions on the property tax rate

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<b><u>Current Year Budget Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Expense	\$840,000		
Year / Revenue -	(\$840,000)		
Net Cost (Savings)	\$0		

<b><u>Full Time Equivalent (FTE) Impact:</u></b>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>

<b><u>Future Years Budget Impact</u></b> <small>(only required for phased-in Service Level changes)</small>	<b><u>Admin. Option</u></b>	<b><u>Admin. Accepted</u></b>	<b><u>Committee Recommended</u></b>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

**Capital Requirements (if applicable):**

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**North Bay Jack Garland Airport**

**2021 Budget**

	<b>2020 BUDGET</b>	<b>2020 FORECAST</b>	<b>2021 BUDGET</b>	<b>Variance BUDGET</b>	<b>Variance FORECAST</b>
<b>Operating Revenues</b>					
Aeronautical	\$1,470,500	\$748,646	\$233,000	(\$1,237,500)	(\$515,646)
Non-Aeronautical	\$971,303	\$956,860	\$494,023	(\$477,280)	(\$462,837)
CSU Revenue	\$321,100	\$288,350	\$235,850	(\$85,250)	(\$52,500)
Marketing and Development	\$76,000	\$118,094	\$0	(\$76,000)	(\$118,094)
Operational Subsidy	\$0	\$0	\$1,391,945	\$1,391,945	\$1,391,945
<b>Total Operating Revenues</b>	<b>\$2,838,903</b>	<b>\$2,111,950</b>	<b>\$2,354,818</b>	<b>(\$484,085)</b>	<b>\$242,868</b>

<b>Operating Expenses</b>					
Administration	\$1,151,895	\$1,019,327	\$981,611	\$170,284	\$37,716
General Operations	\$1,142,100	\$931,362	\$1,081,992	\$60,108	(\$150,630)
City Light Fleet Services	\$27,306	\$32,288	\$32,768	(\$5,462)	(\$480)
ParaBus	\$149,002	\$106,526	\$136,898	\$12,104	(\$30,372)
CSU Others	\$78,625	\$61,641	\$74,178	\$4,447	(\$12,537)
Marketing and Development	\$146,612	\$94,601	\$0	\$146,612	\$94,601
<b>Total Operating Expenses</b>	<b>\$2,695,540</b>	<b>\$2,245,745</b>	<b>\$2,307,447</b>	<b>\$388,093</b>	<b>(\$61,702)</b>
<b>Operating Surplus/Deficit</b>	<b>\$143,363</b>	<b>(\$133,795)</b>	<b>\$47,371</b>	<b>(\$95,992)</b>	<b>\$181,166</b>
<b>Amortization Costs</b>	<b>140,000</b>	<b>\$0</b>	<b>\$47,371</b>	<b>\$92,629</b>	<b>(\$47,371)</b>
<b>Total Surplus /Deficit</b>	<b>\$3,363</b>	<b>(\$133,795)</b>	<b>\$0</b>	<b>\$3,363</b>	<b>(\$133,795)</b>

<b>Capital Funding Sources</b>					
Transfer from Airport Reserves	\$142,619	\$0	\$0	(\$142,619)	\$0
City of North Bay	\$452,381	\$0	\$545,000	\$92,619	\$545,000
City of North Bay-ACAP	\$0	\$0	\$0	\$0	\$0
TC ACAP	\$0	\$0	\$0	\$0	\$0
Other Grants	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Revenues</b>	<b>\$595,000</b>	<b>\$0</b>	<b>\$545,000</b>	<b>(\$50,000)</b>	<b>\$545,000</b>

<b>Capital Expenses</b>					
Airfield	\$0	\$0	\$500,000	(\$500,000)	(\$500,000)
Buildings	\$595,000	\$0	\$0	\$595,000	\$0
Equipment	\$0	\$0	\$45,000	(\$45,000)	(\$45,000)
Groundside	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Expenses</b>	<b>\$595,000</b>	<b>\$0</b>	<b>\$545,000</b>	<b>\$50,000</b>	<b>(\$545,000)</b>
<b>Income Deficit</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>STATEMENT OF RESTRICTED CASH ACCOUNT</b>					
Beginning Balance	\$401,452	\$401,452	\$450,000		
Transfers To	\$48,548	\$48,548	\$0		
Transfers From		\$0	\$0		
<b>End Balance</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>

## North Bay Jack Garland Airport

### 2021 Budget Revenue Change Projections

	2021 BUDGET	2021 Rev - 5%	2021 Rev -10%	2021 Rev +5%	2021 Rev +10%
<b>Operating Revenues</b>					
Aeronautical	\$233,000	\$221,350	\$209,700	\$244,650	\$256,300
Non-Aeronautical	\$494,023	\$469,322	\$444,621	\$518,724	\$543,425
CSU Revenue	\$235,850	\$224,058	\$212,265	\$247,643	\$259,435
Marketing and Development	\$0	\$0	\$0	\$0	\$0
Operational Subsidy	\$1,391,945	\$1,440,089	\$1,488,232	\$1,343,801	\$1,295,658
<b>Total Operating Revenues</b>	<b>\$2,354,818</b>	<b>\$2,354,818</b>	<b>\$2,354,818</b>	<b>\$2,354,818</b>	<b>\$2,354,818</b>

<b>Operating Summary</b>					
Administration	\$981,611	\$981,611	\$981,611	\$981,611	\$981,611
General Operations	\$1,081,992	\$1,081,992	\$1,081,992	\$1,081,992	\$1,081,992
City Light Fleet Service	\$32,768	\$32,768	\$32,768	\$32,768	\$32,768
Para Bus	\$136,898	\$136,898	\$136,898	\$136,898	\$136,898
CSU Others	\$74,178	\$74,178	\$74,178	\$74,178	\$74,178
Marketing and Development	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Summary</b>	<b>\$2,307,447</b>	<b>\$2,307,447</b>	<b>\$2,307,447</b>	<b>\$2,307,447</b>	<b>\$2,307,447</b>
<b>Operating Surplus/Deficit</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>
<b>Amortization Costs</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>	<b>\$47,371</b>
<b>Total Surplus/Deficit</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>

<b>Capital Funding Sources</b>					
Transfer from Airport Reserves	\$0	\$0	\$0	\$0	\$0
City of North Bay	\$545,000	\$545,000	\$545,000	\$545,000	\$545,000
City of North Bay - ACAP	\$0	\$0	\$0	\$0	\$0
TC ACAP	\$0	\$0	\$0	\$0	\$0
Other Grants	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Revenues</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>

<b>Capital Summary</b>					
Airfield	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Buildings	\$0	\$0	\$0	\$0	\$0
Equipment	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Groundside	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Summary</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$545,000</b>
<b>Income Deficit</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>STATEMENT OF RETRICTED RESERVE CASH ACCOUNT</b>					
Beginning Balance	\$401,452	\$401,452	\$401,452	\$401,452	\$401,452
Transfers to Reserves	\$48,548	\$48,548	\$48,548	\$48,548	\$48,548
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0
<b>End Balance</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>

**GG-2020-09**

Draft Recommendation:

"No Draft Recommendation."



# City of North Bay Report to Council

Report No: CORP 2020-120

Date: November 13, 2020

Originator: Shannon Saucier

Business Unit: Corporate Services

Department: Financial Services Department

Subject: 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget,  
with the 2022-2030 Capital Forecast Plan

Closed Session: yes  no

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## Recommendation

That Appendix A, being the proposed 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget, and Appendix B, being the Capital Funding Recommended to be Cancelled and/or Transferred to Reserve, as attached to Report to Council CORP 2020-120 be received and referred to the General Government Committee for a Special Committee Meeting to take place on November 25, 2020.

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## Background

The City's capital budget includes the cost to purchase, construct, repair and renew assets that support service delivery, such as roads, bridges, equipment, parks, arenas, water and wastewater treatment plants and other major infrastructure projects. The City's annual capital budget process involves the completion of a 10 year Capital Forecast which is separated into two parts based on funding source as follows:

- a) General Capital Budget and Forecast – supported by capital funding in the City's General Operating Budget (revenue from the property tax base) referred to as the capital levy or PAYGO amount.
- b) Water and Wastewater Capital Budget and Forecast – supported by capital funding in the City's Water and Wastewater Operating Budget (revenue from water and wastewater user fees) referred to as the capital levy or PAYGO amount.

The capital budget process commences annually with the submission of capital project requirements from operating departments as well as from various Service Partners for the upcoming 10 year period. The requests are summarized and compared against available funding sources, such as grants, reserve funds and the City's Long Term Capital Funding Envelope which includes debenture financing and the capital levy. The City's Long Term Capital Funding Policy outlines the formula to be applied annually to calculate the amount of the capital levy and stipulates the available debenture authority for both the General

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Capital Budget and the Water and Wastewater Capital Budget. Once the budget and funding sources are summarized, project managers meet with the CAO, CFO and Financial Service Department staff to prioritize projects; align the type of projects with applicable funding sources; and balance the total project costs with total funding availability.

Over the last several years, the growing capital needs of Service Partners combined with the City's own infrastructure requirements had resulted in a funding shortfall over the 10 year period for the General Capital Budget. However, during the 2019 Capital Budget process, funding challenges were reviewed with Council and direction was provided to add a one-time top up to the tax levy supported capital levy in the amount of \$1 million dollars. Additionally, Council directed staff to prepare the preliminary 2020 and 2021 General Capital and General Operating Budgets with a 1.75% increase (instead of the 1% increase as outlined in the City's Long Term Capital Funding Policy) to the capital levy as outlined in Report to Council CORP 2019-26. Accordingly, the capital levy included in the attached 2021 General Capital Budget has been calculated based on a 1.75% increase from the prior year's budgeted tax levy. The direction provided by Council during 2019 has eliminated the funding shortfall over the 10 year forecast.

The proposed 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget is attached as Appendix A to this report.

Based on the 2021 budget schedule outlined in Report to Council CORP 2020-104, the 2021 Capital Budget is expected to be reviewed with Council during November and December with final approval anticipated in mid December.

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## Financial/Legal Implications

See Options/Analysis section for financial implications.

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## Corporate Strategic Plan

- |   |   |
|---|---|
| <input type="checkbox"/> Natural North and Near                           | <input type="checkbox"/> Economic Prosperity                |
| <input checked="" type="checkbox"/> Affordable Balanced Growth            | <input checked="" type="checkbox"/> Spirited Safe Community |
| <input checked="" type="checkbox"/> Responsible and Responsive Government |   |

## Specific Objectives

- Maintain infrastructure across the City in a good state of repair
  - Consider all aspects of decisions to fund new infrastructure
  - Ensure the efficient and effective operations of the city, with particular consideration to the impact of decisions on the property tax rate
  - Maximize funding opportunities with other governments
  - Develop and provide recreational and community centre services geared to meeting the broad spectrum of needs in the community
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## Options / Analysis

### 1. 2021 General Capital Budget and Forecast

The enclosed Capital Budget Package includes a total gross capital investment for 2021 General Capital Projects in the amount of \$48.1 million. Major capital projects included in the 2021 budget include:

- City of North Bay Community and Recreation Centre (3711RF)
- Trout Lake Road (Mountainview Drive to Lees Road) (4006RD)
- Asphalt Resurfacing (6547RD)
- Ivanhoe Drive Reconstruction – Sage to Rita (3913RD/ST)
- Construction of Sidewalks for Transit Routes (4021TR)
- O'Brien Street – Ski Club to Airport and Ski Club Signals (3920RD/ST)
- Third Avenue – Cassells to Front (3917RD/ST)
- Capital Needs of Service Partners including the North Bay Police Service (6575PD) and North Bay Mattawa Conservation Authority (6574CA)

Gross spending in the amount of \$48.1 million is allocated as follows:

- 54% towards Asset Improvement and Maintenance Projects;
- 37% towards Growth Projects; and
- 9% towards Strategic Investment Projects

The General Capital Funding Policy Limit for 2021 was prepared based on the Long Term Capital Funding Policy and includes the following adjustment:

- As per Council direction received during the approval of the 2019 Capital Budget, the 2021 capital levy amount has been increased by 1.75% of the prior year budgeted tax levy instead of the policy limit of only 1%. This additional funding assists in supporting the City's infrastructure needs over the next 10 years which includes major transformational projects such as the Cassellholme Redevelopment project and the Community and Recreation Centre.
- \$8.5 million in debenture authority has been included to fund capital projects.

The General Capital Budget includes a preliminary funding plan for the Community and Recreation Centre, Capital Project No. 3711RF and related Capital Project, No. 4025RD – Booth Road and Lakeshore Drive Intersection Reconstruction. A combination of Special Debt, Federal Gas Tax Funding, Reserves (special dividend payments received previously) and Capital Levy funding is anticipated to be used to fund these projects. It is important to note that the cost estimates included in the enclosed budget are subject to change as the projects have not yet been tendered and financing rates used to forecast future principal and interest payments are subject to change based on changing market conditions between preparation of the 2021 budget and finalization of the debt issuance. The financing plan for these projects will be updated after the tendering process has been

authorized by Council and construction values are known. Formal approval to issue the special debt will be requested from Council at the time of the tender award.

In anticipation of the additional debt requirements for the Community and Recreation Centre and related intersection reconstruction project, a review of open and active projects was undertaken in an effort to identify projects that were either complete or are expected to finish under budget and for which unissued debt could be cancelled. Cancellation of unutilized debt authority will assist in managing the overall debt burden of the municipality. The results of the review are summarized in Appendix B attached to this report. A total of \$5,538,780 in unutilized debt authority is recommended to be cancelled. Forecasted principal and interest payments that form part of the 2021 General and Water and Wastewater Operating and Capital Budgets have been calculated on the basis that the recommended debt to be cancelled will be approved. Additionally, \$36,582 in surplus capital levy funding is recommended to be transferred to the corresponding Completed Capital Project Reserve and a total of \$1,178,873.98 in reserve authority is recommended to be cancelled. Of the total cancelled reserve funding, \$479,000.00 has been budgeted as a funding source in the 2021 Capital Budget.

The City's estimated share of annual financing costs associated with Cassellholme's Redevelopment Project has been included in the General Capital Budget Package. These estimates are based on information provided to the City by Cassellholme. However, these amounts are subject to change as the project is currently being tendered and finalized pricing has not yet been received.

There is one project included in the 2021 General Capital Budget that has been previously approved by Council as a pre-commitment against the 2021 Budget as follows:

- \$175,000 for project 4006RD – Trout Lake Road (Mountainview Drive to Lees Road) was approved on October 27, 2020 by Council Resolution 2020-318

## **2. 2021 Water and Wastewater Capital Budget and Forecast**

The enclosed Capital Budget Package includes a total gross capital investment for 2021 Water and Wastewater Capital Projects in the amount of \$13.4 million. Major capital projects included in the 2021 budget include:

- Digester Replacement (3719SS)
- Ivanhoe Drive Reconstruction – Sage to Rita (3913WS/SS)
- Wastewater Treatment Plant – Raw Sewage Pumping Station (4029SS)

Gross spending in the amount \$13.4 million is allocated as follows:

- 83% towards Asset Improvement and Maintenance Projects;
- 8% towards Growth Projects; and
- 9% towards Strategic Investment Projects



The Water and Wastewater Capital Funding Policy Limit for 2021 was prepared based on the Long Term Capital Funding Policy and includes the following adjustment:

- As outlined in the 2021 Water and Wastewater Operating Budget Report to Council CORP 2020-95, staff recommended that the CPI be removed from the calculation of the capital levy for the 2021 budget year only as there are sufficient funds available without the addition of the CPI to support projects identified for 2021. The 2021 Water and Wastewater budget has been prepared on this basis.
- \$3 million in debenture authority has been included to fund capital projects.

### 3. Capital Reserves

The City's Reserve Fund Policy includes performance targets that are intended to achieve long-term financial stability and to support the Corporate Long-Term Strategic Plan. The performance target for discretionary capital reserve funds is at least 40% of the Capital Funding Policy Expenditure Limit. Based on the proposed 2021 General Capital and Water and Wastewater Budgets, the performance target is as follows:

<b>Performance Target:</b>	
2021 General Capital Funding Policy Expenditure Limit*	\$25,485,332
2021 Water and Wastewater Capital Funding Policy Expenditure Limit	\$12,436,543
Total 2021 Capital Funding Policy Expenditure Limit	\$37,921,875
	* 40%
<b>Performance Target for Discretionary Capital Reserves</b>	<b>\$15,168,750</b>

\*Excludes special debt and Federal Gas Tax top-up for the Community Centre

As of October 31<sup>st</sup>, 2020, the projected balance of the City's total discretionary capital reserve funds is:

<b>Projected Total Discretionary Capital Reserve Funds**:</b>	
Completed General Capital Projects Reserve (99537R)	\$2,926,154
Water Systems Completed Capital Reserve (99522R)	\$1,844,741
Sanitary Sewer Completed Project Reserve (99575R)	\$3,514,449
Other Capital Reserves	\$14,388,561
<b>Projected Total Discretionary Capital Reserve Funds</b>	<b>\$22,673,905</b>

\*\* Anticipated net transfers in the estimated amount of \$9,058,842 have not yet been transferred out of the reserve funds. Funds are not withdrawn until the associated expenditures have been incurred. The balance reported above is shown "as if" the outstanding net transfers have been withdrawn from the related reserve balances. The amounts shown are subject to year-end adjustments and accruals.

The reserve balances include the following amounts that need to be considered when evaluating the actual reserve balance against the performance target:

- Reserves include approximately \$6.7 million of unspent capital funding for vehicle replacements. The vehicle usage rates calculated as part of the Fleet Life Cycle

Methodology include a vehicle replacement amount that is to be held in the reserve to maintain the City's Fleet on a life cycle basis.

- Recommended transfers from reserve included in the enclosed capital budget have not been deducted. Similarly, the recommended cancellation of reserve funding summarized in Appendix B has not been deducted from the outstanding commitments listed above.

#### **4. Risks – General Capital Budget and Forecast**

The City's Asset Management Plan (AMP) was approved by Council in 2014 at which time only core infrastructure such as roads, bridges, and water and wastewater distribution and plants were required to be identified in the AMP. Senior Management is working to ensure the AMP is updated in time to comply with upcoming legislative changes and to ensure that all assets are incorporated into the revision. Currently, certain grant programs restrict funding to projects that have been identified in the City's approved AMP. This requirement limits the City's ability to use grants to fund projects outside of the current AMP.

The Province is currently reviewing the OCIF program and the City has not received confirmation of the 2021 allocation. The amount included in the enclosed budget of \$2.6 million has been estimated based on previous information received from the Province prior to the program review. Should the City's actual allocation for 2021 be reduced, then projects will need to be reprioritized to fit within available funding.

The capital forecast includes estimated future grant funding that may be available for certain projects. Should the grant funding not materialize for these projects, then the projects will not proceed until other sources of funding are identified.

#### **5. Format of the Capital Budget Package**

Projects within the 2021 Capital Budgets and related Forecasts have been grouped according to Business Unit. However, the asset categories as previously recommended by the Special Review Committee – Long Term Financial Policies have been denoted on the summary pages of the Budget Reports with the following abbreviations added beside each project name:

- a) Asset Improvement and Maintenance (AIM):** These projects address existing capital assets and major repairs, rehabilitation and maintenance to City infrastructure, facilities and equipment. These investments are intended to support expected asset life cycles, replacement of assets that have reached their end of life, and technological upgrades to assist in managing operating costs and improve on the delivery of services.
- b) Strategic Investments (SI):** These projects include those that improve, enhance or expand the level of service offered to the community.
- c) Growth (G):** Projects that primarily address increased demands for services or are to stimulate growth and development of the City.

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It is important to note that it is possible for some projects to be related to more than one of the above categories; however, these projects have been included in the category for which the majority of the project falls.

## 6. Process Moving Forward

A detailed review of individual capital projects is scheduled for the Special Committee Meeting on November 25th. Furthermore, November 26th and 27th have been earmarked for additional Special Committee Meetings for Capital Budget deliberations should Council require additional time to discuss specific projects and consider prioritization of projects. Following these meetings, combined General Operating Budget and Capital Budget Committee Meetings are scheduled for December 2nd to 4th. The Capital Budget is tentatively scheduled to be approved by Council at the December 15th Council meeting.

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## Recommendation

That Appendix A, being the proposed 2021 General Capital Budget and 2021 Water and Wastewater Capital Budget, and Appendix B, being the Capital Funding Recommended to be Cancelled and/or Transferred to Reserve, as attached to Report to Council CORP 2020-120 be received and referred to the General Government Committee for a Special Committee Meeting to take place on November 25, 2020.

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Respectfully submitted,

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Name: Shannon Saucier, CPA, CA  
Title: Director of Financial Services

We concur in this report and recommendation.

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Ian Kilgour  
Director, Community Development & Growth

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John Severino, P.Eng., MBA  
City Engineer, Infrastructure &  
Operations

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Lea Janisse  
Chief Human Resources &  
Information Officer

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Jason Whiteley  
Fire Chief

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Margaret Karpenko, CPA, CMA  
Chief Financial Officer/Treasurer

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David Euler, P.Eng., PMP  
Chief Administrative Officer

Personnel designated for continuance:

Name: Shannon Saucier, CPA, CA  
Title: Director of Financial Services

Attachments: Appendix A – 2021 General Capital Budget and 2021 Water and  
Wastewater Capital Budget with Capital Forecast for 2022 to 2030  
Appendix B – Capital Funding to be Cancelled and/or Transferred to  
Reserve



## **CAPITAL BUDGET 2021**

### **CAPITAL FORECAST FOR 2022 TO 2030**

### **CAPITAL PROJECT INFORMATION SHEETS**

**CAPITAL BUDGET 2021  
CAPITAL FORECAST FOR 2022 TO 2030  
CAPITAL PROJECT INFORMATION SHEETS  
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# Introduction

## Project Classification:

The following Asset Classifications are denoted beside the individual project names on the Capital Budget Summary Sheets:

- a. **Asset Improvement and Maintenance (AIM):** These projects address existing capital assets and major repairs, rehabilitation and maintenance to City infrastructure, facilities and equipment. These investments are intended to support expected asset life cycles, replacement of assets that have reached their end of life, and technological upgrades to assist in managing operating costs and improve on the delivery of services.
- b. **Strategic Investments (SI):** These projects include those that improve, enhance or expand the level of service offered to the community.
- c. **Growth (G):** Projects that primarily address increased demands for services or are to stimulate growth and development of the City.

It is important to note that it is possible for some projects to be related to more than one of the above categories; however, these projects have been included in the category for which the majority of the project falls.

## Project Funding from Other Sources:

Projects that have either reserve and/or third party funding allocated are identified by either an (R) or an (F) beside the project name on the Capital Budget Summary Sheets as follows:

- a. **Reserve Funding (R):** The City has certain reserves that can be used to fund capital projects. Some reserves that are included in the annual budget include Development Charges and Merrick Landfill.
- b. **Grants and Other Funding Sources (F):** Projects included in the capital budget that have associated grants identified are only to proceed if the grant is approved. Otherwise the project will be cancelled or funds will be reallocated from other projects with Council approval.

**2021 GENERAL  
CAPITAL BUDGET SUMMARY AND  
CAPITAL FORECAST FOR 2022 TO 2030**



**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>	
<b>Community Services</b>														
3508PR - Parks and Playgrounds - New Neighbourhood Parks	R	G	-	-	200,000	-	-	200,000	-	-	200,000	-	-	<b>600,000</b>
3509PZ - Official Plan 5 Year Review and Study Update		SI	350,000	-	-	-	-	-	250,000	-	-	-	-	<b>600,000</b>
3702PR - Waterfront Building Rehab and Development		G	-	-	-	200,000	1,800,000	-	-	-	-	-	-	<b>2,000,000</b>
3711RF - City of North Bay Community and Recreation Centre		G	6,000,000	17,000,000	16,975,000	-	-	-	-	-	-	-	-	<b>39,975,000</b>
3823FD - Fire Master Plan		SI	-	-	50,000	-	-	-	-	-	-	-	-	<b>50,000</b>
3938PR - Olmsted Beach - Boat Launch Replacement		AIM	-	-	-	50,000	550,000	-	-	-	-	-	-	<b>600,000</b>
3942RF - Omischl Sports Complex - Synthetic Turf Replacement		AIM	-	-	-	600,000	-	600,000	-	-	-	-	-	<b>1,200,000</b>
3943RF - Omischl Sports Complex - Shade Structures Development		AIM	171,136	-	-	100,000	-	-	-	-	-	-	-	<b>271,136</b>
3945RF - Amelia Field Renovation & Lighting Upgrades		AIM	25,000	-	-	375,000	-	-	-	-	-	-	-	<b>400,000</b>
3946RF - Johnson Field Renovation & Lighting Upgrades		AIM	-	25,000	-	-	375,000	-	-	-	-	-	-	<b>400,000</b>
4013FD - Fire Station 1 - Roof Replacement		AIM	-	-	124,200	-	-	-	-	-	-	-	-	<b>124,200</b>
4104PZ - Infrastructure Background Study Update and Special Area Charge Study		SI	-	408,000	-	-	-	-	-	-	-	-	-	<b>408,000</b>
4119RF - Arenas - Memorial Gardens East and West Concourse Roof Replacement		AIM	-	-	-	-	-	-	-	25,500	510,000	-	-	<b>535,500</b>
4120PZ - Electronic Building Permit Application Submission Program		G	-	-	150,000	-	-	-	-	-	-	-	-	<b>150,000</b>
4122PR - Omischl Park Feasibility - Volleyball Courts Relocation		SI	-	100,000	-	-	-	-	-	-	-	-	-	<b>100,000</b>
4123PR - Active Transportation Projects		SI	-	100,000	-	-	-	-	-	-	-	-	-	<b>100,000</b>
6552PR - Central City Rehab Program 2021 On-going		AIM	-	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	96,000	<b>888,000</b>
6564FD - Fire Bunker Gear Replacement Program 2021 On-going		AIM	-	189,000	-	-	-	-	243,225	-	-	-	-	<b>432,225</b>

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>	
<b>Community Services</b>														
6565FD - Fire Equipment Replacement 2021 On-going	AIM	-	73,500	63,000	84,000	63,000	84,000	63,000	47,250	66,150	84,000	84,000	<b>711,900</b>	
6566FD - Fire Facilities Management Program 2021 On-going	AIM	-	-	89,250	-	94,500	-	99,750	-	105,000	-	105,000	<b>493,500</b>	
6572RF - Memorial Gardens Rehab 2021 On-going	AIM	-	300,000	300,000	300,000	225,000	250,000	275,000	300,000	300,000	300,000	300,000	<b>2,850,000</b>	
6577RF - Omischl Sports Complex Rehab Program 2021 On-going	AIM	-	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	75,000	<b>670,000</b>	
6580PR - Parks and Playground Rehab Program 2021 On-going	AIM	-	284,000	293,000	302,000	311,000	320,000	329,000	338,000	347,000	360,000	360,000	<b>3,244,000</b>	
6582PR - Parks Equipment Replacement Program 2021 On-going	AIM	-	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000	63,000	<b>558,000</b>	
6584RF - Pete Palangio Rehab Program 2021 On-going	AIM	-	250,000	250,000	250,000	150,000	150,000	250,000	250,000	250,000	250,000	250,000	<b>2,300,000</b>	
6586RF - Recreation Facilities Rehab and Development 2021 On-going	AIM	-	250,000	325,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	<b>6,575,000</b>	
6598PR - Trail and Supporting Hard Surfaces Rehab 2021 On-going	AIM	-	242,000	249,000	256,000	264,000	272,000	290,000	298,000	306,000	315,000	315,000	<b>2,807,000</b>	
6605PR - Waterfront Rehab Program 2021 On-going	AIM	-	125,000	129,000	133,000	137,000	141,000	145,000	149,000	153,000	160,000	160,000	<b>1,432,000</b>	
<b>Total Community Services</b>		<b>6,546,136</b>	<b>19,531,500</b>	<b>19,388,450</b>	<b>3,597,000</b>	<b>4,922,500</b>	<b>2,976,000</b>	<b>2,909,975</b>	<b>2,353,250</b>	<b>2,729,650</b>	<b>2,963,000</b>	<b>2,558,000</b>	<b>70,475,461</b>	
<b>Corporate Services</b>														
3912GG - Integrated Software Solution	R	AIM	-	84,000	3,000,000	-	-	-	-	-	-	-	<b>3,084,000</b>	
6596GG - System Technology Program 2021 On-going		AIM	-	595,680	611,310	642,600	642,600	642,600	642,600	642,600	642,600	642,600	<b>6,347,790</b>	
<b>Total Corporate Services</b>			<b>-</b>	<b>679,680</b>	<b>3,611,310</b>	<b>642,600</b>	<b>642,600</b>	<b>642,600</b>	<b>642,600</b>	<b>642,600</b>	<b>642,600</b>	<b>642,600</b>	<b>9,431,790</b>	
<b>General Government</b>														
3216GG - Capital Financing		SI	3,836,785	509,707	503,713	492,511	515,522	536,881	278,562	285,449	292,595	298,319	307,022	<b>7,857,066</b>
<b>Total General Government</b>			<b>3,836,785</b>	<b>509,707</b>	<b>503,713</b>	<b>492,511</b>	<b>515,522</b>	<b>536,881</b>	<b>278,562</b>	<b>285,449</b>	<b>292,595</b>	<b>298,319</b>	<b>307,022</b>	<b>7,857,066</b>
<b>Infrastructure &amp; Operations</b>														
3302ST - Trunk Sewer Rehab - Pinewood Fingers Creek		AIM	-	-	-	-	-	200,000	-	-	-	-	<b>200,000</b>	
3405PK - Parking Property Acquisition Program	R	SI	-	300,000	-	-	300,000	-	-	300,000	-	-	<b>900,000</b>	

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Infrastructure &amp; Operations</b>													
3506ST - Stormwater Management - Overland Flow Control Study	AIM	-	-	-	-	100,000	-	-	-	-	-	-	100,000
3518PR - King's Landing Commercialization of Waterfront	F	SI	734,331	-	-	-	1,000,000	5,100,000	5,100,000	5,100,000	-	-	17,034,331
3700RD - Seymour St. - Station to Wallace - Widening and Signals	G	-	-	-	-	180,000	-	3,400,000	-	-	-	-	3,580,000
3700ST - Seymour St. - Station to Wallace - Widening and Signals	G	-	-	-	-	70,000	-	1,300,000	-	-	-	-	1,370,000
3701RD - Norman/Chapais Connection Watermain	SI	-	-	-	-	-	-	100,000	-	-	-	-	100,000
3701ST - Norman/Chapais Connection Watermain	SI	-	-	-	-	-	-	40,000	-	-	-	-	40,000
3715RD - Pinewood Park & Lakeshore Drive Intersection Reconstruction	R, F	G	600,000	-	-	3,900,000	-	-	-	-	-	-	4,500,000
3801RD - McKeown Ave. Widening - Gormanville to Cartier	F	G	300,000	-	5,500,000	-	-	-	-	-	-	-	5,800,000
3801ST - McKeown Ave. Widening - Gormanville to Cartier	G	-	50,000	-	725,000	-	-	-	-	-	-	-	775,000
3802RD - Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	AIM	-	-	-	-	-	-	-	-	350,000	-	6,600,000	6,950,000
3802ST - Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	AIM	-	-	-	-	-	-	-	-	80,000	-	1,500,000	1,580,000
3805GD - Leachate Management - Future Cells	R	G	1,995,000	-	-	250,000	-	2,200,000	-	-	-	250,000	4,695,000
3809RD - Hammond St. Bridge Replacement	AIM	30,000	800,000	-	-	-	-	-	-	-	-	-	830,000
3810RD - Main St. - Gormanville to Memorial	G	-	-	-	-	-	-	-	-	170,000	-	3,200,000	3,370,000
3810ST - Main St. - Gormanville to Memorial	G	-	-	-	-	-	-	-	-	60,000	-	1,100,000	1,160,000
3812RD - Lakeshore Dr. (ONR Overpass)	AIM	-	-	-	-	-	-	25,000	-	250,000	-	-	275,000
3813RD - Trout Lake Rd. (ONR Overpass)	AIM	-	-	-	-	-	-	25,000	-	250,000	-	-	275,000

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>	
<b>Infrastructure &amp; Operations</b>														
3814RD - Lees Road Reconstruction	AIM	200,000	-	2,400,000	-	2,200,000	-	-	-	-	-	-	<b>4,800,000</b>	
3815RD - Trout Lake Road Retaining Wall Replacement	AIM	-	-	50,000	-	-	-	1,250,000	1,250,000	-	-	-	<b>2,550,000</b>	
3815ST - Trout Lake Road Retaining Wall Replacement	AIM	-	-	15,000	-	-	-	-	250,000	-	-	-	<b>265,000</b>	
3818RD - Premier Pumping Station Replacement	AIM	200,000	-	450,000	-	-	-	-	-	-	-	-	<b>650,000</b>	
3830GD - Merrick Landfill Gas (LFG) Collection Infrastructure	R	G	-	150,000	600,000	-	-	150,000	650,000	-	-	150,000	-	<b>1,700,000</b>
3831ST - Stormwater Outfall Repair and Rehabilitation	AIM	-	250,000	50,000	-	200,000	-	-	-	-	-	-	<b>500,000</b>	
3900RD - Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	SI	-	140,000	-	-	-	-	2,700,000	-	110,000	-	-	<b>2,950,000</b>	
3900ST - Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	SI	-	40,000	-	-	-	-	700,000	-	50,000	-	-	<b>790,000</b>	
3908ST - Trunk Sewer Rehab - Eastview Tributary System	AIM	-	-	-	-	100,000	-	1,000,000	-	-	-	-	<b>1,100,000</b>	
3909RD - Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	AIM	-	-	-	-	-	130,000	-	2,400,000	-	-	-	<b>2,530,000</b>	
3909ST - Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	AIM	-	-	-	-	-	50,000	-	900,000	-	-	-	<b>950,000</b>	
3910ST - Chippewa Creek and Airport Heights Stormwater Retention	G	-	-	50,000	-	2,500,000	-	-	-	-	-	-	<b>2,550,000</b>	
3911RD - Four Mile Lake Rd. Extension to Highway 11	F	G	-	-	-	620,000	-	-	11,800,000	-	-	-	<b>12,420,000</b>	
3913RD - Ivanhoe Drive Reconstruction - Sage to Rita	AIM	70,000	1,900,000	-	-	-	-	-	-	-	-	-	<b>1,970,000</b>	
3913ST - Ivanhoe Drive Reconstruction - Sage to Rita	AIM	30,000	700,000	-	-	-	-	-	-	-	-	-	<b>730,000</b>	
3917RD - Third Avenue - Cassells to Front	AIM	30,000	600,000	-	-	-	-	-	-	-	-	-	<b>630,000</b>	
3917ST - Third Avenue - Cassells to Front	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>	

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Infrastructure &amp; Operations</b>													
3919RD - Metcalfe St - Laurier to End	AIM	-	40,000	700,000	-	-	-	-	-	-	-	-	<b>740,000</b>
3919ST - Metcalfe St - Laurier to End	AIM	-	30,000	500,000	-	-	-	-	-	-	-	-	<b>530,000</b>
3920RD - O'Brien Street - Ski Club to Airport & Ski Club Signals	AIM	50,000	1,300,000	-	-	-	-	-	-	-	-	-	<b>1,350,000</b>
3920ST - O'Brien Street - Ski Club to Airport & Ski Club Signals	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>
3926GD - Merrick Landfill Lifecycle Extension Environmental Assessment	R AIM	-	500,000	-	-	-	-	-	-	500,000	7,500,000	-	<b>8,500,000</b>
3931RD - Ellendale Second Feed	SI	30,000	300,000	-	-	-	-	-	-	-	-	-	<b>330,000</b>
3932RD - Lakeshore Dr. - Jessups Creek to Premier Road	AIM	110,000	-	-	800,000	800,000	-	-	-	-	-	-	<b>1,710,000</b>
3932ST - Lakeshore Dr. - Jessups Creek to Premier Road	AIM	30,000	-	-	400,000	400,000	-	-	-	-	-	-	<b>830,000</b>
3934RD - Main St. Paving Stone Replacement	AIM	150,000	-	2,000,000	1,900,000	-	-	-	-	-	-	-	<b>4,050,000</b>
3934ST - Main St. Paving Stone Replacement	AIM	50,000	-	100,000	-	-	-	-	-	-	-	-	<b>150,000</b>
4005RD - Pinewood Park Drive Continuous Left Turn Lane (Lakeshore Drive to Decaire Road)	G	-	-	-	-	90,000	-	-	1,600,000	-	-	-	<b>1,690,000</b>
4006RD - Trout Lake Road (Mountainview Drive to Lees Road)	F AIM	-	3,900,000	-	-	-	-	-	-	-	-	-	<b>3,900,000</b>
4016TR - Transit Terminal Rehabilitation	F AIM	86,250	-	86,250	86,250	-	-	-	-	-	-	-	<b>258,750</b>
4018TR - Transit Fleet Garage and Bus Barn Upgrades: Health and Safety	F AIM	124,555	-	183,957	10,000	63,000	-	-	-	-	-	-	<b>381,512</b>
4019TR - Specialized Transit (Para) AVL	F SI	52,500	78,750	-	-	-	-	-	-	-	-	-	<b>131,250</b>
4020TR - New Bus Shelters and Digital Signage	F SI	63,000	-	219,240	-	158,761	-	-	-	-	-	-	<b>441,001</b>
4021TR - Construction of Sidewalks for Transit Routes	F SI	1,769,000	1,748,895	1,330,802	1,728,434	2,001,950	1,298,624	-	-	-	-	-	<b>9,877,705</b>

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Infrastructure &amp; Operations</b>													
4022TR - Transit Fleet Garage and Bus Barn Upgrades: Central Vacuum System and Doors	F	AIM	58,269	62,500	-	-	-	-	-	-	-	-	120,769
4025RD - Booth Road & Lakeshore Drive Intersection Reconstruction		G	-	150,000	2,000,000	-	-	-	-	-	-	-	2,150,000
4027TR - Bicycle Racks and Related Storage Areas for Transit Riders	F	AIM	-	84,000	52,500	-	-	-	-	-	-	-	136,500
4032RD - O'Brien St. Reconstruction - Cassells to Ski Club		AIM	-	-	-	-	-	410,000	-	-	-	3,900,000	4,310,000
4032ST - O'Brien St. Reconstruction - Cassells to Ski Club		AIM	-	-	-	-	-	150,000	-	-	-	1,500,000	1,650,000
4033RD - Roadside Guardrails and Retaining Walls - Inspection and Upgrade		AIM	-	400,000	-	-	-	400,000	-	-	-	-	800,000
4034RD - Road Condition Inspection		AIM	-	-	-	-	250,000	-	-	-	250,000	-	500,000
4036ST - Local Drainage Rehab		AIM	-	150,000	-	-	-	-	-	-	-	-	150,000
4101GG - City Hall Accessibility Upgrades		AIM	-	-	100,000	900,000	-	-	-	-	-	-	1,000,000
4105RD - Pearson St. and Bank St. Culverts Replacement		AIM	-	800,000	-	-	-	-	-	-	-	-	800,000
4106RD - Queen St. Culvert Replacement		AIM	-	-	-	600,000	-	-	-	-	-	-	600,000
4107RD - Tower Dr. Hump Removal		AIM	-	-	-	500,000	-	-	-	-	-	-	500,000
4109RD - Trout Lake Rd. & Laurentian Ave. Intersection Reconstruction	F	AIM	-	-	-	3,500,000	-	-	-	-	-	-	3,500,000
4114GD - Merrick Landfill – Storm Water Management Pond		G	-	100,000	-	-	-	-	-	-	-	-	100,000
4115PK - Innovation Hub		G	-	110,000	-	1,000,000	-	-	-	-	-	-	1,110,000
4115RD - Innovation Hub		G	-	40,000	-	700,000	-	-	-	-	-	-	740,000
4115ST - Innovation Hub		G	-	20,000	-	400,000	-	-	-	-	-	-	420,000

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Infrastructure &amp; Operations</b>													
4117RD - West Peninsula Rd. and Viceroy Rd. Rehab	AIM	-	691,000	-	-	-	-	-	-	-	-	-	<b>691,000</b>
4121RD - Lamorie St. Bridge Rehab	AIM	-	100,000	-	600,000	-	-	-	-	-	-	-	<b>700,000</b>
4124RD - Francis St. Sewer Upsizing (Surrey to Greenhill)	G	-	-	-	-	-	-	110,000	-	-	2,100,000	-	<b>2,210,000</b>
4124ST - Francis St. Sewer Upsizing (Surrey to Greenhill)	G	-	-	-	-	-	-	70,000	-	-	1,300,000	-	<b>1,370,000</b>
4125RD - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	R	AIM	-	-	620,000	-	3,400,000	-	3,400,000	-	-	-	<b>7,420,000</b>
4125ST - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	R	AIM	-	-	140,000	-	750,000	-	750,000	-	-	-	<b>1,640,000</b>
4201PK - Downtown Parking Facilities	SI	-	-	-	-	-	-	-	-	500,000	5,250,000	-	<b>5,750,000</b>
4300RD - Airport Industrial Park Expansion	F	G	-	-	-	-	-	590,000	-	11,200,000	-	-	<b>11,790,000</b>
4300ST - Airport Industrial Park Expansion	F	G	-	-	-	-	-	50,000	-	800,000	-	-	<b>850,000</b>
4401RD - Sage Rd. Reconstruction to Collector Standard	G	-	-	-	-	-	-	-	-	250,000	-	-	<b>250,000</b>
4401ST - Sage Rd. Reconstruction to Collector Standard	G	-	-	-	-	-	-	-	-	90,000	-	-	<b>90,000</b>
4500RD - Franklin & John Trunk Watermain	SI	-	-	-	-	-	-	290,000	-	5,400,000	-	-	<b>5,690,000</b>
4500ST - Franklin & John Trunk Watermain	SI	-	-	-	-	-	-	110,000	-	2,000,000	-	-	<b>2,110,000</b>
6546RF - Aquatic Centre Rehab Program 2021 On-going	AIM	-	100,000	150,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	135,000	<b>1,225,000</b>
6547RD - Asphalt Resurfacing 2021 On-going	AIM	-	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	<b>36,000,000</b>
6548RD - Asphalt Sheeting 2021 On-going	AIM	-	138,000	142,000	146,000	146,000	146,000	146,000	146,000	150,000	150,000	150,000	<b>1,460,000</b>
6549RD - Asset Management 2021 On-going	AIM	-	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	<b>475,000</b>
6550RD - Bridge Rehab 2021 On-going	AIM	-	225,000	232,000	239,000	246,000	253,000	261,000	269,000	277,000	290,000	290,000	<b>2,582,000</b>

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Infrastructure &amp; Operations</b>													
6553GG - City Hall Building Rehab 2021 On-going	AIM	-	300,000	300,000	300,000	300,000	145,000	150,000	155,000	300,000	300,000	300,000	<b>2,550,000</b>
6554PR - City Hall Grounds Rehab Program 2021 On-going	AIM	-	50,000	342,000	-	170,000	-	178,000	-	186,000	96,000	96,000	<b>1,118,000</b>
6555RD - City Share of Development Costs 2021 On-going	G	-	312,000	144,000	331,000	341,000	351,000	362,000	373,000	384,000	395,000	395,000	<b>3,388,000</b>
6557RD - Design Work Next Year's Projects 2021 On-going	AIM	-	151,000	156,000	161,000	166,000	171,000	176,000	181,000	186,000	190,000	190,000	<b>1,728,000</b>
6557ST - Design Work Next Year's Projects 2021 On-going	AIM	-	17,000	17,000	18,000	18,000	19,000	19,000	20,000	20,000	20,000	20,000	<b>188,000</b>
6559ST - Ditch Enclosure 2021 On-going	AIM	-	200,000	200,000	200,000	200,000	200,000	300,000	300,000	309,000	310,000	310,000	<b>2,529,000</b>
6560RD - Downtown Roads Maintenance 2021 On-going	AIM	-	103,000	106,000	109,000	112,000	115,000	118,000	122,000	126,000	130,000	130,000	<b>1,171,000</b>
6562RD - Engineering Data and Equipment 2021 On-going	SI	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	<b>200,000</b>
6563RD - Equipment Replacement 2021 On-going	AIM	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	<b>100,000</b>
6569ST - Infrastructure Modelling 2021 On-going	AIM	-	100,000	-	-	-	10,000	-	-	-	10,000	-	<b>120,000</b>
6570MR - King's Landing and Marina Rehab Program 2021 On-going	AIM	-	100,000	150,000	200,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	<b>1,250,000</b>
6578PK - Parking Equipment Program 2021 On-going	AIM	-	-	125,000	-	-	125,000	-	-	125,000	-	-	<b>375,000</b>
6579PK - Parking Lot Maintenance and Improvement Program 2021 On-going	AIM	-	50,000	50,000	50,000	50,000	50,000	50,000	55,000	55,000	60,000	60,000	<b>530,000</b>
6583RD - Pedestrian Safety Program 2021 On-going	AIM	-	88,000	92,000	96,000	96,000	96,000	146,000	146,000	150,000	155,000	155,000	<b>1,220,000</b>
6585RD - Public Works Building Maintenance 2021 On-going	AIM	-	30,000	50,000	50,000	50,000	50,000	50,000	50,000	52,000	55,000	55,000	<b>492,000</b>
6587RD - Road Culvert Replace/Rehab 2021 On-going	AIM	-	209,000	215,000	221,000	221,000	221,000	221,000	221,000	228,000	230,000	230,000	<b>2,217,000</b>
6588RD - Rural Road Rehab 2021 On-going	AIM	-	-	712,000	733,000	733,000	733,000	733,000	733,000	755,000	755,000	755,000	<b>6,642,000</b>
6593RD - Sidewalk Replacement Program 2021 On-going	AIM	-	109,000	115,000	121,000	121,000	121,000	221,000	221,000	228,000	230,000	230,000	<b>1,717,000</b>



**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

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<b>Infrastructure &amp; Operations</b>													
6594ST - Storm Sewer Flushing and Outfall Maintenance 2021 On-going	AIM	-	79,000	81,000	83,000	85,000	88,000	91,000	94,000	97,000	100,000	100,000	<b>898,000</b>
6595SL - Street Light Replacement 2021 On-going	AIM	-	5,000	5,000	5,000	5,000	5,000	10,000	10,000	10,000	15,000	15,000	<b>85,000</b>
6597SL - Traffic Control Signal Upgrade 2021 On-going	AIM	-	209,000	215,000	221,000	221,000	221,000	221,000	221,000	228,000	230,000	230,000	<b>2,217,000</b>
6599TR - Transit Buildings Capital Program 2021 On-going	AIM	-	26,250	26,250	26,250	26,250	26,250	26,250	26,250	27,500	27,500	27,500	<b>266,250</b>
6608RD - Interlocking Brick Sidewalk & Retaining Wall Replacement 2021 Ongoing	AIM	-	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	<b>500,000</b>
<b>Total Infrastructure &amp; Operations</b>		<b>6,852,905</b>	<b>22,641,395</b>	<b>24,517,999</b>	<b>20,629,934</b>	<b>22,730,961</b>	<b>20,519,874</b>	<b>26,049,250</b>	<b>34,998,250</b>	<b>29,863,500</b>	<b>24,463,500</b>	<b>25,453,500</b>	<b>258,721,068</b>
<b>Service Partners</b>													
6483AA - Cassellholme Redevelopment	SI	125,000	400,000	900,000	1,686,500	1,686,500	1,686,500	1,686,500	1,686,500	1,686,500	1,686,500	1,686,500	<b>14,917,000</b>
6551OC - Capitol Centre 2021 On-going	AIM	-	154,020	204,000	204,000	204,000	204,000	204,000	204,000	204,000	204,000	204,000	<b>1,990,020</b>
6573AT - North Bay Jack Garland Airport 2021 On-going	AIM	-	555,900	561,000	555,900	612,000	5,202,000	586,500	566,100	561,000	561,000	566,100	<b>10,327,500</b>
6574CA - North Bay Mattawa Conservation Authority 2021 On-going	AIM	-	992,362	1,012,167	1,008,951	1,021,129	1,034,411	1,046,249	1,059,047	1,066,372	1,076,079	1,086,574	<b>10,403,341</b>
6575PD - North Bay Police Services 2021 On-going	R AIM	-	2,126,700	2,050,200	827,220	861,900	887,400	852,720	887,400	810,900	776,220	776,220	<b>10,856,880</b>
6576LB - North Bay Public Library 2021 On-going	AIM	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	<b>5,000,000</b>
<b>Total Service Partners</b>		<b>125,000</b>	<b>4,728,982</b>	<b>5,227,367</b>	<b>4,782,571</b>	<b>4,885,529</b>	<b>9,514,311</b>	<b>4,875,969</b>	<b>4,903,047</b>	<b>4,828,772</b>	<b>4,803,799</b>	<b>4,819,394</b>	<b>53,494,741</b>
<b>Total General Capital Budget</b>		<b>17,360,826</b>	<b>48,091,264</b>	<b>53,248,839</b>	<b>30,144,616</b>	<b>33,697,112</b>	<b>34,189,666</b>	<b>34,756,356</b>	<b>43,182,596</b>	<b>38,357,117</b>	<b>33,171,218</b>	<b>33,780,516</b>	<b>399,980,126</b>
<b>Reserve Funding (R)</b>													
3405PK - Parking Property Acquisition Program		-	(300,000)	-	-	(300,000)	-	-	(300,000)	-	-	-	<b>(900,000)</b>
3508PR - Parks and Playgrounds - New Neighbourhood Parks		-	-	(200,000)	-	-	(70,600)	-	-	-	-	-	<b>(270,600)</b>
3805GD - Leachate Management - Future Cells		(115,000)	-	-	(100,000)	-	(755,000)	-	-	-	(140,000)	-	<b>(1,110,000)</b>
3830GD - Merrick Landfill Gas (LFG) Collection Infrastructure		-	(150,000)	(600,000)	-	-	(150,000)	(650,000)	-	-	(150,000)	-	<b>(1,700,000)</b>

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Reserve Funding (R)</b>													
3912GG - Integrated Software Solution		-	-	(469,914)	-	-	-	-	-	-	-	-	(469,914)
3926GD - Merrick Landfill Lifecycle Extension Environmental Assessment		-	(500,000)	-	-	-	-	-	-	(500,000)	(90,000)	-	(1,090,000)
3715RD - Pinewood Park & Lakeshore Drive Intersection Reconstruction		-	-	-	(200,000)	-	-	-	-	-	-	-	(200,000)
4125RD - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude		-	-	-	(130,000)	-	-	-	-	-	-	-	(130,000)
4125ST - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude		-	-	-	(70,000)	-	-	-	-	-	-	-	(70,000)
6575PD - North Bay Police Services 2021 On-going		-	(150,000)	(150,000)	-	-	-	-	-	-	-	-	(300,000)
<b>Total Reserve Funding</b>		<b>(115,000)</b>	<b>(1,100,000)</b>	<b>(1,419,914)</b>	<b>(500,000)</b>	<b>(300,000)</b>	<b>(975,600)</b>	<b>(650,000)</b>	<b>(300,000)</b>	<b>(500,000)</b>	<b>(380,000)</b>	-	<b>(6,240,514)</b>
<b>Grants and Other Funding Sources (F)</b>													
3518PR - King's Landing Commercialization of Waterfront		(559,330)	-	-	-	-	(3,400,000)	(3,400,000)	(3,400,000)	-	-	-	(10,759,330)
3715RD - Pinewood Park & Lakeshore Drive Intersection Reconstruction		-	-	-	(1,050,000)	-	-	-	-	-	-	-	(1,050,000)
3801RD - McKeown Ave. Widening - Gormanville to Cartier		(216,137)	-	(4,106,607)	-	-	-	-	-	-	-	-	(4,322,744)
3911RD - Four Mile Lake Rd. Extension to Highway 11		-	-	-	-	-	-	-	(7,800,000)	-	-	-	(7,800,000)
4006RD - Trout Lake Road (Mountainview Drive to Lees Road)		-	(3,000,000)	-	-	-	-	-	-	-	-	-	(3,000,000)
4016TR - Transit Terminal Rehabilitation		(71,872)	-	(71,872)	(71,872)	-	-	-	-	-	-	-	(215,616)
4018TR - Transit Fleet Garage and Bus Barn Upgrades: Health and Safety		(85,796)	-	(140,436)	(7,333)	(46,198)	-	-	-	-	-	-	(279,763)
4019TR - Specialized Transit (Para) AVL		(38,498)	(57,747)	-	-	-	-	-	-	-	-	-	(96,245)
4020TR - New Bus Shelters and Digital Signage		(46,734)	-	(160,232)	-	(116,419)	-	-	-	-	-	-	(323,385)
4021TR - Construction of Sidewalks for Transit Routes		(1,168,656)	(1,166,221)	(876,899)	(1,138,908)	(1,319,135)	(855,696)	-	-	-	-	-	(6,525,515)

**2021 General Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

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<b>Grants and Other Funding Sources (F)</b>													
4022TR - Transit Fleet Garage and Bus Barn Upgrades: Central Vacuum System and Doors		(48,556)	(52,081)	-	-	-	-	-	-	-	-	-	(100,637)
4027TR - Bicycle Racks and Related Storage Areas for Transit Riders		-	(61,597)	(38,498)	-	-	-	-	-	-	-	-	(100,095)
4109RD - Trout Lake Rd. & Laurentian Ave. Intersection Reconstruction		-	-	-	-	(3,000,000)	-	-	-	-	-	-	(3,000,000)
4300RD - Airport Industrial Park Expansion		-	-	-	-	-	-	-	-	(7,390,864)	-	-	(7,390,864)
4300ST - Airport Industrial Park Expansion		-	-	-	-	-	-	-	-	(527,918)	-	-	(527,918)
Ontario Community Infrastructure Fund		-	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(2,632,581)	(26,325,810)
<b>Total Grants and Other Funding Sources</b>		<b>(2,235,579)</b>	<b>(6,970,227)</b>	<b>(8,027,125)</b>	<b>(4,900,694)</b>	<b>(7,114,333)</b>	<b>(6,888,277)</b>	<b>(6,032,581)</b>	<b>(13,832,581)</b>	<b>(10,551,363)</b>	<b>(2,632,581)</b>	<b>(2,632,581)</b>	<b>(71,817,922)</b>
<b>Net General Capital Budget</b>		<b>15,010,247</b>	<b>40,021,037</b>	<b>43,801,800</b>	<b>24,743,922</b>	<b>26,282,779</b>	<b>26,325,789</b>	<b>28,073,775</b>	<b>29,050,015</b>	<b>27,305,754</b>	<b>30,158,637</b>	<b>31,147,935</b>	<b>321,921,690</b>
<b>Capital Funding Policy Limit</b>													
Capital Levy in Operating Budget		(13,715,309)	(13,415,608)	(12,713,362)	(13,863,920)	(14,931,868)	(15,944,016)	(16,632,674)	(17,347,286)	(17,919,655)	(18,790,030)	(18,790,030)	(155,273,728)
Debenture and Long-term Debt		(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)	(85,000,000)
Special Debt for Community Centre		(12,880,000)	(18,800,000)	-	-	-	-	-	-	-	-	-	(31,680,000)
Federal Gas Tax Top-up for Community Centre		(2,050,000)	-	-	-	-	-	-	-	-	-	-	(2,050,000)
Federal Gas Tax		(3,270,023)	(3,270,023)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(3,412,198)	(33,837,630)
<b>Target Policy for Net Expenditures</b>		<b>(40,415,332)</b>	<b>(43,985,631)</b>	<b>(24,625,560)</b>	<b>(25,776,118)</b>	<b>(26,844,066)</b>	<b>(27,856,214)</b>	<b>(28,544,872)</b>	<b>(29,259,484)</b>	<b>(29,831,853)</b>	<b>(30,702,228)</b>	<b>(30,702,228)</b>	<b>(307,841,358)</b>
Less Memorial Gardens Remaining Ten Year Commitment		400,000	300,000	-	-	-	-	-	-	-	-	-	700,000
<b>Adjusted Target Policy</b>		<b>(40,015,332)</b>	<b>(43,685,631)</b>	<b>(24,625,560)</b>	<b>(25,776,118)</b>	<b>(26,844,066)</b>	<b>(27,856,214)</b>	<b>(28,544,872)</b>	<b>(29,259,484)</b>	<b>(29,831,853)</b>	<b>(30,702,228)</b>	<b>(30,702,228)</b>	<b>(307,141,358)</b>
<b>(\$ Available) \$Funding Needed</b>		<b>5,705</b>	<b>116,169</b>	<b>118,362</b>	<b>506,661</b>	<b>(518,277)</b>	<b>217,561</b>	<b>505,143</b>	<b>(1,953,730)</b>	<b>326,784</b>	<b>445,707</b>	<b>445,707</b>	<b>(229,915)</b>

**2021 WATER AND WASTEWATER  
CAPITAL BUDGET SUMMARY AND  
CAPITAL FORECAST FOR 2022 TO 2030**

**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Wastewater</b>													
3700SS - Seymour St. - Station to Wallace - Widening and Signals	G	-	-	-	-	60,000	-	1,100,000	-	-	-	-	<b>1,160,000</b>
3719SS - Digester Replacement	AIM	900,000	1,700,000	400,000	-	-	-	-	-	-	-	-	<b>3,000,000</b>
3801SS - McKeown Ave. Widening - Gormanville to Cartier	R G	75,000	-	1,175,000	-	-	-	-	-	-	-	-	<b>1,250,000</b>
3802SS - Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	AIM	-	-	-	-	-	-	-	-	160,000	-	3,000,000	<b>3,160,000</b>
3810SS - Main St. - Gormanville to Memorial	G	-	-	-	-	-	-	-	-	220,000	-	4,100,000	<b>4,320,000</b>
3818SS - Premier Pumping Station Replacement	AIM	480,000	-	2,370,000	-	-	-	-	-	-	-	-	<b>2,850,000</b>
3825SS - Wastewater Treatment Plant - Intake Chamber Replacement	AIM	-	-	200,000	2,800,000	1,700,000	-	-	-	-	-	-	<b>4,700,000</b>
3826SS - Pumping Station Replacement	AIM	-	-	-	2,500,000	5,000,000	-	-	1,500,000	5,000,000	2,500,000	3,500,000	<b>20,000,000</b>
3829SS - Wastewater Treatment Plant - Structural Repair	R AIM	306,257	689,582	490,000	950,000	500,000	-	-	-	-	-	-	<b>2,935,839</b>
3900SS - Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	SI	-	80,000	-	-	-	-	1,500,000	-	20,000	-	-	<b>1,600,000</b>
3909SS - Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	AIM	-	-	-	-	-	50,000	-	900,000	-	-	-	<b>950,000</b>
3913SS - Ivanhoe Drive Reconstruction - Sage to Rita	AIM	30,000	700,000	-	-	-	-	-	-	-	-	-	<b>730,000</b>
3917SS - Third Avenue - Cassells to Front	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>
3919SS - Metcalfe St - Laurier to End	AIM	-	30,000	-	-	-	-	-	-	-	-	-	<b>30,000</b>
3920SS - O'Brien Street - Ski Club to Airport & Ski Club Signals	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>
3928SS - Wastewater Treatment Plant - Roof Rehab	AIM	250,000	-	-	250,000	250,000	-	250,000	-	250,000	-	-	<b>1,250,000</b>
3932SS - Lakeshore Dr. - Jessups Creek to Premier Road	AIM	40,000	-	-	825,000	825,000	-	-	-	-	-	-	<b>1,690,000</b>
3935SS - Marshall 500 mm Forcemain Condition Assessment and Rehab	AIM	-	-	500,000	-	-	-	-	-	-	-	-	<b>500,000</b>

**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Wastewater</b>													
4029SS - Wastewater Treatment Plant - Raw Sewage Pumping Station	R	AIM	-	1,100,000	-	-	-	-	-	-	-	-	1,100,000
4030SS - Sanitary Sewer Relining		AIM	-	-	-	400,000	-	200,000	-	-	125,000	-	725,000
4032SS - O'Brien St. Reconstruction - Cassells to Ski Club		AIM	-	-	-	-	-	160,000	-	-	-	1,500,000	1,660,000
4037SS - Sage Area Trunk Sewer Improvements		AIM	-	-	-	500,000	-	3,000,000	-	-	-	-	3,500,000
4103SS - Wastewater Treatment Plant Expansion		AIM	-	-	3,500,000	-	7,000,000	-	-	250,000	9,350,000	-	20,100,000
4110SS - WWTP Ferric Room Upgrades		AIM	-	100,000	-	-	-	-	-	-	-	-	100,000
4112SS - WWTP – Gas Compressor Replacement		AIM	-	60,000	-	-	-	-	-	-	-	-	60,000
4115SS - Innovation Hub		G	-	10,000	-	100,000	-	-	-	-	-	-	110,000
4118SS - King's Landing Pumping Station Replacement		AIM	-	75,000	-	1,500,000	-	-	-	-	-	-	1,575,000
4124SS - Francis St. Sewer Upsizing (Surrey to Greenhill)		G	-	-	-	-	-	80,000	-	-	1,500,000	-	1,580,000
4125SS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	R	AIM	-	-	-	320,000	-	1,500,000	-	1,500,000	-	-	3,320,000
4202SS - Infiltration Reduction/Flow Monitoring Program - Phase 3		SI	-	200,000	-	-	-	-	-	-	-	-	200,000
4300SS - Airport Industrial Park Expansion	F	G	-	-	-	-	-	150,000	-	2,900,000	-	-	3,050,000
4401SS - Sage Rd. Reconstruction to Collector Standard		G	-	-	-	-	-	-	-	20,000	-	-	20,000
4402SS - Chippewa Trunk Sewer Major Rehabilitation & Replacement		AIM	-	-	-	200,000	-	1,000,000	2,500,000	-	-	-	3,700,000
4500SS - Franklin & John Trunk Watermain		SI	-	-	-	-	-	110,000	-	2,100,000	-	-	2,210,000
6557SS - Design Work Next Year's Projects 2021 On-going		AIM	-	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	364,000
6558SS - Digester and Grit Removal 2021 On-going		AIM	-	-	-	109,000	-	-	109,000	-	-	109,000	327,000

**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Wastewater</b>													
6562SS - Engineering Data and Equipment 2021 On-going	SI	-	20,000	5,000	5,000	5,000	20,000	5,000	5,000	5,000	20,000	20,000	<b>110,000</b>
6569SS - Infrastructure Modelling 2021 On-going	AIM	-	-	-	-	-	10,000	-	-	-	10,000	-	<b>20,000</b>
6589SS - Sewage Lift Stations 2021 On-going	AIM	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	52,000	55,000	55,000	<b>512,000</b>
6590SS - Sewage Lift Stations PLC and Radio Upgrades 2021 On-going	AIM	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	<b>300,000</b>
6592SS - Sewer Rehab and Restoration 2021 On-going	AIM	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	258,000	260,000	260,000	<b>2,528,000</b>
6600SS - Wastewater Treatment Plant - Electrical Upgrades 2021 On-going	AIM	-	250,000	200,000	250,000	250,000	250,000	250,000	250,000	258,000	260,000	260,000	<b>2,478,000</b>
6601SS - Wastewater Treatment Plant Exterior Rehab 2021 on-going	AIM	-	300,000	150,000	300,000	-	300,000	-	450,000	-	300,000	-	<b>1,800,000</b>
6602SS - Wastewater Treatment Plant Rehab 2021 On-going	AIM	-	250,000	-	200,000	-	150,000	-	150,000	-	150,000	-	<b>900,000</b>
<b>Total Wastewater</b>		<b>2,121,257</b>	<b>6,726,582</b>	<b>9,353,000</b>	<b>10,473,000</b>	<b>10,055,000</b>	<b>9,646,000</b>	<b>8,281,000</b>	<b>7,623,000</b>	<b>11,562,000</b>	<b>14,709,000</b>	<b>12,765,000</b>	<b>103,314,839</b>
<b>Water</b>													
3319WS - Ellendale Upgrades as per Condition Assessment	AIM	920,392	400,000	-	-	-	-	-	-	-	-	-	<b>1,320,392</b>
3700WS - Seymour St. - Station to Wallace - Widening and Signals	G	-	-	-	-	200,000	-	3,800,000	-	-	-	-	<b>4,000,000</b>
3701WS - Norman/Chapais Connection Watermain	SI	-	-	-	-	-	-	60,000	-	-	-	-	<b>60,000</b>
3801WS - McKeown Ave. Widening - Gormanville to Cartier	R G	75,000	-	1,125,000	-	-	-	-	-	-	-	-	<b>1,200,000</b>
3802WS - Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	AIM	-	-	-	-	-	-	-	-	160,000	-	3,000,000	<b>3,160,000</b>
3807WS - Ellendale Generator Replacement	AIM	313,527	886,473	-	-	-	-	-	-	-	-	-	<b>1,200,000</b>
3810WS - Main St. - Gormanville to Memorial	G	-	-	-	-	-	-	-	-	60,000	-	1,200,000	<b>1,260,000</b>
3900WS - Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	SI	-	90,000	-	-	-	-	1,800,000	-	100,000	-	-	<b>1,990,000</b>
3905WS - Cedar Heights Rd. - Larocque BPS	G	-	-	-	-	50,000	-	-	4,000,000	-	-	-	<b>4,050,000</b>

**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Water</b>													
3909WS - Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	AIM	-	-	-	-	-	50,000	-	1,000,000	-	-	-	<b>1,050,000</b>
3912WS - Integrated Software Solution	AIM	-	16,000	2,000,000	-	-	-	-	-	-	-	-	<b>2,016,000</b>
3913WS - Ivanhoe Drive Reconstruction - Sage to Rita	AIM	30,000	800,000	-	-	-	-	-	-	-	-	-	<b>830,000</b>
3917WS - Third Avenue - Cassells to Front	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>
3919WS - Metcalfe St - Laurier to End	AIM	-	30,000	-	-	-	-	-	-	-	-	-	<b>30,000</b>
3920WS - O'Brien Street - Ski Club to Airport & Ski Club Signals	AIM	20,000	400,000	-	-	-	-	-	-	-	-	-	<b>420,000</b>
3931WS - Ellendale Second Feed	SI	50,000	800,000	-	-	-	-	-	-	-	-	-	<b>850,000</b>
3932WS - Lakeshore Dr. - Jessups Creek to Premier Road	AIM	30,000	-	-	725,000	725,000	-	-	-	-	-	-	<b>1,480,000</b>
3936WS - Watermain - Cathodic Protection Program	AIM	-	200,000	-	-	-	-	-	-	-	-	-	<b>200,000</b>
4003WS - Membrane Module Replacement	R AIM	-	-	-	-	1,620,000	1,620,000	-	-	-	-	-	<b>3,240,000</b>
4031WS - Public Works Building Rehab	AIM	-	-	-	-	100,000	-	200,000	-	-	1,000,000	-	<b>1,300,000</b>
4032WS - O'Brien St. Reconstruction - Cassells to Ski Club	AIM	-	-	-	-	-	-	160,000	-	-	-	1,600,000	<b>1,760,000</b>
4102WS - Ellendale Pumping Station Second Feed to Airport	SI	-	-	-	-	200,000	-	-	1,500,000	1,000,000	-	-	<b>2,700,000</b>
4108WS - Unidirectional Flushing Update	AIM	-	125,000	-	-	-	-	-	-	-	-	-	<b>125,000</b>
4111WS - WTP Solar Tank Replacement	AIM	-	100,000	-	-	-	-	-	-	-	-	-	<b>100,000</b>
4113WS - WTP - Brick Repairs	AIM	-	70,000	-	-	-	-	-	-	-	-	-	<b>70,000</b>
4115WS - Innovation Hub	G	-	20,000	-	400,000	-	-	-	-	-	-	-	<b>420,000</b>
4116WS - Judge St. Watermain Upsizing	G	-	797,000	-	-	-	-	-	-	-	-	-	<b>797,000</b>



**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

Project Number/Description	Project Classification	LTD Approved Budget	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Water</b>													
4124WS - Francis St. Sewer Upsizing (Surrey to Greenhill)	G	-	-	-	-	-	-	80,000	-	-	1,400,000	-	<b>1,480,000</b>
4125WS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	R AIM	-	-	-	320,000	-	1,500,000	-	1,500,000	-	-	-	<b>3,320,000</b>
4300WS - Airport Industrial Park Expansion	F G	-	-	-	-	-	-	260,000	-	4,800,000	-	-	<b>5,060,000</b>
4401WS - Sage Rd. Reconstruction to Collector Standard	G	-	-	-	-	-	-	-	-	60,000	-	-	<b>60,000</b>
4500WS - Franklin & John Trunk Watermain	SI	-	-	-	-	-	-	150,000	-	2,800,000	-	-	<b>2,950,000</b>
6549WS - Asset Management 2021 On-going	AIM	-	25,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	<b>700,000</b>
6555WS - City Share of Development Costs 2021 On-going	G	-	284,000	293,000	302,000	311,000	320,000	330,000	340,000	350,000	360,000	360,000	<b>3,250,000</b>
6557WS - Design Work Next Year's Projects 2021 On-going	AIM	-	116,000	119,000	122,000	125,000	128,000	132,000	136,000	140,000	140,000	140,000	<b>1,298,000</b>
6563WS - Equipment Replacement 2021 On-going	AIM	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	<b>150,000</b>
6567WS - Flush Watermains 2021 On-going	AIM	-	100,000	200,000	200,000	200,000	200,000	200,000	200,000	206,000	210,000	210,000	<b>1,926,000</b>
6568WS - Hydrant and Valve Rehab 2021 On-going	AIM	-	209,000	215,000	221,000	221,000	221,000	221,000	221,000	228,000	230,000	230,000	<b>2,217,000</b>
6569WS - Infrastructure Modelling 2021 On-going	AIM	-	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	<b>95,000</b>
6585WS - Public Works Building Maintenance 2021 On-going	AIM	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	26,000	26,000	26,000	<b>253,000</b>
6596WS - System Technology Program 2021 On-going	AIM	-	123,188	127,131	131,072	131,072	131,072	131,072	131,072	135,014	135,014	135,014	<b>1,310,721</b>
6603WS - Water Infrastructure Audit 2021 On-going	AIM	-	69,000	69,000	73,000	73,000	73,000	73,000	73,000	75,000	75,000	75,000	<b>728,000</b>
6604WS - Water Plant Maintenance 2021 On-going	AIM	-	300,000	-	300,000	-	300,000	300,000	300,000	309,000	310,000	310,000	<b>2,429,000</b>
6606WS - Watermain Rehab and Restoration 2021 On-going	AIM	-	-	-	818,000	818,000	818,000	818,000	818,000	843,000	845,000	845,000	<b>6,623,000</b>
6607WS - Watermain Replace/Ream/Reline 2021 On-going	AIM	-	209,000	215,000	221,000	221,000	221,000	221,000	221,000	228,000	230,000	230,000	<b>2,217,000</b>
<b>Total Water</b>		<b>1,458,919</b>	<b>6,659,661</b>	<b>4,483,131</b>	<b>3,953,072</b>	<b>5,115,072</b>	<b>5,702,072</b>	<b>9,056,072</b>	<b>10,560,072</b>	<b>11,615,014</b>	<b>5,056,014</b>	<b>8,456,014</b>	<b>72,115,113</b>
<b>Total Wastewater and Water Capital Budget</b>		<b>3,580,175</b>	<b>13,386,243</b>	<b>13,836,131</b>	<b>14,426,072</b>	<b>15,170,072</b>	<b>15,348,072</b>	<b>17,337,072</b>	<b>18,183,072</b>	<b>23,177,014</b>	<b>19,765,014</b>	<b>21,221,014</b>	<b>175,429,951</b>

**2021 Water and Wastewater Capital Budget and Capital Forecast for 2022 to 2030 by Business Unit**

<b>Project Number/Description</b>	<b>Project Classification</b>	<b>LTD Approved Budget</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
<b>Reserve Funding (R)</b>													
3801SS - McKeown Ave. Widening - Gormanville to Cartier		(18,750)	-	(293,750)	-	-	-	-	-	-	-	-	(312,500)
3801WS - McKeown Ave. Widening - Gormanville to Cartier		(18,750)	-	(281,250)	-	-	-	-	-	-	-	-	(300,000)
3829SS - Wastewater Treatment Plant - Structural Repair		-	(497,000)	(150,000)	(116,000)	-	-	-	-	-	-	-	(763,000)
4003WS - Membrane Module Replacement		-	-	-	-	(580,000)	-	-	-	-	-	-	(580,000)
4029SS - Wastewater Treatment Plant - Raw Sewage Pumping Station		-	(452,700)	-	-	-	-	-	-	-	-	-	(452,700)
4125SS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude		-	-	-	(255,000)	-	-	-	-	-	-	-	(255,000)
4125WS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude		-	-	-	(110,000)	-	-	-	-	-	-	-	(110,000)
<b>Total Reserve Funding</b>		<b>(37,500)</b>	<b>(949,700)</b>	<b>(725,000)</b>	<b>(481,000)</b>	<b>(580,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,773,200)</b>
<b>Grants and Other Funding Sources (F)</b>													
4300SS - Airport Industrial Park Expansion		-	-	-	-	-	-	-	-	(1,913,706)	-	-	(1,913,706)
4300WS - Airport Industrial Park Expansion		-	-	-	-	-	-	-	-	(3,167,512)	-	-	(3,167,512)
<b>Total Grants and Other Funding Sources</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,081,218)</b>	<b>-</b>	<b>-</b>	<b>(5,081,218)</b>
<b>Net Water and Wastewater Capital Budget</b>		<b>3,542,675</b>	<b>12,436,543</b>	<b>13,111,131</b>	<b>13,945,072</b>	<b>14,590,072</b>	<b>15,348,072</b>	<b>17,337,072</b>	<b>18,183,072</b>	<b>18,095,796</b>	<b>19,765,014</b>	<b>21,221,014</b>	<b>167,575,533</b>
<b>Capital Funding Policy Limit</b>													
Capital Levy In Water and Wastewater Budget			(9,436,543)	(10,082,089)	(10,816,078)	(11,786,510)	(12,692,310)	(13,814,286)	(14,858,607)	(15,958,857)	(16,822,608)	(18,038,948)	(134,306,836)
Debenture and Long-term Debt			(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(30,000,000)
<b>Target Policy for Net Expenditures</b>			<b>(12,436,543)</b>	<b>(13,082,089)</b>	<b>(13,816,078)</b>	<b>(14,786,510)</b>	<b>(15,692,310)</b>	<b>(16,814,286)</b>	<b>(17,858,607)</b>	<b>(18,958,857)</b>	<b>(19,822,608)</b>	<b>(21,038,948)</b>	<b>(164,306,836)</b>
<b>(\$ Available) \$Funding Needed</b>			<b>-</b>	<b>29,042</b>	<b>128,994</b>	<b>(196,438)</b>	<b>(344,238)</b>	<b>522,786</b>	<b>324,465</b>	<b>(863,061)</b>	<b>(57,594)</b>	<b>182,066</b>	<b>(273,978)</b>

**CAPITAL PROJECT INFORMATION SHEETS  
BY PROJECT NUMBER**

<b>Number:</b>	3216GG	<b>Scenario:</b>	Main
<b>Title:</b>	Capital Financing	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - General Government	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is in line with the Long Term Capital Funding Policy to put aside two percent of the total Capital Financing Policy to pay for unfunded capital projects to 2025 then reduced to one percent of the total capital financing policy.	

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																									
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2012	Jan 1, 2012	N/A	Margaret Karpenko	Dec 31, 2030

<b>Number:</b>	3302ST	<b>Scenario:</b>	Main
<b>Title:</b>	Trunk Sewer Rehab - Pinewood Fingers Creek	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project provides for engineering and construction services for major culvert improvements at various locations along the Pinewood Fingers Creek. Culvert upgrades anticipated includes the CP Rail Crossing, removal of the historical CN Rail Crossing, upsizing the culvert from Jane Street to Copeland Street, channelization downstream of Tackaberry Drive, upsizing the culvert crossing Tackaberry Drive, and upsizing the culvert crossing the Ministry of Transportation Highway 17 corridor.</p> <p>Engineering services will include condition inspection, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>The Pinewood Fingers Creek has various culvert constraints that constrict the creek flow and add to flooding hazards. Flood flows at the culverts represent a significant risk to wash out type collapse of the culverts and roads.</p> <p>Flood flows through the yards between Jane Street and Copeland Street and backwater flooding to McNamara Street are the primary residential property flooding concerns. These hazards are expected with larger storms and as such are not considered an on-going nuisance hazard but rather a larger scale community protection concern.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3319WS	<b>Scenario:</b>	Main
<b>Title:</b>	Ellendale Upgrades as per Condition Assessment	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
A condition assessment was undertaken on the Ellendale Pumping Station that identified a number of repairs and upgrades that are needed and also gave priority timelines for the repairs and upgrades to be completed. The majority of repairs and upgrades fall under structural, architectural, electrical and instrumentation needs but also include process mechanical and building mechanical needs.	Projects include pump, valve motor and VFD replacements on all 4 pumps and electrical replacements (MCC and control panel).

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2012	15 to 20 Years	Karin Pratte	Dec 31, 2021

<b>Number:</b>	3405PK	<b>Scenario:</b>	Main
<b>Title:</b>	Parking Property Acquisition Program	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is to provide funds for the purchase of lands for future parking uses.	<p>Downtown development potential is limited if steps are not taken to provide additional parking space. The 2012 Parking Study identifies preferred properties to be acquired. The funding budgeted in 2021, 2024 and 2027 is for the purchase of lands identified. The construction cost of parking lots or facilities on these lands, if acquired, will be requested in future capital budgets or has been budgeted in Capital Project 4201PK, depending on properties purchased.</p> <p>Project is funded by the Property Development Reserve (99535R) which was established to fund the purchase of property and the development of the City.</p> <p>Related project 4201PK.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2021	NA	David Jackowski	Dec 31, 2027

<b>Number:</b>	3506ST	<b>Scenario:</b>	Main
<b>Title:</b>	Stormwater Management - Overland Flow Control Study	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Master Plans
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering services for the analysis of the City's stormwater infrastructure and major storm water flow routes (i.e. when the sewers are full during larger rain events) leading to the identification of overland flow route needs.</p> <p>Engineering services will include mapping of drainage areas, analysis of the major and minor (storm sewer) systems and identification of the needs to mitigate major flow system deficiencies.</p>	<p>The City's storm sewer systems (the minor system) are only designed to capture runoff from certain sized storms (one that statistically occurs once every five years).</p> <p>During intense rain events, the system's capacity can be exceeded and once the sewer systems are full of water any additional runoff must flow overland (the major system). If the overland flow routes are designed properly, localized flooding can be mitigated.</p> <p>Unfortunately, a number of older systems did not include accommodations for a major system - examples include the low area at Ferguson Street and King Street that experienced a number of floods in recent years, as well as the low spot on Surrey Drive between Airport Road and Francis Avenue, which has experienced some minor flooding, but with a large enough storm, the only outlet was between two residential houses.</p> <p>Projects have been undertaken recently to correct the major system deficiencies on Ferguson Street and Surrey Drive. A City-wide study will help to identify other under-designed areas and to prioritize areas with the greatest risk potential for flooding and damage.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 100,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2024	N/A	Adam Lacombe	Dec 31, 2025



<b>Number:</b>	3508PR	<b>Scenario:</b>	Main
<b>Title:</b>	Parks and Playgrounds - New Neighbourhood Parks	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The program provides for the development of new parks based on recommendations in the 2009 Parks Plan Update and the City's Official Plan.		Areas identified for development are Trillium Woods, Sugar Bush, Cedar Heights and LaVase Park Trail Head.  This project has been identified to be funded partially by Development Charges and from the Parklands Reserve Fund (99501R) established by the Planning Act to fund the acquisition of lands to be used for park or other public recreational purposes, including the erection or repair of buildings or other structures.	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
		The following details support the Capital Forecast for 2022 to 2030: 2022 Development of a park in the Trillium Woods subdivision 2025 Development of a park in the Sugar Bush subdivision 2028 Development of a park in the Cedar Heights subdivision	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	200,000	200,000	0
2025	200,000	200,000	0
2028	200,000	200,000	0
	<b>600,000</b>	<b>600,000</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 600,000	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2011	Jan 1, 2022	TBD	David Schroeder
			<b>Completion Date</b>
			Dec 31, 2028

<b>Number:</b>	3509PZ	<b>Scenario:</b>	Main
<b>Title:</b>	Official Plan 5 Year Review and Study Update	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the completion of various studies including the Population, Household and Employment Forecast and Parks Master Plan leading to the 5-year review of the City's Official Plan.	The City's Official Plan requires a review every 5 years. In order to complete the review a number of background studies are required. This project will enable the update to the City's Parks Master Plan and the Population, Household and Employment Forecast. These studies are in addition to the Parks and Active Transportation Plan Update, Source Water Protection Plan Implementation and Trout Lake Capacity Assessment.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2026</td> <td>250,000</td> <td>250,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>250,000</b></td> <td><b>250,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount:</b> 350,000</td> <td colspan="2"><b>Total Project Cost:</b> 600,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2026	250,000	250,000	0		<b>250,000</b>	<b>250,000</b>	<b>0</b>	<b>LTD Amount:</b> 350,000		<b>Total Project Cost:</b> 600,000		
Budget Year	Total Expense	Total Revenue	Difference														
2026	250,000	250,000	0														
	<b>250,000</b>	<b>250,000</b>	<b>0</b>														
<b>LTD Amount:</b> 350,000		<b>Total Project Cost:</b> 600,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2017	TBD	Beverley Hillier	Dec 31, 2026

<b>Number:</b>	3518PR	<b>Scenario:</b>	Main
<b>Title:</b>	King's Landing Commercialization of Waterfront	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
The program provides for the development of infrastructure at the Waterfront to support commercial investment.	<p>In July 2019, Council:</p> <ol style="list-style-type: none"> <li>1. Approved the Preferred Alternative for the phased replacement of the King's Landing Wharf with a naturalized spit and expansion of the pier on the south side of the marina as recommended by the Schedule C, Class Environmental Assessment (EA) as shown on Appendix 'A' attached to Report to Council EESW 2019-13.</li> <li>2. Directed Staff to complete the Schedule C, Class EA Report and table it for the 30 day review period.</li> </ol> <p>The preferred alternative includes 4 phases:  Phase 1: Major Rehabilitation of Existing King's Landing  Phase 2: Construct New South Pier / Commercial Area  Phase 3: Construct Rock Fill Wavebreak  Phase 4: Landscape / Naturalize Wavebreak</p> <p>In June 2020 MECP notified the City that they had no further input or objections to the Project. Therefore the Schedule C, Class EA is complete.</p> <p>Final design and issuance of a tender for construction of the preferred alternative will be initiated depending on the availability of the necessary funding and direction of Council.</p> <p>In the meantime, continued maintenance of King's Landing has been budgeted.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																												
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Budget Year	Total Expense	Total Revenue	Difference																										
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<b>LTD Amount:</b> 734,331		<b>Total Project Cost:</b> 17,034,331																											

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2014	Jan 1, 2015	TBD	Gerry McCrank	Dec 31, 2027

<b>Number:</b>	3700RD	<b>Scenario:</b>	Main
<b>Title:</b>	Seymour St. - Station to Wallace - Widening and Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for the widening and reconstruction of Seymour Street from just east of Station Road to Wallace Road, as well as a new trunk watermain from Wallace Road to Station Road and along Cholette Street from Station Road to Highway 11/17.</p> <p>The road improvements include widening the roadway to three lanes with a center auxiliary left turn lane, a new set of traffic signals at the Commerce Crescent and Venture Crescent intersection and the extension of a sidewalk along the north side of the roadway. Underground works include the installation of new storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>A contract for engineering services was awarded to an engineering consultant in 2009 which included Environmental Assessment (EA) and preliminary design. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk.</p> <p>As an existing arterial road servicing industrial areas, it is critical that an adequate level of service be maintained. Seymour Street has a deteriorating road surface that will require reconstruction within 5 to 10 years. The widening and traffic signals will address current traffic congestion and safety concerns.</p> <p>An additional contract for engineering services is required for detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>The work will be constructed in one phase subsequent to the completion of the construction and improvement at the intersection of Highway 11/17 and Seymour.</p> <p>Related projects include 3700SS/ST/WS and 4500RD/SS/ST/WS.</p>

Scenario Description	Scenario Comments

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Budget Year	Total Expense	Total Revenue	Difference																		
2024	180,000	180,000	0																		
2026	3,400,000	3,400,000	0																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 3,580,000</b>																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2024	25 Years	Gerry McCrank	Dec 31, 2027

<b>Number:</b>	3700SS	<b>Scenario:</b>	Main
<b>Title:</b>	Seymour St. - Station to Wallace - Widening and Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the widening and reconstruction of Seymour Street from just east of Station Road to Wallace Road, as well as a new trunk watermain from Wallace Road to Station Road and along Cholette Street from Station Road to Highway 11/17.</p> <p>The road improvements include widening the roadway to three lanes with a center auxiliary left turn lane, a new set of traffic signals at the Commerce Crescent and Venture Crescent intersection and the extension of a sidewalk along the north side of the roadway. Underground works include the installation of new storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>A contract for engineering services was awarded to an engineering consultant in 2009 which included Environmental Assessment (EA) and preliminary design. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk.</p> <p>As an existing arterial road servicing industrial areas, it is critical that an adequate level of service be maintained. Seymour Street has a deteriorating road surface that will require reconstruction within 5 to 10 years. The widening and traffic signals will address current traffic congestion and safety concerns.</p> <p>An additional contract for engineering services is required for detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>The work will be constructed in one phase subsequent to the completion of the construction and improvement at the intersection of Highway 11/17 and Seymour.</p> <p>Related projects include 3700RD/ST/WS and 4500RD/SS/ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2024	60,000	60,000	0																		
2026	1,100,000	1,100,000	0																		
	<b>1,160,000</b>	<b>1,160,000</b>	<b>0</b>																		
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 1,160,000																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2024	75 Years	Gerry McCrank	Dec 31, 2027

<b>Number:</b>	3700ST	<b>Scenario:</b>	Main
<b>Title:</b>	Seymour St. - Station to Wallace - Widening and Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the widening and reconstruction of Seymour Street from just east of Station Road to Wallace Road, as well as a new trunk watermain from Wallace Road to Station Road and along Cholette Street from Station Road to Highway 11/17.</p> <p>The road improvements include widening the roadway to three lanes with a center auxiliary left turn lane, a new set of traffic signals at the Commerce Crescent and Venture Crescent intersection and the extension of a sidewalk along the north side of the roadway. Underground works include the installation of new storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>A contract for engineering services was awarded to an engineering consultant in 2009 which included Environmental Assessment (EA) and preliminary design. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk.</p> <p>As an existing arterial road servicing industrial areas, it is critical that an adequate level of service be maintained. Seymour Street has a deteriorating road surface that will require reconstruction within 5 to 10 years. The widening and traffic signals will address current traffic congestion and safety concerns.</p> <p>An additional contract for engineering services is required for detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>The work will be constructed in one phase subsequent to the completion of the construction and improvement at the intersection of Highway 11/17 and Seymour.</p> <p>Related projects include 3700RD/SS/WS and 4500RD/SS/ST/WS.</p>

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Budget Year	Total Expense	Total Revenue	Difference																		
2024	70,000	70,000	0																		
2026	1,300,000	1,300,000	0																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,370,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2011	Jan 1, 2024	75 Years	Gerry McCrank	Dec 31, 2027

<b>Number:</b>	3700WS	<b>Scenario:</b>	Main
<b>Title:</b>	Seymour St. - Station to Wallace - Widening and Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for the widening and reconstruction of Seymour Street from just east of Station Road to Wallace Road, as well as a new trunk watermain from Wallace Road to Station Road and along Cholette Street from Station Road to Highway 11/17.</p> <p>The road improvements include widening the roadway to three lanes with a center auxiliary left turn lane, a new set of traffic signals at the Commerce Crescent and Venture Crescent intersection and the extension of a sidewalk along the north side of the roadway. Underground works include the installation of new storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>A contract for engineering services was awarded to an engineering consultant in 2009 which included Environmental Assessment (EA) and preliminary design. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk.</p> <p>As an existing arterial road servicing industrial areas, it is critical that an adequate level of service be maintained. Seymour Street has a deteriorating road surface that will require reconstruction within 5 to 10 years. The widening and traffic signals will address current traffic congestion and safety concerns.</p> <p>An additional contract for engineering services is required for detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>The work will be constructed in one phase subsequent to the completion of the construction and improvement at the intersection of Highway 11/17 and Seymour.</p> <p>Related projects include 3700RD/SS/ST and 4500RD/SS/ST/WS.</p>

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Budget Year	Total Expense	Total Revenue	Difference																		
2024	200,000	200,000	0																		
2026	3,800,000	3,800,000	0																		
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<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 4,000,000																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2024	75 Years	Gerry McCrank	Dec 31, 2027

<b>Number:</b>	3701RD	<b>Scenario:</b>	Main
<b>Title:</b>	Norman/Chapais Connection Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the connection of Norman Avenue to Chapais Street. Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>Included in these works are extensions to the trunk watermain that are critical to providing redundancy protection for the City's water network. These works will also tie in with future works related to the proposed North Bay Expressway.</p>	<p>The 2008 Infrastructure Background Study that was prepared in support of the Official Plan update identified that it is desirable to connect the Connaught/Norman area to the Chapais/McKeown area. This transportation link would connect the O'Brien Street and Trout Lake Road arterial.</p> <p>In addition, the study identified that future development would require watermain distribution improvements, including a new 600 mm watermain system along Norman Avenue, Chapais Street and Lansdowne Avenue.</p> <p>Related project includes 3701ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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2026	100,000	100,000	0														
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<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 100,000																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2026	25 Years	Adam Lacombe	Dec 31, 2027



<b>Number:</b>	3701ST	<b>Scenario:</b>	Main
<b>Title:</b>	Norman/Chapais Connection Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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Budget Year	Total Expense	Total Revenue	Difference														
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3701WS	<b>Scenario:</b>	Main
<b>Title:</b>	Norman/Chapais Connection Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the connection of Norman Avenue to Chapais Street. Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>Included in these works are extensions to the trunk watermain that are critical to providing redundancy protection for the City's water network. These works will also tie in with future works related to the proposed North Bay Expressway.</p>	<p>The 2008 Infrastructure Background Study that was prepared in support of the Official Plan update identified that it is desirable to connect the Connaught/Norman area to the Chapais/McKeown area. This transportation link would connect the O'Brien Street and Trout Lake Road arterial.</p> <p>In addition, the study identified that future development would require watermain distribution improvements including a new 600 mm watermain system along Norman Avenue, Chapais Street, and Lansdowne Avenue.</p> <p>Related project includes 3701RD/ST.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2026</td> <td>60,000</td> <td>60,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>60,000</b></td> <td><b>60,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 60,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2026	60,000	60,000	0		<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 60,000			
Budget Year	Total Expense	Total Revenue	Difference														
2026	60,000	60,000	0														
	<b>60,000</b>	<b>60,000</b>	<b>0</b>														
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 60,000																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3702PR	<b>Scenario:</b>	Main
<b>Title:</b>	Waterfront Building Rehab and Development	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation and/or development of Waterfront (Park) tourist commercial attractions and related facilities.	<p>The City has completed a Waterfront Tourism Attraction Feasibility Study (2014) and a Downtown Waterfront Land Use Master Plan (2017) which identified that future components of the Waterfront and Downtown should include development of commercial attractions and related facilities.</p> <p>The funding projected in 2023/24 is for waterfront and marina facilities in connection to the commercialization of the Waterfront. If the outcome of the assessment is that the City does not move forward as identified in the Waterfront Tourism Attraction Feasibility Study and the Downtown Waterfront Master Plan the budgeted funds will be required to rehabilitate the current facilities.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2023	200,000	200,000	0																		
2024	1,800,000	1,800,000	0																		
	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 2,000,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2023	TBD	David Jackowski	Dec 31, 2024

<b>Number:</b>	3711RF	<b>Scenario:</b>	Main
<b>Title:</b>	City of North Bay Community and Recreation Centre	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the design and construction of a new multi-purpose community centre that includes a double ice pad facility, walking track, and multi-use community room.	<p>West Ferris Arena has reached the end of its useful life. Council established the Arena Committee that recommended construction of a new Community Centre with two ice pads, a walking track and the potential for other community oriented amenities to be explored through the design phase. A contract for design services has been awarded by Council in 2019.</p> <p>In 2020, 100% Completion of the Schematic Design, 100% of the Design Development and 75% of the Construction Detail portion of the design contract has been completed. Work included multiple Client reviews and meetings, public info meeting, meetings and presentations to Stakeholders (Users) and multiple meetings and presentations to the Committee of Council. These meetings and presentations informed the design of the community centre.</p> <p>Construction Documents &amp; Class A Costing Phase of the project will be completed in the fall of 2020 following which the project will be presented to Council for direction to Tender the project in late 2020 or early 2021.</p> <p>Related projects include 4025RD.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																															
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2017	60 Years	David Jackowski	Dec 31, 2022

<b>Number:</b>	3715RD	<b>Scenario:</b>	Main
<b>Title:</b>	Pinewood Park & Lakeshore Drive Intersection Reconstruction	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services to reconstruct the intersection of Pinewood Park and Lakeshore Drive. Engineering services will include an environmental assessment, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction.</p> <p>Road works include the road base aggregates, asphalt, curb, gutter, and grass boulevard.</p>		<p>With the water and sanitary servicing works complete along Pinewood Park, future growth along the corridor will change the traffic patterns and volumes. The current intersection configuration may not support the change in traffic and will need to be reconstructed to a new configuration. Alternatives that will be examined include additional lanes and corresponding changes to the traffic signals, as well as a roundabout.</p> <p>Related projects include 4005RD and 4025RD.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2023	3,900,000	3,900,000	0
	<b>3,900,000</b>	<b>3,900,000</b>	<b>0</b>
<b>LTD Amount:</b> 600,000		<b>Total Project Cost:</b> 4,500,000	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2017	Jan 1, 2020	25 Years	Reid Porter
			<b>Completion Date</b>
			Dec 31, 2023

<b>Number:</b>	3719SS	<b>Scenario:</b>	Main
<b>Title:</b>	Digester Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project provides for the replacement of the Digester #4 at the Wastewater Treatment Plant.		The Digester # 4 is past its useful life and is recommended for replacement.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
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<b>Forecast</b>				<b>Project Detailed 2021</b>		
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
2021	1,700,000	1,700,000	0	<b>Expense</b>		
2022	400,000	400,000	0	3425	CONSTRUCTION CONTRACT	1,666,000
	<b>2,100,000</b>	<b>2,100,000</b>	<b>0</b>	7010	ADMINISTRATON & OVERHEAD	34,000
<b>LTD Amount:</b> 900,000		<b>Total Project Cost:</b> 3,000,000			<b>Total Expense:</b>	<b>1,700,000</b>
				<b>Revenue</b>		
				0461	TSF FRM REV FUND-PAYGO	1,700,000
					<b>Total Revenue:</b>	<b>1,700,000</b>

<b>Related Projects</b>		<b>Operating Impacts</b>	
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2017	Jan 1, 2018	50 Years	Karin Pratte	Dec 31, 2023

<b>Number:</b>	3801RD	<b>Scenario:</b>	Main
<b>Title:</b>	McKeown Ave. Widening - Gormanville to Cartier	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering design and construction services for the complete reconstruction of the above-ground infrastructure and to widen McKeown Avenue to four lanes between Gormanville Road and Cartier Street.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>McKeown Avenue is a primary arterial route between Algonquin Avenue and Gormanville Road, but the portion from Gormanville to Cartier is currently not constructed to an arterial standard. An Environmental Assessment completed in the early 2000s and subsequent studies in connection to development projects have identified and supported the need to increase the road to 4-lane and 5-lane sections.</p> <p>The budget includes funding through the Investing in Canada Infrastructure Program.</p> <p>The sanitary sewer and watermain will be reaching a typical end of useful life age and will need to be evaluated for repair, rehab, or replacement.</p> <p>Related projects include 3801ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	5,500,000	5,500,000	0														
	<b>5,500,000</b>	<b>5,500,000</b>	<b>0</b>														
<b>LTD Amount:</b> 300,000		<b>Total Project Cost:</b> 5,800,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	25 Years	Reid Porter	Dec 31, 2023

<b>Number:</b>	3801SS	<b>Scenario:</b>	Main
<b>Title:</b>	McKeown Ave. Widening - Gormanville to Cartier	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering design and construction services for the complete reconstruction of the above-ground infrastructure and to widen McKeown Avenue to four lanes between Gormanville Road and Cartier Street.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>McKeown Avenue is a primary arterial route between Algonquin Avenue and Gormanville Road, but the portion from Gormanville to Cartier is currently not constructed to an arterial standard. An Environmental Assessment completed in the early 2000s and subsequent studies in connection to development projects have identified and supported the need to increase the road to 4-lane and 5-lane sections.</p> <p>The budget includes funding through the Investing in Canada Infrastructure Program.</p> <p>The sanitary sewer and watermain will be reaching a typical end of useful life age and will need to be evaluated for repair, rehab, or replacement.</p> <p>Related projects include 3801RD/ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	1,175,000	1,175,000	0														
	<b>1,175,000</b>	<b>1,175,000</b>	<b>0</b>														
<b>LTD Amount:</b> 75,000		<b>Total Project Cost:</b> 1,250,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2023



<b>Number:</b>	3801ST	<b>Scenario:</b>	Main
<b>Title:</b>	McKeown Ave. Widening - Gormanville to Cartier	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering design and construction services for the complete reconstruction of the above-ground infrastructure and to widen McKeown Avenue to four lanes between Gormanville Road and Cartier Street.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>McKeown Avenue is a primary arterial route between Algonquin Avenue and Gormanville Road, but the portion from Gormanville to Cartier is currently not constructed to an arterial standard. An Environmental Assessment completed in the early 2000s and subsequent studies in connection to development projects have identified and supported the need to increase the road to 4-lane and 5-lane sections.</p> <p>The budget includes funding through the Investing in Canada Infrastructure Program.</p> <p>The sanitary sewer and watermain will be reaching a typical end of useful life age and will need to be evaluated for repair, rehab, or replacement.</p> <p>Related projects include 3801RD/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	725,000	725,000	0														
	<b>725,000</b>	<b>725,000</b>	<b>0</b>														
<b>LTD Amount: 50,000</b>		<b>Total Project Cost: 775,000</b>															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2023

<b>Number:</b>	3801WS	<b>Scenario:</b>	Main
<b>Title:</b>	McKeown Ave. Widening - Gormanville to Cartier	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering design and construction services for the complete reconstruction of the above-ground infrastructure and to widen McKeown Avenue to four lanes between Gormanville Road and Cartier Street.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>McKeown Avenue is a primary arterial route between Algonquin Avenue and Gormanville Road, but the portion from Gormanville to Cartier is currently not constructed to an arterial standard. An Environmental Assessment completed in the early 2000s and subsequent studies in connection to development projects have identified and supported the need to increase the road to 4-lane and 5-lane sections.</p> <p>The budget includes funding through the Investing in Canada Infrastructure Program.</p> <p>The sanitary sewer and watermain will be reaching a typical end of useful life age and will need to be evaluated for repair, rehab, or replacement.</p> <p>Related projects include 3801RD/ST/SS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	1,125,000	1,125,000	0														
	<b>1,125,000</b>	<b>1,125,000</b>	<b>0</b>														
<b>LTD Amount:</b> 75,000		<b>Total Project Cost:</b> 1,200,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2023

<b>Number:</b>	3802RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include; 4125RD/ST/SS/WS for Phase 1; 3802ST/SS/WS for Phase 2</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2028	25 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3802SS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include; 4125RD/ST/SS/WS for Phase 1; 3802RD/ST/WS for Phase 2</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3802ST	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include; 4125RD/ST/SS/WS for Phase 1; 3802RD/SS/WS for Phase 2</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3802WS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Trunk Watermain and Sewer - Phase 2 - Gertrude to Marshall	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include; 4125RD/ST/SS/WS for Phase 1; 3802RD/ST/SS for Phase 2</p>

Scenario Description	Scenario Comments

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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3805GD	<b>Scenario:</b>	Main
<b>Title:</b>	Leachate Management - Future Cells	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Environmental,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The program provides for the design and construction of landfill cells for the effective leachate management as required by the Merrick Landfill Certificate of Approval. It includes the capping and closing of the preceding landfill cells and lining of future landfill cells as well as the construction and expansion of a leachate collection, pumping and infiltration and control systems.</p>		<p>The project is necessary to manage untreated leachate quantities in compliance with the Landfill's Certificate of Approval and prior to leachate treatment. Cell closing and expansion occurs approximately every 4-5 years.</p> <p>Project is partially funded by the Merrick Landfill Reserve (99515R).</p> <p>Related projects include 3830GD.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2023	250,000	250,000	0
2025	2,200,000	2,200,000	0
2029	250,000	250,000	0
	<b>2,700,000</b>	<b>2,700,000</b>	<b>0</b>
<b>LTD Amount:</b> 1,995,000		<b>Total Project Cost:</b> 4,695,000	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2013	Jan 1, 2019	25 Years	Karin Pratte
			<b>Completion Date</b>
			Dec 31, 2029

<b>Number:</b>	3807WS	<b>Scenario:</b>	Main
<b>Title:</b>	Ellendale Generator Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The generator at Ellendale reservoir is critical to ensure the reliable supply of drinking water to the airport hill area (zones 3, 4, 5). The reliability of the generator and availability of qualified maintenance personnel is limited.	This project provides for the engineering and replacement of the generator, control panel and SCADA control system.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2018	TBD	Karin Pratte	Dec 31, 2021



<b>Number:</b>	3809RD	<b>Scenario:</b>	Main
<b>Title:</b>	Hammond St. Bridge Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the removal and replacement of the Hammond Street Bridge. The bridge will be replaced by a box culvert type structure.	The removal of the Hammond Street bridge across Chippewa Creek was the original preferred alternative derived from an Environmental Assessment to look at the various alternatives. Design work completed since then has determined that the costs to remove the existing bridge and create two cul-de-sacs are comparable to the costs to install a new box culvert (culverts on Chippewa Creek at Milani, O'Brien, and High have recently been replaced with box culverts and demonstrated it to be an economical option). A new box culvert on Hammond would also maintain the current ease of snow clearing maintenance compared with two new cul-de-sacs.

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2010	Jan 1, 2019	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3810RD	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. - Gormanville to Memorial	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services to upgrade the sanitary trunk sewer from Gormanville Road to Memorial Drive (an approximate length of 1,500 meters). The sewer alignment will follow Main Street from Gormanville Road to Harriet Street, Harriet Street from Main Street to Nipissing Street and CP Rail lands from Nipissing Street to Memorial Drive.	The 2008 Infrastructure Background Study prepared in support of the Official Plan update identified that the existing trunk sewer will be undersized to support future development including the Cedar Heights area, Canadore College and Nipissing University expansion and Main West commercial development. A contract for engineering services was awarded to an engineering consultant in 2009 and included preliminary design.  Upgrading the road to a proper Collector standard will be evaluated, including upgrading to curb and gutter and storm sewer system. Also, the condition of the watermain will be evaluated for repair/rehab/reconstruction needs.  Related projects include 3810ST/SS/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2028</td> <td>170,000</td> <td>170,000</td> <td>0</td> </tr> <tr> <td>2030</td> <td>3,200,000</td> <td>3,200,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>3,370,000</b></td> <td><b>3,370,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 3,370,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2028	170,000	170,000	0	2030	3,200,000	3,200,000	0		<b>3,370,000</b>	<b>3,370,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 3,370,000</b>		
Budget Year	Total Expense	Total Revenue	Difference																		
2028	170,000	170,000	0																		
2030	3,200,000	3,200,000	0																		
	<b>3,370,000</b>	<b>3,370,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 3,370,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2009	Jan 1, 2028	25 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3810SS	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. - Gormanville to Memorial	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services to upgrade the sanitary trunk sewer from Gormanville Road to Memorial Drive (an approximate length of 1,500 meters). The sewer alignment will follow Main Street from Gormanville Road to Harriet Street, Harriet Street from Main Street to Nipissing Street and CP Rail lands from Nipissing Street to Memorial Drive.	The 2008 Infrastructure Background Study prepared in support of the Official Plan update identified that the existing trunk sewer will be undersized to support future development including the Cedar Heights area, Canadore College and Nipissing University expansion and Main West commercial development. A contract for engineering services was awarded to an engineering consultant in 2009 and included preliminary design.  Upgrading the road to a proper Collector standard will be evaluated, including upgrading to curb and gutter and storm sewer system. Also, the condition of the watermain will be evaluated for repair/rehab/reconstruction needs.  Related projects include 3810RD/ST/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2028	220,000	220,000	0																		
2030	4,100,000	4,100,000	0																		
	<b>4,320,000</b>	<b>4,320,000</b>	<b>0</b>																		
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 4,320,000																				

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2009	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3810ST	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. - Gormanville to Memorial	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services to upgrade the sanitary trunk sewer from Gormanville Road to Memorial Drive (an approximate length of 1,500 meters). The sewer alignment will follow Main Street from Gormanville Road to Harriet Street, Harriet Street from Main Street to Nipissing Street and CP Rail lands from Nipissing Street to Memorial Drive.	The 2008 Infrastructure Background Study prepared in support of the Official Plan update identified that the existing trunk sewer will be undersized to support future development including the Cedar Heights area, Canadore College and Nipissing University expansion and Main West commercial development. A contract for engineering services was awarded to an engineering consultant in 2009 and included preliminary design.  Upgrading the road to a proper Collector standard will be evaluated, including upgrading to curb and gutter and storm sewer system. Also, the condition of the watermain will be evaluated for repair/rehab/reconstruction needs.  Related projects include 3810RD/SS/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2028	60,000	60,000	0																		
2030	1,100,000	1,100,000	0																		
	<b>1,160,000</b>	<b>1,160,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,160,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2009	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3810WS	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. - Gormanville to Memorial	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services to upgrade the sanitary trunk sewer from Gormanville Road to Memorial Drive (an approximate length of 1,500 meters). The sewer alignment will follow Main Street from Gormanville Road to Harriet Street, Harriet Street from Main Street to Nipissing Street and CP Rail lands from Nipissing Street to Memorial Drive.	The 2008 Infrastructure Background Study prepared in support of the Official Plan update identified that the existing trunk sewer will be undersized to support future development including the Cedar Heights area, Canadore College and Nipissing University expansion and Main West commercial development. A contract for engineering services was awarded to an engineering consultant in 2009 and included preliminary design.  Upgrading the road to a proper Collector standard will be evaluated, including upgrading to curb and gutter and storm sewer system. Also, the condition of the watermain will be evaluated for repair/rehab/reconstruction needs.  Related projects include 3810RD/ST/SS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2028	60,000	60,000	0																		
2030	1,200,000	1,200,000	0																		
	<b>1,260,000</b>	<b>1,260,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,260,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2009	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	3812RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. (ONR Overpass)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the necessary remedial works to the structure to repair various components of the Lakeshore Drive Overpass (over ONR and CP Rail).	The Lakeshore Drive Overpass is the City's largest bridge structure. Major rehab and reconstruction works were carried out in 2016/2017 including the abutments, abutment seats, piers, pier caps, etc. , as well as replacement of the bridge deck including asphalt, sidewalks, curb and gutter, barrier wall and street lights.  Additional rehab works have been identified for the future.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2026 Perform a bridge inspection and assessment 2028 Repairs and rehab based on the assessment performed in 2026

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2026</td> <td>25,000</td> <td>25,000</td> <td>0</td> </tr> <tr> <td>2028</td> <td>250,000</td> <td>250,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>275,000</b></td> <td><b>275,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 275,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2026	25,000	25,000	0	2028	250,000	250,000	0		<b>275,000</b>	<b>275,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 275,000</b>		
Budget Year	Total Expense	Total Revenue	Difference																		
2026	25,000	25,000	0																		
2028	250,000	250,000	0																		
	<b>275,000</b>	<b>275,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 275,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2026	25 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3813RD	<b>Scenario:</b>	Main
<b>Title:</b>	Trout Lake Rd. (ONR Overpass)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the necessary remedial works to repair the Trout Lake Road Overpass over the ONR tracks.	The Trout Lake Road Overpass is the City's second largest bridge structure. Significant rehab works were carried out in 2017 including rehabilitation to the wearing surface, sidewalk, curb, median and barrier walls.  Additional rehab works have been identified for the future.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2026 Perform a bridge inspection and assessment 2028 Repairs and rehab based on the assessment performed in 2026

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2026	25,000	25,000	0																		
2028	250,000	250,000	0																		
	<b>275,000</b>	<b>275,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 275,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2026	25 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3814RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lees Road Reconstruction	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project involves the engineering and construction services for reconstruction of the road. Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction.		The road structure is nearing the end of its useful life and will need to be reconstructed. Road geometry will also be evaluated for improvement to meet current industry standards.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	2,400,000	2,400,000	0
2024	2,200,000	2,200,000	0
	<b>4,600,000</b>	<b>4,600,000</b>	<b>0</b>
<b>LTD Amount:</b> 200,000		<b>Total Project Cost:</b> 4,800,000	

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2018	Jan 1, 2020	25 Years	Reid Porter	Dec 31, 2024



<b>Number:</b>	3815RD	<b>Scenario:</b>	Main
<b>Title:</b>	Trout Lake Road Retaining Wall Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services for the rehab/reconstruction of the retaining wall and storm drainage system. Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction technical assistance.	<p>The existing retaining wall located between Lakeheights Road and Lees Road on the north side of Trout Lake Road has significant cracking. A condition assessment was carried out in 2016 which identified that retaining wall was subject to alkali–aggregate reaction - an irreversible condition causing expansion and cracking. The wall will need replacement or significant rehabilitation to extend some life in the wall.</p> <p>In addition, the retaining wall drainage system is not performing properly, especially during the spring melt, leading to water pooling on the adjacent roadway.</p> <p>Project 4006RD involves the reconstruction of the roadway adjacent to the wall.</p> <p>Related project includes 3815ST and 4006RD.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> <tr> <td>2026</td> <td>1,250,000</td> <td>1,250,000</td> <td>0</td> </tr> <tr> <td>2027</td> <td>1,250,000</td> <td>1,250,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>2,550,000</b></td> <td><b>2,550,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 2,550,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2022	50,000	50,000	0	2026	1,250,000	1,250,000	0	2027	1,250,000	1,250,000	0		<b>2,550,000</b>	<b>2,550,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 2,550,000			
Budget Year	Total Expense	Total Revenue	Difference																						
2022	50,000	50,000	0																						
2026	1,250,000	1,250,000	0																						
2027	1,250,000	1,250,000	0																						
	<b>2,550,000</b>	<b>2,550,000</b>	<b>0</b>																						
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 2,550,000																								

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2022	50 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3815ST	<b>Scenario:</b>	Main
<b>Title:</b>	Trout Lake Road Retaining Wall Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services for the rehab/reconstruction of the retaining wall and storm drainage system. Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction technical assistance.	<p>The existing retaining wall located between Lakeheights Road and Lees Road on the north side of Trout Lake Road has significant cracking. A condition assessment was carried out in 2016 which identified that retaining wall was subject to alkali-aggregate reaction - an irreversible condition causing expansion and cracking. The wall will need replacement or significant rehabilitation to extend some life in the wall.</p> <p>In addition, the retaining wall drainage system is not performing properly, especially during the spring melt, leading to water pooling on the adjacent roadway.</p> <p>Project 4006RD involves the reconstruction of the roadway adjacent to the wall.</p> <p>Related project includes 3815RD and 4006RD.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2022	15,000	15,000	0																		
2027	250,000	250,000	0																		
	<b>265,000</b>	<b>265,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 265,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2022	75 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3818RD	<b>Scenario:</b>	Main
<b>Title:</b>	Premier Pumping Station Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project involves the replacement of the Premier lift station as well as all of the equipment within.		The station is at the end of its useful life. Related project includes 3818SS.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
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<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	450,000	450,000	0
	<b>450,000</b>	<b>450,000</b>	<b>0</b>
<b>LTD Amount:</b> 200,000		<b>Total Project Cost:</b> 650,000	

<b>Related Projects</b>		<b>Operating Impacts</b>	
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2018	Jan 1, 2021	25 Years	Gerry McCrank	Dec 31, 2022

<b>Number:</b>	3818SS	<b>Scenario:</b>	Main
<b>Title:</b>	Premier Pumping Station Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program will allow for the replacement of the Premier lift station as well as all of the equipment within.	The station is at the end of its useful life. Related project includes 3818RD.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>2,370,000</td> <td>2,370,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>2,370,000</b></td> <td><b>2,370,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount:</b> 480,000</td> <td colspan="2"><b>Total Project Cost:</b> 2,850,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2022	2,370,000	2,370,000	0		<b>2,370,000</b>	<b>2,370,000</b>	<b>0</b>	<b>LTD Amount:</b> 480,000		<b>Total Project Cost:</b> 2,850,000		
Budget Year	Total Expense	Total Revenue	Difference														
2022	2,370,000	2,370,000	0														
	<b>2,370,000</b>	<b>2,370,000</b>	<b>0</b>														
<b>LTD Amount:</b> 480,000		<b>Total Project Cost:</b> 2,850,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2021	50 Years	Gerry McCrank	Dec 31, 2022

<b>Number:</b>	3823FD	<b>Scenario:</b>	Main
<b>Title:</b>	Fire Master Plan	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The purpose of this project is to identify the fire protection needs of the community in the short and long term and to balance these needs against the municipal goals and objectives.		The Fire Master Plan will set the direction of Fire and Emergency Services keeping pace with corporate needs and goals.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
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<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	50,000	50,000	0
	<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 50,000		

<b>Related Projects</b>		<b>Operating Impacts</b>	
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2018	Jan 1, 2022	TBD	Jason Whiteley	Dec 31, 2022

<b>Number:</b>	3825SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant - Intake Chamber Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the rehabilitation / replacement of the Wastewater Treatment Plant intake chamber.	The sewage intake chamber has been identified as being past its anticipated service life and is due for significant rehabilitation or replacement. There is currently only one intake chamber which receives all sewage for the entire City of North Bay. This project will look at the option to create a second intake chamber for redundancy and to increase reliability and looks at options for flood mitigation of the intake chambers when Lake Nipissing levels become high.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>200,000</td> <td>200,000</td> <td>0</td> </tr> <tr> <td>2023</td> <td>2,800,000</td> <td>2,800,000</td> <td>0</td> </tr> <tr> <td>2024</td> <td>1,700,000</td> <td>1,700,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>4,700,000</b></td> <td><b>4,700,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 4,700,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2022	200,000	200,000	0	2023	2,800,000	2,800,000	0	2024	1,700,000	1,700,000	0		<b>4,700,000</b>	<b>4,700,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 4,700,000</b>		
Budget Year	Total Expense	Total Revenue	Difference																						
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 4,700,000</b>																							

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2022	80 Years	Karin Pratte	Dec 31, 2024

<b>Number:</b>	3826SS	<b>Scenario:</b>	Main
<b>Title:</b>	Pumping Station Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project involves the engineering and construction services for the rehab/reconstruction of various sanitary pumping stations. Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction.		A condition assessment will be undertaken on all of the pumping stations and the most critical replacements will be prioritized.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
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<b>Forecast</b>		<b>Project Detailed 2021</b>																																					
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Budget Year	Total Expense	Total Revenue	Difference																																				
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<b>Related Projects</b>		<b>Operating Impacts</b>	
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Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2023	50 Years	Adam Lacombe	Dec 31, 2030

<b>Number:</b>	3829SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant - Structural Repair	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project provides for design and construction related to structural repairs required at the Wastewater Treatment Plant in accordance with recommendations outlined in the 2011 condition assessment.</p> <p>Other structural repairs of buildings, roofs, tunnels and channels are also required.</p>	<p>The Wastewater Treatment Plant has many concrete tanks that are used for process treatment streams. Although most of the tanks are relatively new (constructed in 1983) and their structural integrity generally appears satisfactory, all exposed concrete elements of the tanks show a great deal of cracking in the walls. The tanks' expansion joints are generally in poor condition and overgrown with vegetation in some locations. Joints have spilled and must be repaired before further serious damage and leaking occurs.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																							
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Budget Year	Total Expense	Total Revenue	Difference																																																					
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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2013	Jan 1, 2018	25 Years	Karin Pratte	Dec 31, 2024



<b>Number:</b>	3830GD	<b>Scenario:</b>	Main
<b>Title:</b>	Merrick Landfill Gas (LFG) Collection Infrastructure	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Environmental
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The program involves the construction of LFG collection system in each of the landfill cells as the landfill expands. Collection system includes piping, valves, controls and wells.		Collection of landfill gases is necessary to remain compliant with Merrick Landfill's Certificate of Approval and to efficiently supply landfill gas to Merrick's Gas Utilization System. Expansion is related to the timing of the filling of the working Cell and Landfill Leachate Management Cell expansion which is done, approximately, every 4-5 years. Funding from Merrick Reserves (99515R) will be utilized.	
		Related project includes 3805GD.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>				<b>Project Detailed 2021</b>		
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
2021	150,000	150,000	0	<b>Expense</b>		
2022	600,000	600,000	0	3117	DESIGN FEES	147,000
2025	150,000	150,000	0	7010	ADMINISTRATON & OVERHEAD	3,000
2026	650,000	650,000	0	<b>Total Expense:</b>		<b>150,000</b>
2029	150,000	150,000	0	<b>Revenue</b>		
	<b>1,700,000</b>	<b>1,700,000</b>	<b>0</b>	0470	TSF FROM RESERVE FUND	150,000
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 1,700,000			<b>Total Revenue:</b>		<b>150,000</b>

<b>Related Projects</b>			<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	
2014	Jan 1, 2021	20 Years	Karin Pratte	
			<b>Completion Date</b>	
			Dec 31, 2029	

<b>Number:</b>	3831ST	<b>Scenario:</b>	Main
<b>Title:</b>	Stormwater Outfall Repair and Rehabilitation	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for corrective measures to various storm sewer outfalls to Lake Nipissing.</p> <p>Engineering services will include condition inspections, contract drawings, specifications, tendering and construction.</p>	<p>There are a number of storm outlet structures at or nearing the end of their service life with critical deficiencies and risk of failure. The mitigation measures will include both repair works to current deficiencies and proactive works to prevent the further deterioration and failure of the highest risk outlets.</p> <p>In 2015 a study was completed that included inventorying the outfalls and identifying the most critical needs. In future years, work will involve design and construction of the corrective measures, which will include erosion control treatments, flushing and pipe repairs. The work will be constructed in multiple phases.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2021	50 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	3900RD	<b>Scenario:</b>	Main
<b>Title:</b>	Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the first phase of the looping of Water Zone 2B (Cedar Heights) to Water Zone 3 (Ellendale) as a second feed to both water zones.</p> <p>The project will include reconstruction of Cedar Heights Road as well as installation of a new sanitary sewer.</p> <p>This will be the first phase of the project and will extend from the College Drive/Larocque Road intersection easterly approximately 800 m. The services will extend from the existing services at the College Drive/Larocque Road intersection.</p>	<p>The need was identified in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain to loop Zone 2B and Zone 3 along Cedar Heights Road and Golf Club Road will provide a second feed to both areas and provide a key reinforcement of these systems.</p> <p>Related projects include 3900ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2011	Jan 1, 2021	25 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	3900SS	<b>Scenario:</b>	Main
<b>Title:</b>	Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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2014	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	3900ST	<b>Scenario:</b>	Main
<b>Title:</b>	Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
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2011	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	3900WS	<b>Scenario:</b>	Main
<b>Title:</b>	Cedar Heights Rd. - Highway 11 to Larocque Urban Upgrade and Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2014	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	3905WS	<b>Scenario:</b>	Main
<b>Title:</b>	Cedar Heights Rd. - Larocque BPS	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>This project is to provide for the construction of the Larocque BPS.</p> <p>The third phase of the Cedar Heights water infrastructure upgrades and expansion is to construct a booster pumping station near the Larocque standpipe. Under certain conditions some areas serviced by the standpipe will not have sufficient pressure to meet current standards; therefore a booster station is required to increase the pressure.</p>	<p>Engineering services were previously completed for an Environmental Assessment, preliminary design, detailed design, agency approvals, and contract drawings. Since the design will be on the shelf, immediately prior to tendering and construction, the design will need to be reviewed again and updated for any changes in conditions since the original completion, including any physical changes to the site, changes in standards or regulations, etc.</p> <p>Construction of Phase 1 was completed in 2015, and included construction of the Cedar Heights Booster Pumping Station on College Drive, as well as the installation of sewer and water and a pathway on College drive. Phase 2 was completed in 2020 and included continuation of the sewer and water installation as well as a standpipe on Larocque Road.</p>

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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2024	50 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	3908ST	<b>Scenario:</b>	Main
<b>Title:</b>	Trunk Sewer Rehab - Eastview Tributary System	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the rehabilitation of the Eastview Tributary Storm System. The works will include trenchless technologies to preserve the existing pipe works and extend the system's life. The Eastview Tributary is part of the Chippewa Creek watershed and generally runs from Ski Club Road south towards Northgate Square.</p> <p>A portion of the watercourse north of Trout Lake Road is enclosed in a storm sewer which runs along a back lot easement of the residential properties on the east side of Laurentian Avenue.</p> <p>Engineering services will include survey, condition inspection, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>This work is being done as a preventative treatment at minimum cost to avoid potential collapse and emergency replacement. The trenchless methods are very cost effective by not requiring surface restorations and significant disturbance to the surrounding neighbourhood.</p> <p>The work will be constructed in one phase.</p>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2024	25 Years	Adam Lacombe	Dec 31, 2026



<b>Number:</b>	3909RD	<b>Scenario:</b>	Main
<b>Title:</b>	Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of 100 mm watermains in various locations of the downtown area, including 100 mm watermains on Wyld Street, Worthington Street, Sherbrooke Street, and Second Avenue.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. In addition to the watermain replacement, the construction works will also include restoration of the disturbed surface areas, including road base aggregates, asphalt, curb, gutter, grass boulevard and grassed ditches.</p>	<p>Historically, 100 mm watermains have been problematic due to build-up of tubercles and other corrosion deposits inside the mains, leading to significant reduction in flow capacity. Additionally, the recent Fire Underwriter's Survey identified an excessive amount of 100 mm watermains within the city, resulting in a negative impact on the City's overall scoring. Replacement of the 100 mm watermains will mitigate risk due to reduced fire flows and will address the Fire Underwriter's Survey concerns.</p> <p>The project will be constructed in one phase. The related project includes 3909SS/ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2025</td> <td>130,000</td> <td>130,000</td> <td>0</td> </tr> <tr> <td>2027</td> <td>2,400,000</td> <td>2,400,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>2,530,000</b></td> <td><b>2,530,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 2,530,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2025	130,000	130,000	0	2027	2,400,000	2,400,000	0		<b>2,530,000</b>	<b>2,530,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 2,530,000</b>		
Budget Year	Total Expense	Total Revenue	Difference																		
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2025	25 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3909SS	<b>Scenario:</b>	Main
<b>Title:</b>	Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of 100 mm watermains in various locations of the downtown area, including 100 mm watermains on Wyld Street, Worthington Street, Sherbrooke Street, and Second Avenue.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. In addition to the watermain replacement, the construction works will also include restoration of the disturbed surface areas, including road base aggregates, asphalt, curb, gutter, grass boulevard and grassed ditches.</p>	<p>Historically, 100 mm watermains have been problematic due to build-up of tubercles and other corrosion deposits inside the mains, leading to significant reduction in flow capacity. Additionally, the recent Fire Underwriter's Survey identified an excessive amount of 100 mm watermains within the city, resulting in a negative impact on the City's overall scoring. Replacement of the 100 mm watermains will mitigate risk due to reduced fire flows and will address the Fire Underwriter's Survey concerns.</p> <p>The project will be constructed in one phase. The related project includes 3909RD/ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2025	75 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3909ST	<b>Scenario:</b>	Main
<b>Title:</b>	Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of 100 mm watermains in various locations of the downtown area, including 100 mm watermains on Wyld Street, Worthington Street, Sherbrooke Street, and Second Avenue.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. In addition to the watermain replacement, the construction works will also include restoration of the disturbed surface areas, including road base aggregates, asphalt, curb, gutter, grass boulevard and grassed ditches.</p>	<p>Historically, 100 mm watermains have been problematic due to build-up of tubercles and other corrosion deposits inside the mains, leading to significant reduction in flow capacity. Additionally, the recent Fire Underwriter's Survey identified an excessive amount of 100 mm watermains within the city, resulting in a negative impact on the City's overall scoring. Replacement of the 100 mm watermains will mitigate risk due to reduced fire flows and will address the Fire Underwriter's Survey concerns.</p> <p>The project will be constructed in one phase. The related project includes 3909RD/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2025	75 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3909WS	<b>Scenario:</b>	Main
<b>Title:</b>	Worthington, Wyld, Sherbrooke, Second 4" Watermain Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of 100 mm watermains in various locations of the downtown area, including 100 mm watermains on Wyld Street, Worthington Street, Sherbrooke Street, and Second Avenue.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. In addition to the watermain replacement, the construction works will also include restoration of the disturbed surface areas, including road base aggregates, asphalt, curb, gutter, grass boulevard and grassed ditches.</p>	<p>Historically, 100 mm watermains have been problematic due to build-up of tubercles and other corrosion deposits inside the mains, leading to significant reduction in flow capacity. Additionally, the recent Fire Underwriter's Survey identified an excessive amount of 100 mm watermains within the city, resulting in a negative impact on the City's overall scoring. Replacement of the 100 mm watermains will mitigate risk due to reduced fire flows and will address the Fire Underwriter's Survey concerns.</p> <p>The project will be constructed in one phase. The related project includes 3909RD/SS/ST.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2025	75 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	3910ST	<b>Scenario:</b>	Main
<b>Title:</b>	Chippewa Creek and Airport Heights Stormwater Retention	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services to construct a stormwater management (SWM) pond approximately 350 meters east of O'Brien Street and 150 meters north of Airport Road and to construct a drainage channel and recreational pathway/maintenance road from Kenwood Hills Drive to the pond.</p> <p>For new development on the north side of Airport Road, the pond will provide quantity control to mitigate flooding impacts in Chippewa Creek. The pond will also provide quality control to mitigate sedimentation into the creek for a significant portion of the existing and future development in the Airport Heights area.</p>	<p>A contract for engineering services was awarded to an engineering consultant in 2009 which included an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>The Chippewa Creek Watershed Study identified that future development in the Airport Heights area would require quantity and quality control. The Highland Woods development was allowed to proceed based on the SWM requirements being met by the construction of this SWM pond. The SWM pond, channel, and recreational pathway/maintenance road will be constructed in one phase.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 2,550,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2009	Jan 1, 2022	50 Years	Adam Lacombe	Dec 31, 2025

<b>Number:</b>	3911RD	<b>Scenario:</b>	Main
<b>Title:</b>	Four Mile Lake Rd. Extension to Highway 11	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services for a new rural roadway from the west end of Four Mile Lake Road to Marsh Drive and possible upgrades on Marsh Drive to Highway 11 including any required improvements to Highway 11 and the Marsh Drive intersection.</p> <p>The road will be constructed as a truck route to service existing industrial properties and new industrial developments in the airport area. Engineering services are being undertaken in-house and include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p>		<p>The project's priority is related to development and should be implemented as expected growth demands.</p> <p>The project would also address some safety concerns. Truck traffic to Highway 11/17 is currently serviced by Airport Road and O'Brien Street. Thibeault Hill on Highway 11 has a truck arrestor bed and Airport Hill does not. Removing truck traffic from Airport Hill and redirecting it to Thibeault Hill would reduce the risk of runaway trucks. Re-routing truck traffic would also extend the life of Airport Road and O'Brien Street between Airport Road and Highway 11/17.</p> <p>The work will be constructed in one phase.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2024	620,000	620,000	0
2027	11,800,000	11,800,000	0
	<b>12,420,000</b>	<b>12,420,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 12,420,000		
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2011	Jan 1, 2024	25 Years	Reid Porter
			<b>Completion Date</b>
			Dec 31, 2028

<b>Number:</b>	3912GG	<b>Scenario:</b>	Main
<b>Title:</b>	Integrated Software Solution	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Technology
<b>Division:</b>	Capital - Corporate Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>One of the six pillars of the City of North Bay's business plan is to strategically implement and utilize technology to achieve corporate goals. In keeping with this corporate objective, the vision for the Enterprise Resource Planning (ERP) project is to implement an integrated ERP system that supports staff in the delivery of municipal programs and services; takes advantage of best practices; and significantly improves the efficiency and effectiveness of the City's work processes.</p> <p>The City of North Bay has used Naviline HTE (now SunGard Public Sector) for approximately nineteen years. The applications include general ledger, cash, purchasing, billing (water/tax), building, work orders, code enforcement, human resources, payroll, accounts receivable, accounts payable, transit and licensing. Due to changing technologies, it is appropriate to re-evaluate the current system, evaluate other systems and determine if an alternative solution can provide enhancements in service delivery and administrative efficiencies can be gained.</p>	<p>BDO was engaged and completed a needs analysis. Their conclusion is the City's existing ERP system does not realize many of the intended efficiencies of an effective ERP system.</p> <p>In order for a new implementation to be successful a significant financial and human resource commitment is required.</p> <p>Pursuing an integrated ERP strategy is different than a 'best of breed' approach. BDO is supportive of an integrated ERP strategy to reduce the overall cost of technology ownership, to enhance processes and data integration, reporting and to reduce complexity and duplication of tasks.</p> <p>An Information Systems Review with Blackline Consulting is underway and recommendations will be brought forward to Council based on this review.</p> <p>Related project includes 3912WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2021	TBD	Lea Janisse	Dec 31, 2023

<b>Number:</b>	3912WS	<b>Scenario:</b>	Main
<b>Title:</b>	Integrated Software Solution	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Technology
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>One of the six pillars of the City of North Bay's business plan is to strategically implement and utilize technology to achieve corporate goals. In keeping with this corporate objective, the vision for the Enterprise Resource Planning (ERP) project is to implement an integrated ERP system that supports staff in the delivery of municipal programs and services; takes advantage of best practices; and significantly improves the efficiency and effectiveness of the City's work processes.</p> <p>The City of North Bay has used Naviline HTE (now SunGard Public Sector) for approximately nineteen years. The applications include general ledger, cash, purchasing, billing (water/tax), building, work orders, code enforcement, human resources, payroll, accounts receivable, accounts payable, transit and licensing. Due to changing technologies, it is appropriate to re-evaluate the current system, evaluate other systems and determine if an alternative solution can provide enhancements in service delivery and administrative efficiencies can be gained.</p>	<p>BDO was engaged and completed a needs analysis. Their conclusion is the City's existing ERP system does not realize many of the intended efficiencies of an effective ERP system.</p> <p>In order for a new implementation to be successful a significant financial and human resource commitment is required.</p> <p>Pursuing an integrated ERP strategy is different than a 'best of breed' approach. BDO is supportive of an integrated ERP strategy to reduce the overall cost of technology ownership, to enhance processes and data integration, reporting and to reduce complexity and duplication of tasks.</p> <p>An Information Systems Review with Blackline Consulting is underway and recommendations will be brought forward to Council based on this review.</p> <p>Related project includes 3912GG.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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2011	Jan 1, 2021	TBD	Lea Janisse	Dec 31, 2023



<b>Number:</b>	3913RD	<b>Scenario:</b>	Main
<b>Title:</b>	Ivanhoe Drive Reconstruction - Sage to Rita	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2020	25 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3913SS	<b>Scenario:</b>	Main
<b>Title:</b>	Ivanhoe Drive Reconstruction - Sage to Rita	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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2019	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3913ST	<b>Scenario:</b>	Main
<b>Title:</b>	Ivanhoe Drive Reconstruction - Sage to Rita	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3913WS	<b>Scenario:</b>	Main
<b>Title:</b>	Ivanhoe Drive Reconstruction - Sage to Rita	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

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2019	Jan 1, 2020	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3917RD	<b>Scenario:</b>	Main
<b>Title:</b>	Third Avenue - Cassells to Front	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the complete reconstruction of the roadway and underground infrastructure on Third Avenue from Cassells St to Front St.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, and construction technical assistance. Construction will be undertaken by the City's Sewer &amp; Water Department.</p>	<p>The pavement structure on Third Avenue between Cassells St and Front St has reached the end of its useful life and is no longer a candidate for rehabilitation treatments. The roadway is not constructed to current standards and has no formal drainage system - i.e. no ditches and no curb and gutter system - drainage issues are apparent throughout. The underground infrastructure (sanitary and water) is also at the end of its useful life and requires replacement. The road will be brought up to a current local road standard.</p> <p>Related projects include 3917ST/SS/WS</p>

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2019	25 Years	Gerry McCrank	Dec 31, 2021

<b>Number:</b>	3917SS	<b>Scenario:</b>	Main
<b>Title:</b>	Third Avenue - Cassells to Front	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2019	75 Years	Gerry McCrank	Dec 31, 2021

<b>Number:</b>	3917ST	<b>Scenario:</b>	Main
<b>Title:</b>	Third Avenue - Cassells to Front	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2019	75 Years	Gerry McCrank	Dec 31, 2021

<b>Number:</b>	3917WS	<b>Scenario:</b>	Main
<b>Title:</b>	Third Avenue - Cassells to Front	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2019	75 Years	Gerry McCrank	Dec 31, 2021



<b>Number:</b>	3919RD	<b>Scenario:</b>	Main
<b>Title:</b>	Metcalfe St - Laurier to End	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	25 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	3919SS	<b>Scenario:</b>	Main
<b>Title:</b>	Metcalfe St - Laurier to End	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	3919ST	<b>Scenario:</b>	Main
<b>Title:</b>	Metcalfe St - Laurier to End	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	3919WS	<b>Scenario:</b>	Main
<b>Title:</b>	Metcalfe St - Laurier to End	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

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<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	75 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	3920RD	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien Street - Ski Club to Airport & Ski Club Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for the complete reconstruction of the roadway on O'Brien from Airport to Ski Club to improve the road to a current urban collector road standard, as well as installation of new traffic signals at the intersection of O'Brien and Ski Club. The capacity and condition of the existing underground infrastructure (storm, sanitary, and water) will be evaluated to determine if any work is required to repair, rehabilitate, or replace the infrastructure.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>The configuration of O'Brien from Airport to Ski Club does not meet current urban collector standards. The roadway and intersection at Ski Club has reached its capacity and requires upgrading to reduce congestion in the area. The Ski Club intersection is currently controlled by an all-way stop control - replacement of this control with traffic signals that are coordinated with the traffic signals at the Airport Road intersection will provide increased capacity. Upgrading the road to meet current urban collector standards, including the addition of curb and gutters and a proper drainage system will provide more traffic capacity and will improve the life expectancy of the pavement structure.</p> <p>The complete replacement of the above-ground infrastructure provides the opportunity to repair, rehabilitate, or replace the underground infrastructure.</p> <p>Related projects include 3920ST/SS/WS and 4032RD/ST/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	1,300,000	1,300,000	0	3425	CONSTRUCTION CONTRACT	1,274,000
	<b>1,300,000</b>	<b>1,300,000</b>	<b>0</b>	7010	ADMINISTRATON & OVERHEAD	26,000
					<b>Total Expense:</b>	<b>1,300,000</b>
	<b>LTD Amount:</b> 50,000	<b>Total Project Cost:</b> 1,350,000				
					<b>Revenue</b>	
				0461	TSF FRM REV FUND-PAYGO	100,000
				5901	DEBENTURE PROCEEDS	1,200,000
					<b>Total Revenue:</b>	<b>1,300,000</b>

Related Projects			Operating Impacts
Year Identified	Start Date	Useful Life	Manager
2019	Jan 1, 2019	25 Years	Reid Porter
			<b>Completion Date</b>
			Dec 31, 2021

<b>Number:</b>	3920SS	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien Street - Ski Club to Airport & Ski Club Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for the complete reconstruction of the roadway on O'Brien from Airport to Ski Club to improve the road to a current urban collector road standard, as well as installation of new traffic signals at the intersection of O'Brien and Ski Club. The capacity and condition of the existing underground infrastructure (storm, sanitary, and water) will be evaluated to determine if any work is required to repair, rehabilitate, or replace the infrastructure.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>The configuration of O'Brien from Airport to Ski Club does not meet current urban collector standards. The roadway and intersection at Ski Club has reached its capacity and requires upgrading to reduce congestion in the area. The Ski Club intersection is currently controlled by an all-way stop control - replacement of this control with traffic signals that are coordinated with the traffic signals at the Airport Road intersection will provide increased capacity. Upgrading the road to meet current urban collector standards, including the addition of curb and gutters and a proper drainage system will provide more traffic capacity and will improve the life expectancy of the pavement structure.</p> <p>The complete replacement of the above-ground infrastructure provides the opportunity to repair, rehabilitate, or replace the underground infrastructure.</p> <p>Related projects include 3920RD/ST/WS and 4032RD/ST/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	400,000	400,000	0	Expense		
	<b>400,000</b>	<b>400,000</b>	<b>0</b>	3425	CONSTRUCTION CONTRACT	392,000
				7010	ADMINISTRATON & OVERHEAD	8,000
					<b>Total Expense:</b>	<b>400,000</b>
				Revenue		
				0461	TSF FRM REV FUND-PAYGO	400,000
					<b>Total Revenue:</b>	<b>400,000</b>
	<b>LTD Amount: 20,000</b>	<b>Total Project Cost: 420,000</b>				

Related Projects			Operating Impacts
Year Identified	Start Date	Useful Life	Manager
2019	Jan 1, 2019	75 Years	Reid Porter
			Completion Date
			Dec 31, 2021

<b>Number:</b>	3920ST	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien Street - Ski Club to Airport & Ski Club Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the complete reconstruction of the roadway on O'Brien from Airport to Ski Club to improve the road to a current urban collector road standard, as well as installation of new traffic signals at the intersection of O'Brien and Ski Club. The capacity and condition of the existing underground infrastructure (storm, sanitary, and water) will be evaluated to determine if any work is required to repair, rehabilitate, or replace the infrastructure.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>The configuration of O'Brien from Airport to Ski Club does not meet current urban collector standards. The roadway and intersection at Ski Club has reached its capacity and requires upgrading to reduce congestion in the area. The Ski Club intersection is currently controlled by an all-way stop control - replacement of this control with traffic signals that are coordinated with the traffic signals at the Airport Road intersection will provide increased capacity. Upgrading the road to meet current urban collector standards, including the addition of curb and gutters and a proper drainage system will provide more traffic capacity and will improve the life expectancy of the pavement structure.</p> <p>The complete replacement of the above-ground infrastructure provides the opportunity to repair, rehabilitate, or replace the underground infrastructure.</p> <p>Related projects include 3920RD/SS/WS and 4032RD/ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2019	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	3920WS	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien Street - Ski Club to Airport & Ski Club Signals	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2019	Jan 1, 2019	75 Years	Reid Porter	Dec 31, 2021



<b>Number:</b>	3926GD	<b>Scenario:</b>	Main
<b>Title:</b>	Merrick Landfill Lifecycle Extension Environmental Assessment	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the environmental assessment and analysis in order to extend the lifecycle of the existing Merrick Landfill Site.	The existing footprint for waste disposal at the Merrick Landfill Site is expected to be full (approx.) by the year 2036. It typically takes 10 to 15 years in order to get approval for expansion on an existing landfill site. This project provides for the environmental assessment and analysis in order to extend the lifecycle of the existing Merrick Landfill Site.

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<b>Forecast</b>	<b>Project Detailed 2021</b>																																																
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2029

<b>Number:</b>	3928SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant - Roof Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides funds for the rehabilitation and replacement of the roofs of 11 buildings at the Wastewater Treatment Plant.	This project includes the repairs and replacements of the roofs at the Wastewater Treatment Plant. Work will be completed based on the condition of the buildings.

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2020	20 Years	Karin Pratte	Dec 31, 2028

<b>Number:</b>	3931RD	<b>Scenario:</b>	Main
<b>Title:</b>	Ellendale Second Feed	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering design and construction services for a second trunk watermain feed to the Ellendale Reservoir.</p> <p>Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>The Ellendale Reservoir is currently fed through a single 750 mm trunk watermain from Ski Club Road along Olympia Court and through an easement to the reservoir. A redundant feed is required to minimize the potential for serious long duration water supply interruptions to the Airport Heights area as a result of a break in the single feed line. Project 4102WS addresses the single feed from the Ellendale Pumping Station to Airport Hill.</p> <p>Related Project includes 3931WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	25 Years	Gerry McCrank	Dec 31, 2021

<b>Number:</b>	3931WS	<b>Scenario:</b>	Main
<b>Title:</b>	Ellendale Second Feed	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2020	75 Years	Gerry McCrank	Dec 31, 2021

<b>Number:</b>	3932RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Jessups Creek to Premier Road	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing sanitary sewer and watermain. Road and boulevard surface restoration will also be required for the areas disturbed during construction. Restoration will include the road base aggregates, asphalt, curb, gutters, grass boulevard and concrete sidewalks.</p> <p>Engineering services will include preliminary evaluation and design, detailed design, agency approvals, contract drawings, specifications, and construction technical assistance. Construction will be undertaken by the City's Sewer &amp; Water Department.</p>	<p>The existing sanitary sewer is undersized resulting in insufficient capacity to receive flows from the sanitary pumping station on Premier Road - this leads to backups and overflows in the system. The recent installation of a trunk sewer on Birchs Road helped alleviate the problem, but did not fully address it.</p> <p>The watermain along this section of the roadway is 100 mm, which is undersized for proper fire flow and will need to be upsized.</p> <p>Related projects include 3932ST/SS/WS.</p>

Scenario Description	Scenario Comments

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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2020	25 Years	Gerry McCrank	Dec 31, 2025

<b>Number:</b>	3932SS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Jessups Creek to Premier Road	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing sanitary sewer and watermain. Road and boulevard surface restoration will also be required for the areas disturbed during construction. Restoration will include the road base aggregates, asphalt, curb, gutters, grass boulevard and concrete sidewalks.</p> <p>Engineering services will include preliminary evaluation and design, detailed design, agency approvals, contract drawings, specifications, and construction technical assistance. Construction will be undertaken by the City's Sewer &amp; Water Department.</p>	<p>The existing sanitary sewer is undersized resulting in insufficient capacity to receive flows from the sanitary pumping station on Premier Road - this leads to backups and overflows in the system. The recent installation of a trunk sewer on Birchs Road helped alleviate the problem, but did not fully address it.</p> <p>The watermain along this section of the roadway is 100 mm, which is undersized for proper fire flow and will need to be upsized.</p> <p>Related projects include 3932RD/ST/WS.</p>

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2024	825,000	825,000	0																		
	<b>1,650,000</b>	<b>1,650,000</b>	<b>0</b>																		
<b>LTD Amount:</b> 40,000		<b>Total Project Cost:</b> 1,690,000																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2020	75 Years	Gerry McCrank	Dec 31, 2025

<b>Number:</b>	3932ST	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Jessups Creek to Premier Road	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing sanitary sewer and watermain. Road and boulevard surface restoration will also be required for the areas disturbed during construction. Restoration will include the road base aggregates, asphalt, curb, gutters, grass boulevard and concrete sidewalks.</p> <p>Engineering services will include preliminary evaluation and design, detailed design, agency approvals, contract drawings, specifications, and construction technical assistance. Construction will be undertaken by the City's Sewer &amp; Water Department.</p>	<p>The existing sanitary sewer is undersized resulting in insufficient capacity to receive flows from the sanitary pumping station on Premier Road - this leads to backups and overflows in the system. The recent installation of a trunk sewer on Birchs Road helped alleviate the problem, but did not fully address it.</p> <p>The watermain along this section of the roadway is 100 mm, which is undersized for proper fire flow and will need to be upsized.</p> <p>Related projects include 3932RD/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>400,000</td> <td>400,000</td> <td>0</td> </tr> <tr> <td>2024</td> <td>400,000</td> <td>400,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>800,000</b></td> <td><b>800,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 30,000</b></td> <td colspan="2"><b>Total Project Cost: 830,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2023	400,000	400,000	0	2024	400,000	400,000	0		<b>800,000</b>	<b>800,000</b>	<b>0</b>	<b>LTD Amount: 30,000</b>		<b>Total Project Cost: 830,000</b>		
Budget Year	Total Expense	Total Revenue	Difference																		
2023	400,000	400,000	0																		
2024	400,000	400,000	0																		
	<b>800,000</b>	<b>800,000</b>	<b>0</b>																		
<b>LTD Amount: 30,000</b>		<b>Total Project Cost: 830,000</b>																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2020	75 Years	Gerry McCrank	Dec 31, 2025

<b>Number:</b>	3932WS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. - Jessups Creek to Premier Road	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for upgrading the existing sanitary sewer and watermain. Road and boulevard surface restoration will also be required for the areas disturbed during construction. Restoration will include the road base aggregates, asphalt, curb, gutters, grass boulevard and concrete sidewalks.</p> <p>Engineering services will include preliminary evaluation and design, detailed design, agency approvals, contract drawings, specifications, and construction technical assistance. Construction will be undertaken by the City's Sewer &amp; Water Department.</p>	<p>The existing sanitary sewer is undersized resulting in insufficient capacity to receive flows from the sanitary pumping station on Premier Road - this leads to backups and overflows in the system. The recent installation of a trunk sewer on Birchs Road helped alleviate the problem, but did not fully address it.</p> <p>The watermain along this section of the roadway is 100 mm, which is undersized for proper fire flow and will need to be upsized.</p> <p>Related projects include 3932RD/ST/SS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2023	725,000	725,000	0																		
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2020	75 Years	Gerry McCrank	Dec 31, 2025



<b>Number:</b>	3934RD	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. Paving Stone Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of the interlocking brick pavement, retaining walls, and streetscaping on Main Street between Cassells Street and Sherbrooke Street.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The interlocking brick pavement was originally installed in 1983 on a 740 meter section of downtown Main Street and was based upon a twenty-year design life with an expected traffic volume of 8,000 vehicles per day including 5% delivery trucks and buses. The interlocking brick has performed very well and has exceeded its intended design life by over 50%.</p> <p>Significant deterioration on some portions is now evident and anticipated to get progressively worse in the near future. The Downtown Waterfront Master Plan provided a recommended concept for the streetscaping and materials.</p> <p>Related projects include: 3934ST</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2022	2,000,000	2,000,000	0																		
2023	1,900,000	1,900,000	0																		
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<b>LTD Amount:</b> 150,000		<b>Total Project Cost:</b> 4,050,000																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2020	25 Years	Gerry McCrank	Dec 31, 2023

<b>Number:</b>	3934ST	<b>Scenario:</b>	Main
<b>Title:</b>	Main St. Paving Stone Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the replacement of the interlocking brick pavement, retaining walls, and streetscaping on Main Street between Cassells Street and Sherbrooke Street.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The interlocking brick pavement was originally installed in 1983 on a 740 meter section of downtown Main Street and was based upon a twenty-year design life with an expected traffic volume of 8,000 vehicles per day including 5% delivery trucks and buses. The interlocking brick has performed very well and has exceeded its intended design life by over 50%.</p> <p>Significant deterioration on some portions is now evident and anticipated to get progressively worse in the near future. The Downtown Waterfront Master Plan provided a recommended concept for the streetscaping and materials.</p> <p>Related projects include: 3934RD</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	100,000	100,000	0														
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<b>LTD Amount:</b> 50,000		<b>Total Project Cost:</b> 150,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2020	25 Years	Gerry McCrank	Dec 31, 2024

<b>Number:</b>	3935SS	<b>Scenario:</b>	Main
<b>Title:</b>	Marshall 500 mm Forcemain Condition Assessment and Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project will allow for rehabilitation works as a result of the 2016 condition assessment of the forcemain that identified potential problem areas or failures in the system.	The Marshall Forcemain has been identified as a potential single point failure in the wastewater collection system. This forcemain serves much of the West Ferris area. A failure of this system could result in flooding and back-up of both residential neighborhoods and commercial developments throughout the West Ferris area.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>500,000</td> <td>500,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>500,000</b></td> <td><b>500,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 500,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2022	500,000	500,000	0		<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 500,000</b>		
Budget Year	Total Expense	Total Revenue	Difference														
2022	500,000	500,000	0														
	<b>500,000</b>	<b>500,000</b>	<b>0</b>														
<b>LTD Amount: 0</b>		<b>Total Project Cost: 500,000</b>															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2022	25 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	3936WS	<b>Scenario:</b>	Main
<b>Title:</b>	Watermain - Cathodic Protection Program	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for a cathodic protection program to protect city watermains that are being corroded from the outside by adverse soil conditions.	This program extends the useful life of the City's metallic watermains. With the program in place, it is expected that the annual number of watermain breaks will decline. A previous project in this program focused on the 500 mm Birchs Road watermain.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2021	10 to 20 Years	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	3938PR	<b>Scenario:</b>	Main
<b>Title:</b>	Olmsted Beach - Boat Launch Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the design and construction to replace the Olmsted Boat Launch.	The boat launch at Olmsted Beach (Armstrong Park) has reached the end of its expected service life. Repairs undertaken to date have been temporary in nature. The boat launch provides an important public access to Trout Lake for boaters.  Not undertaking the redevelopment will result in the eventual closing of the access due to health and safety concerns to users.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2023 Olmsted boat launch design 2024 Olmsted boat launch construction

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2018	Jan 1, 2023	25 Years	David Schroeder	Dec 31, 2024

<b>Number:</b>	3942RF	<b>Scenario:</b>	Main
<b>Title:</b>	Omischl Sports Complex - Synthetic Turf Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the replacement of the two synthetic turf fields (soccer and football) at the Omischl Sports Complex when they have reached the end of their respective life cycle.	The synthetic turf (carpet and infill only) had an 8 year warranty which ends in 2020. The industry life cycle for a synthetic turf field is 10 to 20 years. Synthetic turf fields can have a longer life cycle depending on use, maintenance practices and climate. At the end of each year the condition of these fields will be reviewed and the replacement dates adjusted accordingly.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2023 Soccer field synthetic turf replacement 2025 Football field synthetic turf replacement

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2023	600,000	600,000	0																		
2025	600,000	600,000	0																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,200,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2023	10 to 20 Years	David Schroeder	Dec 31, 2025

<b>Number:</b>	3943RF	<b>Scenario:</b>	Main
<b>Title:</b>	Omischl Sports Complex - Shade Structures Development	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the construction of shade structures. The first to be situated near the baseball diamonds and the second to be determined based on the new arena building location.	The first shade structures situated near the baseball diamonds will protect users from the sun and rain during regular league play. Additionally, the structure can be used by the ball tournament organizers to enhance their event.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2023 Picnic shelter construction

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>100,000</td> <td>100,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>100,000</b></td> <td><b>100,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount:</b> 171,136</td> <td colspan="2"><b>Total Project Cost:</b> 271,136</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2023	100,000	100,000	0		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>LTD Amount:</b> 171,136		<b>Total Project Cost:</b> 271,136		
Budget Year	Total Expense	Total Revenue	Difference														
2023	100,000	100,000	0														
	<b>100,000</b>	<b>100,000</b>	<b>0</b>														
<b>LTD Amount:</b> 171,136		<b>Total Project Cost:</b> 271,136															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2023	25 Years	David Schroeder	Dec 31, 2023

<b>Number:</b>	3945RF	<b>Scenario:</b>	Main
<b>Title:</b>	Amelia Field Renovation & Lighting Upgrades	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the renovation of the Amelia ball and soccer fields and upgrading the Amelia ball field lighting to LED fixtures.	The Amelia ball and soccer field renovations include turf, infield, fencing, and irrigation system work. The Amelia ball field lighting will be upgraded to LED fixtures that will improve efficiencies and reduce the maintenance concerns with the current metal halide lighting.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2023 Amelia ball & soccer field renos // ball field lighting upgrade

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>375,000</td> <td>375,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>375,000</b></td> <td><b>375,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount:</b> 25,000</td> <td colspan="2"><b>Total Project Cost:</b> 400,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2023	375,000	375,000	0		<b>375,000</b>	<b>375,000</b>	<b>0</b>	<b>LTD Amount:</b> 25,000		<b>Total Project Cost:</b> 400,000		
Budget Year	Total Expense	Total Revenue	Difference														
2023	375,000	375,000	0														
	<b>375,000</b>	<b>375,000</b>	<b>0</b>														
<b>LTD Amount:</b> 25,000		<b>Total Project Cost:</b> 400,000															

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2023	25 Years	David Schroeder	Dec 31, 2023



<b>Number:</b>	3946RF	<b>Scenario:</b>	Main
<b>Title:</b>	Johnson Field Renovation & Lighting Upgrades	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the renovation of Centennial Field including upgrading the lighting to LED.	The renovations include turf, infield fencing and irrigation work. The field lighting will be upgrade to LED fixtures that will improve inefficiencies and reduce the maintenance concerns with the current metal halide lighting.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Johnson ball field renos and lighting upgrades

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>25,000</td> <td>25,000</td> <td>0</td> </tr> <tr> <td>2024</td> <td>375,000</td> <td>375,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>400,000</b></td> <td><b>400,000</b></td> <td><b>0</b></td> </tr> <tr> <td colspan="2"><b>LTD Amount: 0</b></td> <td colspan="2"><b>Total Project Cost: 400,000</b></td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2021	25,000	25,000	0	2024	375,000	375,000	0		<b>400,000</b>	<b>400,000</b>	<b>0</b>	<b>LTD Amount: 0</b>		<b>Total Project Cost: 400,000</b>		<table border="1"> <thead> <tr> <th>GL Account</th> <th>Description</th> <th>Total Amount</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Expense</b></td> </tr> <tr> <td>3117</td> <td>DESIGN FEES</td> <td>24,500</td> </tr> <tr> <td>7010</td> <td>ADMINISTRATON &amp; OVERHEAD</td> <td>500</td> </tr> <tr> <td colspan="2"><b>Total Expense:</b></td> <td><b>25,000</b></td> </tr> <tr> <td colspan="3"><b>Revenue</b></td> </tr> <tr> <td>0461</td> <td>TSF FRM REV FUND-PAYGO</td> <td>25,000</td> </tr> <tr> <td colspan="2"><b>Total Revenue:</b></td> <td><b>25,000</b></td> </tr> </tbody> </table>	GL Account	Description	Total Amount	<b>Expense</b>			3117	DESIGN FEES	24,500	7010	ADMINISTRATON & OVERHEAD	500	<b>Total Expense:</b>		<b>25,000</b>	<b>Revenue</b>			0461	TSF FRM REV FUND-PAYGO	25,000	<b>Total Revenue:</b>		<b>25,000</b>
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0461	TSF FRM REV FUND-PAYGO	25,000																																											
<b>Total Revenue:</b>		<b>25,000</b>																																											

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2019	Jan 1, 2021	25 Years	David Schroeder	Dec 31, 2024

<b>Number:</b>	4003WS	<b>Scenario:</b>	Main
<b>Title:</b>	Membrane Module Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is to replace the membrane module.	The replacement of the membrane module is scheduled to take place in the year 2024 and 2025.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2024	1,620,000	1,620,000	0																		
2025	1,620,000	1,620,000	0																		
	<b>3,240,000</b>	<b>3,240,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 3,240,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2024	15 Years	Karin Pratte	Dec 31, 2025

<b>Number:</b>	4005RD	<b>Scenario:</b>	Main
<b>Title:</b>	Pinewood Park Drive Continuous Left Turn Lane (Lakeshore Drive to Decaire Road)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services to add a continuous left turn lane from Lakeshore Drive to Decaire Road. The project has been included in the preparation of a Municipal Class Environmental Assessment for the Lakeshore Drive and Pinewood Park corridors under Project 3715RD Pinewood Park &amp; Lakeshore Drive Intersection Reconstruction. Engineering services will include preliminary evaluation and design, detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p> <p>Road works include the road base aggregates, asphalt, and grass boulevard. Potential implementation of curb, gutter, and sidewalk will be examined during the EA.</p>	<p>As the Pinewood Park corridor continues to develop, increased traffic will necessitate additional lanes. It is anticipated that a continuous centre left turn lane will be required, but different configurations will also be examined during the Environmental Assessment, such as widening to four lanes.</p> <p>Related projects include 3715RD.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2024	90,000	90,000	0																		
2027	1,600,000	1,600,000	0																		
	<b>1,690,000</b>	<b>1,690,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,690,000</b>																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2024	25 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	4006RD	<b>Scenario:</b>	Main
<b>Title:</b>	Trout Lake Road (Mountainview Drive to Lees Road)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description			Comments			
<p>The project involves the engineering and construction services for reconstruction and rehabilitation of Trout Lake Road from Mountainview Drive to Lees Road.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>			<p>The scope of work includes:</p> <p>1- Reconstruction of Roadway and Drainage Approximately 350 m of roadway is designated for reconstruction to address significant drainage and icing issues that have developed over the years and to repair the damage to the roadway as a result of such drainage issues. The scope of work includes the replacement and addition of storm sewers systems, replacement of the subbase and base materials including the asphalt, new curbs &amp; gutters and new bike lanes on either side of the roadway.</p> <p>2- Asphalt Resurfacing and Guardrails Full depth reclamation with resurfacing is anticipated for the remaining portion of Trout Lake Road from approximately Mountainview Drive to Lees Road (less the section of roadway being reconstructed). Also included is the replacement of approximately 470m of guiderail system due to non-conformance as identified in the City's 2015 Guiderail Inventory &amp; Assessment Summary Table.</p> <p>3- Bike Lanes The project will include the extension of bike lanes on either side of Trout Lake Road from Mountainview Drive to Lees Road in order to connect existing active transportation routes per the City's Active Transportation Master Plan.</p> <p>Trout Lake Road is classified as an inter-provincial connecting link roadway by the Ministry of Transportation (MTO). Under the MTO's Connecting Link program, grant funding has been approved and is included in the capital budget which represents approximately 90% (to a maximum of \$3m) of the design and construction costs.</p> <p>RTC CORP 2020-101 - Award of contract to Tatham Engineering Ltd. in the amount of \$175,000 (plus HST) for Design Services for Trout Lake Road Rehabilitation relates to the pre-commitment to the 2021 Capital Budget.</p>			
Scenario Description			Scenario Comments			
Forecast			Project Detailed 2021			
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
2021	3,900,000	3,900,000	0	<b>Expense</b>		
	<b>3,900,000</b>	<b>3,900,000</b>	<b>0</b>	3425	CONSTRUCTION CONTRACT	3,822,000
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 3,900,000		7010	ADMINISTRATON & OVERHEAD	78,000
					<b>Total Expense:</b>	<b>3,900,000</b>
				<b>Revenue</b>		
				0461	TSF FRM REV FUND-PAYGO	100,000
				0508	MIN OF TRANSPORTATION	3,000,000
				5901	DEBENTURE PROCEEDS	800,000
					<b>Total Revenue:</b>	<b>3,900,000</b>
Related Projects			Operating Impacts			
Year Identified	Start Date	Useful Life	Manager		Completion Date	
2020	Jan 1, 2021	25 Years	Adam Lacombe		Dec 31, 2021	

<b>Number:</b>	4013FD	<b>Scenario:</b>	Main
<b>Title:</b>	Fire Station 1 - Roof Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the replacement of the flat roof section of Fire Station 1.	Fire Station #1 flat roof has been identified as needing replacement. We are planning to complete the work in 2022.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	Project to commence and be completed in 2022.

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2022	124,200	124,200	0														
	<b>124,200</b>	<b>124,200</b>	<b>0</b>														
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 124,200																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2022	20+ years	Jason Whiteley	Dec 31, 2022

<b>Number:</b>	4016TR	<b>Scenario:</b>	Main
<b>Title:</b>	Transit Terminal Rehabilitation	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
This project is for the rehabilitation of the transit terminal for passenger safety and to promote public transit.		This program provides for rehabilitation of the transit terminal in order to ensure passenger safety and promote public transit. This includes the repair or replacement of existing walkway surface, creation of green space, restoration of shelters and upgraded lighting and development of pedestrian friendly environment to ensure security, safety, and accessibility for pedestrians walking to and from and waiting at the transit terminal.  Budget includes funding through the Investing in Canada Infrastructure Program.	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	86,250	86,250	0
2023	86,250	86,250	0
	<b>172,500</b>	<b>172,500</b>	<b>0</b>
<b>LTD Amount:</b> 86,250		<b>Total Project Cost:</b> 258,750	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2020	Jan 1, 2020	TBD	Drew Poeta
			<b>Completion Date</b>
			Dec 31, 2023

<b>Number:</b>	4018TR	<b>Scenario:</b>	Main
<b>Title:</b>	Transit Fleet Garage and Bus Barn Upgrades: Health and Safety	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for upgrades to the Fleet Garage and Bus Barn, which will also resolve some health and safety concerns.	<p>This project will resolve some current health and safety concerns and provide other upgrades within the Fleet Garage and Bus Barn. This is planned to be done through the installation of a permanent fall arrest anchor system for working at heights, vehicle lifting devices, and approximately 16 security cameras.</p> <p>This project will also include the purchase of specialized tools, network and work stations, diagnostic laptops and software, and computerized systems for monitoring bulk fluids and scanning system for transit inventory.</p> <p>Budget includes funding through the Investing in Canada Infrastructure Program. The City is awaiting Federal approval of the submitted application.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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Budget Year	Total Expense	Total Revenue	Difference																						
2022	183,957	183,957	0																						
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2024	63,000	63,000	0																						
	<u>256,957</u>	<u>256,957</u>	<u>0</u>																						
<b>LTD Amount:</b> 124,555	<b>Total Project Cost:</b> 381,512																								

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2025



<b>Number:</b>	4019TR	<b>Scenario:</b>	Main
<b>Title:</b>	Specialized Transit (Para) AVL	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Technology, Equipment Replacement
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for improvements to the specialized transit buses.	This project is for the purchase and installation of on-board video cameras and an automatic vehicle location system on specialized transit fleet vehicles.  Budget includes funding through the Investing in Canada Infrastructure Program.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																											
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2021

<b>Number:</b>	4020TR	<b>Scenario:</b>	Main
<b>Title:</b>	New Bus Shelters and Digital Signage	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for the rehabilitation of existing shelters, purchase of new shelters, and the addition of digital signage.	This project will provide for the rehabilitation of 8 existing shelters, the purchase and installation of 12 solar powered shelters and pads, and add approximately 20 digital signage at transfer locations and other stops that experience high passenger frequency.  Budget includes funding through the Investing in Canada Infrastructure Program.

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<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2024

<b>Number:</b>	4021TR	<b>Scenario:</b>	Main
<b>Title:</b>	Construction of Sidewalks for Transit Routes	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for the construction of new sidewalks to transit stops.	This project will construct new sidewalks to comply with the Municipal Right-of-Way for direct routing of pedestrians to transit stops (approximately 4.2km). This includes connecting existing sidewalks to permit a continuous pedestrian path to established transit stops.  Budget includes funding through the Investing in Canada Infrastructure Program.

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2020	Jan 1, 2020	TBD	Gerry McCrank	Dec 31, 2025

<b>Number:</b>	4022TR	<b>Scenario:</b>	Main
<b>Title:</b>	Transit Fleet Garage and Bus Barn Upgrades: Central Vacuum System and Doors	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for upgrades to the doors and central vacuum system in the Fleet Garage and Bus Barn.	<p>This program will replace the large garage doors in both the vehicle maintenance facility and bus storage facility. The new doors will be insulated to assist in the reduction of operating costs of maintaining temperatures.</p> <p>This program will also provide for the purchase and installation of an industrial central vacuum system which will increase the cleaning capacity for the 21 bus fleet.</p> <p>Budget includes funding through the Investing in Canada Infrastructure Program.</p>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2021

<b>Number:</b>	4025RD	<b>Scenario:</b>	Main
<b>Title:</b>	Booth Road & Lakeshore Drive Intersection Reconstruction	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services to upgrade the intersection at Booth Road and Lakeshore Drive. The impact of additional traffic anticipated to be generated from the new City of North Bay Community and Recreation Centre located at the Steve Omischl Sports Field Complex will require upgrades to the intersection.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management. The project has been included in the preparation of a Municipal Class Environmental Assessment for the Lakeshore Drive and Pinewood Park corridors under Project 3715RD Pinewood Park &amp; Lakeshore Drive Intersection Reconstruction.</p>	<p>The Steve Omischl Sports Field Complex was selected as the site for the new City of North Bay Community and Recreation Centre. The main entrance to the site is located at the Booth Road and Lakeshore Drive intersection and will see an increased traffic load once the City of North Bay Community and Recreation Centre is complete. Potential options for upgrading the intersection could include a signalized intersection with additional lanes or a roundabout.</p> <p>Related projects include 3711RF &amp; 3715RD</p>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	25 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	4027TR	<b>Scenario:</b>	Main
<b>Title:</b>	Bicycle Racks and Related Storage Areas for Transit Riders	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project will provide for the purchase and installation of bicycle and related storage racks for transit buses.	This program will provide for the purchase and installation of 21 bicycle racks on transit buses as well as 30 secure bicycle/ personal storage areas throughout the City.  Budget includes funding through the Investing in Canada Infrastructure Program.

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2020	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2022

<b>Number:</b>	4029SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant - Raw Sewage Pumping Station	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the replacement of the 2 raw sewage pumps at the Wastewater Treatment Plant along with a new in line grinder (Muffin Monster) for the raw sewage.	<p>The facility is dependent on the sewage pumping station to provide the required head pressure so that waste flows continuously through the various treatment processes.</p> <p>There are 4 raw sewage pumps at the North Bay Wastewater Treatment Plant that were all recommended for replacement in a condition assessment completed in 2011. Two of these pumps were replaced in 2016/2017. This project provides for the replacement of the 2 other raw sewage pumps along with a new in line grinder (Muffin Monster).</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																											
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2021	20 Years	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4030SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sanitary Sewer Relining	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Master Plans
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project will involve the installation of a structural liner that will reinforce the existing sanitary sewers.	This project will involve an assessment of sanitary sewers in the City that have a history of breaks and the installation of a lining to mitigate ground water infiltration into the sanitary sewer system.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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Budget Year	Total Expense	Total Revenue	Difference																						
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2024	TBD	Domenic Schiavone	Dec 31, 2029



<b>Number:</b>	4031WS	<b>Scenario:</b>	Main
<b>Title:</b>	Public Works Building Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is to address rehabilitation costs to the public works buildings at the Franklin site in order to meet operational needs.	In 2024, condition assessments of all public works buildings at the Franklin site are to be initiated and completed. Based on the condition assessments performed, addressing immediate requirements, planning- including engineering and potential architectural designing- would be initiated in 2026. Through this planning process, it is anticipated that in order to meet operational needs, either significant upgrades to current facilities or the re-configuration or addition of facilities will be required to be initiated in 2029.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2024	TBD	Domenic Schiavone	Dec 31, 2029

<b>Number:</b>	4032RD	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien St. Reconstruction - Cassells to Ski Club	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade O'Brien Street to a proper collector standard from Cassells Street to Ski Club Road.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk. Underground works will include the installation of storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>O'Brien Street was originally constructed as a semi-urban collector (i.e. ditches were constructed for drainage). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>O'Brien Street is a primary collector route between Cassells Street and Airport Road. Over the years some ditches have filled in, resulting in poor surface drainage and improper road base drainage. Drainage improvement will result in a pavement structure with a longer life.</p> <p>The work will be constructed in several phases. Related Project includes 4032ST/SS/WS and 3920RD/ST/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	25 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	4032SS	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien St. Reconstruction - Cassells to Ski Club	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade O'Brien Street to a proper collector standard from Cassells Street to Ski Club Road.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk. Underground works will include the installation of storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>O'Brien Street was originally constructed as a semi-urban collector (i.e. ditches were constructed for drainage). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>O'Brien Street is a primary collector route between Cassells Street and Airport Road. Over the years some ditches have filled in, resulting in poor surface drainage and improper road base drainage. Drainage improvement will result in a pavement structure with a longer life.</p> <p>The work will be constructed in several phases. Related Project includes 4032RD/ST/WS and 3920RD/ST/SS/WS.</p>

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Budget Year	Total Expense	Total Revenue	Difference																		
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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	4032ST	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien St. Reconstruction - Cassells to Ski Club	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade O'Brien Street to a proper collector standard from Cassells Street to Ski Club Road.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk. Underground works will include the installation of storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>O'Brien Street was originally constructed as a semi-urban collector (i.e. ditches were constructed for drainage). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>O'Brien Street is a primary collector route between Cassells Street and Airport Road. Over the years some ditches have filled in, resulting in poor surface drainage and improper road base drainage. Drainage improvement will result in a pavement structure with a longer life.</p> <p>The work will be constructed in several phases. Related Project includes 4032RD/SS/WS and 3920RD/ST/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Budget Year	Total Expense	Total Revenue	Difference																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,650,000</b>																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	4032WS	<b>Scenario:</b>	Main
<b>Title:</b>	O'Brien St. Reconstruction - Cassells to Ski Club	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade O'Brien Street to a proper collector standard from Cassells Street to Ski Club Road.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance. Road works include the road base aggregates, asphalt, curb, gutter, grass boulevard and concrete sidewalk. Underground works will include the installation of storm sewers and repair/rehabilitation/replacement of sanitary sewers and watermains.</p>	<p>O'Brien Street was originally constructed as a semi-urban collector (i.e. ditches were constructed for drainage). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>O'Brien Street is a primary collector route between Cassells Street and Airport Road. Over the years some ditches have filled in, resulting in poor surface drainage and improper road base drainage. Drainage improvement will result in a pavement structure with a longer life.</p> <p>The work will be constructed in several phases. Related Project includes 4032RD/ST/SS and 3920RD/ST/SS/WS.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Budget Year	Total Expense	Total Revenue	Difference																		
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Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2031

<b>Number:</b>	4033RD	<b>Scenario:</b>	Main
<b>Title:</b>	Roadside Guardrails and Retaining Walls - Inspection and Upgrade	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services to maintain and rehabilitate retaining wall and guide rail systems across the City.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The priority of this project relates to the need to maintain or improve the City's roadside safety infrastructure. An initial inspection of the City's guiderails was completed in 2015 that identified priority repairs and enhancements. The retaining walls inspection is to be completed at a later date. Repair and rehabilitation works will be carried out on an on-going basis.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																															
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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2018	Jan 1, 2021	25 Years	Adam Lacombe	Dec 31, 2026

<b>Number:</b>	4034RD	<b>Scenario:</b>	Main
<b>Title:</b>	Road Condition Inspection	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering services for the condition inspection of the City's roadway network. Condition inspections were previously undertaken on a four year cycle (2007, 2011, and 2015).	The information gathered is used in the City's Pavement Management System software to model and analyze the needs and most cost-effective treatments to maintain, rehabilitate, or replace the pavement structure of the City's road network. In accordance with the City's Asset Management Plan, the condition of the City's road network will be monitored and analyzed on an on-going basis to determine and confirm prioritization with respect to the condition assessment and needs of the overall road and infrastructure network.  In order to ensure the most cost-effective resurfacing program, regular updates of the road network condition data are required to ensure accurate and defensible needs assessments and work prioritization.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2015	Jan 1, 2025	NA	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	4036ST	<b>Scenario:</b>	Main
<b>Title:</b>	Local Drainage Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services for localized drainage issues requiring an engineered solution.	Some localized drainage issues cannot be resolved through regular maintenance and operational activities and require an engineered solution.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2020	Jan 1, 2021	TBD	Adam Lacombe	Dec 31, 2021



<b>Number:</b>	4037SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sage Area Trunk Sewer Improvements	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction services for upsizing of a portion of the Sage trunk sanitary sewer system. Engineering services will include preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering, and construction technical assistance.	<p>The undersized section runs from the intersection of K&amp;K Drive and Wallace, through an easement on the old Arclin Canada property, under the ONR train tracks and through an easement between two residential properties on Perut Place.</p> <p>Given the constraints of working in easements on private properties, including very close proximity to two residential houses, different alternatives will be generated to solve the capacity issues. The alternatives could include a new sewer on a new alignment or the use of trenchless technologies to upsize the existing pipe.</p> <p>The 2008 Infrastructure Background Study that was prepared in support of the Official Plan update identified that this section of the Sage Road Trunk is currently undersized and during peak flows the pipe capacity will be exceeded. Any additional development served by the Sage Trunk will only make the capacity issues worse. The engineering study will look at different alternatives to address the capacity issues.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2024	500,000	500,000	0																		
2026	3,000,000	3,000,000	0																		
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<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 3,500,000																				

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2008	Jan 1, 2024	75 Years	Adam Lacombe	Dec 31, 2027

<b>Number:</b>	4101GG	<b>Scenario:</b>	Main
<b>Title:</b>	City Hall Accessibility Upgrades	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
To meet standards under the Accessibility for Ontarians with Disabilities 2005, its anticipated that the City will need to undertake significant renovations to City Hall and other municipal buildings under the (yet to be released) Built Environment Standard. The purpose of the Act is to improve opportunities for people with disabilities by removing barriers. The standards under the Act are being implemented in phases and will lead to full accessibility in Ontario by 2025.		Condition Assessments on City buildings will be initiated once standards are released to identify priority projects.  Anticipated that there will be Funding opportunities related to this standard which will be pursued as they present themselves.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	100,000	100,000	0
2023	900,000	900,000	0
	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 1,000,000		

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2011	Jan 1, 2022	15 Years	David Jackowski	Dec 31, 2023

<b>Number:</b>	4102WS	<b>Scenario:</b>	Main
<b>Title:</b>	Ellendale Pumping Station Second Feed to Airport	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for a new trunk watermain that will provide a duplicate feed from the Ellendale Booster Pumping Station to the Airport Hill distribution system.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The Ellendale site is comprised of two facilities. The reservoir provides a water storage facility for water supplied directly from the Water Treatment Plant. Water from the reservoir supplies Zone 1 as well as the Ellendale Booster Pumping Station (BPS). The BPS provides water to the Airport Hill area. Both the feed to the reservoir, as well as the discharge pipe from the BPS is a single feed. There is a great risk that a single point failure on either of these feeds would lead to significant disruptions in the water distribution system.</p> <p>This project will look at different alignments to provide a second feed to the Airport Hill area, including Ellendale Drive to Airport Road. Projects 3931RD/WS both address the single feed to the Ellendale Reservoir.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 2,700,000																								

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2024	75 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	4103SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant Expansion	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project provides for engineering and construction of the expansion and upgrades to the wastewater treatment facility to handle the increasing wastewater volume.		This project provides funds for purchase of additional lands along with design and engineering for the expansion of the wastewater plant in order to handle increasing wastewater volumes.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	3,500,000	3,500,000	0
2025	7,000,000	7,000,000	0
2028	250,000	250,000	0
2029	9,350,000	9,350,000	0
	<b>20,100,000</b>	<b>20,100,000</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 20,100,000	

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2016	Jan 1, 2022	TBD	Karin Pratte	Dec 31, 2029

<b>Number:</b>	4104PZ	<b>Scenario:</b>	Main
<b>Title:</b>	Infrastructure Background Study Update and Special Area Charge Study	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
It is a joint project between Infrastructure and Operation and Community Growth and Development.	The purpose of this project is to update the Infrastructure Background Study completed by Stantec Consulting in January 2008 and complete a special area charge study for the community to determine the offsetting property charge to pay for front ending infrastructure installation.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Beverley Hillier	Dec 31, 2021

<b>Number:</b>	4105RD	<b>Scenario:</b>	Main
<b>Title:</b>	Pearson St. and Bank St. Culverts Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The existing culverts on Pearson St. and Bank St. are at the end of their useful life and need to be replaced.  Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.	The existing culverts are made of corrugated steel and will be replaced with plastic or concrete culverts.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	75 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	4106RD	<b>Scenario:</b>	Main
<b>Title:</b>	Queen St. Culvert Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The existing culvert is at the end of its useful life and needs to be replaced.  Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.	The existing culvert is made of corrugated steel and will be replaced with a plastic or concrete culvert.

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Budget Year	Total Expense	Total Revenue	Difference														
2024	600,000	600,000	0														
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2024	75 Years	Reid Porter	Dec 31, 2024

<b>Number:</b>	4107RD	<b>Scenario:</b>	Main
<b>Title:</b>	Tower Dr. Hump Removal	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction to reduce the vertical crest on Tower Drive to the east of the intersection with Welkin Grove.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The road profile on Tower Drive to the east of Welkin Grove requires improved sightlines and will be lowered in accordance with current design standards.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2024	25 Years	Reid Porter	Dec 31, 2024



<b>Number:</b>	4108WS	<b>Scenario:</b>	Main
<b>Title:</b>	Unidirectional Flushing Update	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for upgrading the unidirectional flushing plan utilized by staff annually which is outdated and non-representative of many areas of the City's water distribution system.	Annually the City completes unidirectional flushing of our water distribution system. The flushing helps remove debris and extends the lifecycle of our water system and is done in a specific sequence which is outlined in a plan. The existing plan was developed in 2004 and much of the water distribution system has changed since that time making the existing plan and sequence outdated. The funds from this project will be used to hire a consultant to develop a new plan which will incorporate the multiple upgrades to the distribution system.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	4109RD	<b>Scenario:</b>	Main
<b>Title:</b>	Trout Lake Rd. & Laurentian Ave. Intersection Reconstruction	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project involves the engineering and construction to align the side street approaches. Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.	Trout Lake Road is an arterial road with Laurentian Ave. as a side street. The two Laurentian Ave. approaches are offset from each other by approximately 30 metres, creating a non-standard intersection and traffic signal configuration. alignment of the side street approaches will improve driver expectation, safety, traffic signal operations. Land acquisition of an existing property on the north side of Trout Lake Road will be required.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2024	25 Years	Reid Porter	Dec 31, 2024

<b>Number:</b>	4110SS	<b>Scenario:</b>	Main
<b>Title:</b>	WWTP Ferric Room Upgrades	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for upgrades to the Ferric Chemical room at the Wastewater Treatment Plant which includes chemical pumps, piping, concrete repairs, chemical coatings on the floors.	The Wastewater Treatment Plant requires dosing of Ferric Sulphate as part of the treatment process of sewage. The chemical room that houses the ferric sulphate has deteriorated concrete and piping and requires upgrades.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4111WS	<b>Scenario:</b>	Main
<b>Title:</b>	WTP Solar Tank Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This projects provides for the replacement of the buffer tank for the solar system at the Water Treatment Plant.	The solar system at the water plant provides hot water for the water treatment process and domestic uses. The buffer tank for the solar system at the Water Treatment Plant has corroded, is leaking, is out of service and requires replacement.

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<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4112SS	<b>Scenario:</b>	Main
<b>Title:</b>	WWTP – Gas Compressor Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This projects provides for the replacement of the gas compressor at the Wastewater Treatment Plant.	The Wastewater Treatment Pant has a digester gas system which feeds the boilers and heats the facility. The digester gas system includes gas compressors. The compressors are past their life expectancy and require replacement.

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2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4113WS	<b>Scenario:</b>	Main
<b>Title:</b>	WTP - Brick Repairs	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This projects provides for brick replacement at Stairway #2 at the Water Treatment Plant.	The Water Treatment Plant has bricks which are loose on the outdoor of the largest stairwell (Stairwell #2) and require replacement.

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2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4114GD	<b>Scenario:</b>	Main
<b>Title:</b>	Merrick Landfill – Storm Water Management Pond	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Environmental
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the installation of the storm water management pond at the Merrick Landfill Site.	This project provides for a new storm water management pond which is a requirement for the on-site storm water management plant now that Cell 8 of the landfill is accepting refuse.

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	4115PK	<b>Scenario:</b>	Main
<b>Title:</b>	Innovation Hub	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the engineering design to support the Innovation Hub on Wyld Street. It will include the design of the new road, water, sewer, storm water management and the existing parking lot.	The Innovation Hub concept is supported through the Downtown Waterfront Master Plan. Related projects include 4115RD/ST/SS/WS and 4122PR.

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Year Identified	Start Date	Useful Life	Manager	Completion Date
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<b>Number:</b>	4115RD	<b>Scenario:</b>	Main
<b>Title:</b>	Innovation Hub	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the engineering design to support the Innovation Hub on Wyld Street. It will include the design of the new road, water, sewer, storm water management and the existing parking lot.	The Innovation Hub concept is supported through the Downtown Waterfront Master Plan. Related projects include 4115PK/ST/SS/WS and 4122PR.

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<b>Number:</b>	4115SS	<b>Scenario:</b>	4115
<b>Title:</b>	Innovation Hub	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Beverley Hillier	Dec 31, 2023

<b>Number:</b>	4115ST	<b>Scenario:</b>	Main
<b>Title:</b>	Innovation Hub	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the engineering design to support the Innovation Hub on Wyld Street. It will include the design of the new road, water, sewer, storm water management and the existing parking lot.	The Innovation Hub concept is supported through the Downtown Waterfront Master Plan. Related projects include 4115PK/RD/SS/WS and 4122PR.

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Beverley Hillier	Dec 31, 2023

<b>Number:</b>	4115WS	<b>Scenario:</b>	Main
<b>Title:</b>	Innovation Hub	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Beverley Hillier	Dec 31, 2023

<b>Number:</b>	4116WS	<b>Scenario:</b>	Main
<b>Title:</b>	Judge St. Watermain Upsizing	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project will replace the existing watermain on Judge Ave. that is beyond its life cycle and, through upsizing, provide a second water feed to West Ferris.	West Ferris is fed through a single large diameter watermain that in recent years has sustained multiple breaks. When a break occurs all of the West Ferris area is at risk of losing water supply because there is not a large enough second feed to supply water for a sustained period. This project will replace a small diameter watermain on Judge Ave. with a large diameter watermain and provide a second feed to West Ferris.

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	4117RD	<b>Scenario:</b>	Main
<b>Title:</b>	West Peninsula Rd. and Viceroy Rd. Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for the base repair and re-surfacing of both West Peninsula and Viceroy Roads.	West Peninsula Road and Viceroy Road are rural residential roadways that connect to Peninsula Road. Both roadways are experiencing multiple failures to the road surface, road base, and culverts that require on going repair and maintenance by staff. The funds from this project will be used to complete road base repairs, culvert replacement, ditching, and paving of West Peninsula (2.4km) and Viceroy (1.7km).

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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	4118SS	<b>Scenario:</b>	Main
<b>Title:</b>	King's Landing Pumping Station Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The existing sanitary pumping station is located at the corner of Memorial Drive and the King's Landing access road. The pumping station is nearing the end of its useful life and requires replacement.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	In addition to existing facilities draining to the pumping station, it would serve City Lands on the old Kenroc site.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	50 Years	Adam Lacombe	Jan 1, 2023

<b>Number:</b>	4119RF	<b>Scenario:</b>	Main
<b>Title:</b>	Arenas - Memorial Gardens East and West Concourse Roof Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
This project provides for the replacement of the roof over the west concourse and the east concourse/change rooms. Approximately 20,000sqft, the scope includes full replacement of the roof system less decking (membrane, insulation, coverboard and removal of existing).		The roof identified in this project will be reaching the end of its expected service life in 2029. In 2028, a detailed assessment will be conducted to confirm the proper scope of work followed by a detailed design for the replacement. In 2029, construction work will be tendered and completed.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2028	25,500	25,500	0
2029	510,000	510,000	0
	<b>535,500</b>	<b>535,500</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 535,500		

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2028	20 years	David Jackowski	Dec 31, 2029



<b>Number:</b>	4120PZ	<b>Scenario:</b>	Main
<b>Title:</b>	Electronic Building Permit Application Submission Program	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Technology
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the purchase and licensing of an electronic building permit application submission program.	Building services has experienced an increased desire for sustained online building permit application submission as a result of the COVID-19 pandemic. The current process in place is not sustainable and results in more staff time associated with printing, scanning and copying digital files received. A properly designed program should also result in efficiencies for staff and the development industry (online inspection requests, electronic inspections notes, etc.). In addition, physical storage within City Hall is becoming a larger challenge due to the large size and number of paper copies of drawings that are received as part of the building permit application process.  Project would include: - hardware purchase & upgrade for building staff - 1st year licensing fees

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>150,000</td> <td>150,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>150,000</b></td> <td><b>150,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 150,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2022	150,000	150,000	0		<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 150,000			
Budget Year	Total Expense	Total Revenue	Difference														
2022	150,000	150,000	0														
	<b>150,000</b>	<b>150,000</b>	<b>0</b>														
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 150,000																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2022		Beverley Hillier	Dec 31, 2022

<b>Number:</b>	4121RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lamorie St. Bridge Rehab	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project consists of rehabilitation to the Lamorie St. bridge to extend its useful life. Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.	The Lamorie St. bridge is one of the City's largest bridge structures. A condition assessment was undertaken in 2019/2020 and provided rehabilitation recommendations for the near-term and future.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	15 Years	Reid Porter	Dec 31, 2023

<b>Number:</b>	4122PR	<b>Scenario:</b>	Main
<b>Title:</b>	Omischl Park Feasibility - Volleyball Courts Relocation	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development, Master Plans
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for studies to determine the feasibility of relocating the volleyball courts and/or the sport field construction at Omischl Park.	Engineering review to determine feasibility of topography and soil conditions for development of volleyball courts and/or sport field construction. The relocation of the volleyball courts will facilitate the development of the Innovation Hub as envisioned in the Downtown Waterfront Master Plan.  Related projects include 4115PK/RD/ST/SS/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	N/A	Beverley Hillier	Dec 31, 2022

<b>Number:</b>	4123PR	<b>Scenario:</b>	Main
<b>Title:</b>	Active Transportation Projects	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides for the continuation of the Street Sharrows initiative to include Laurier Avenue, Jane Street, Ski Club Road and Gertrude Street.	In the fall of 2020 Street Sharrows were placed on Front Street, Ferguson Street and Marshall Avenue East. In 2021, Laurier Avenue, Jane Street, Ski Club Road and Gertrude Street are scheduled to be done.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Paula McCloskey	Dec 31, 2021

<b>Number:</b>	4124RD	<b>Scenario:</b>	Main
<b>Title:</b>	Francis St. Sewer Upsizing (Surrey to Greenhill)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project consists of upsizing the existing sanitary sewer on Francis Street and restoration of the roadway.</p> <p>Engineering services will include flow monitoring, condition inspection, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>Due to future development of Airport Hill and the Aerospace Business Park, it has been identified that the existing sanitary sewer on Francis Street from Surrey Drive to Greenhill Avenue and on Greenhill Avenue from Francis Street to Tower Drive is undersized. Upsizing of the sanitary sewer is therefore required. Storm sewers, curbs and gutters will be contemplated in the future to bring this roadway up to an urban residential standard. The watermain condition will also be evaluated to determine if it needs to be replaced.</p> <p>Related projects include: 4124ST/SS/WS</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2026	110,000	110,000	0																		
2029	2,100,000	2,100,000	0																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 2,210,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	25 Years	Gerry McCrank	Dec 31, 2029

<b>Number:</b>	4124SS	<b>Scenario:</b>	Main
<b>Title:</b>	Francis St. Sewer Upsizing (Surrey to Greenhill)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project consists of upsizing the existing sanitary sewer on Francis Street and restoration of the roadway.</p> <p>Engineering services will include flow monitoring, condition inspection, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>Due to future development of Airport Hill and the Aerospace Business Park, it has been identified that the existing sanitary sewer on Francis Street from Surrey Drive to Greenhill Avenue and on Greenhill Avenue from Francis Street to Tower Drive is undersized. Upsizing of the sanitary sewer is therefore required. Storm sewers, curbs and gutters will be contemplated in the future to bring this roadway up to an urban residential standard. The watermain condition will also be evaluated to determine if it needs to be replaced.</p> <p>Related projects include: 4124RD/ST/WS</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2026	80,000	80,000	0														
2029	1,500,000	1,500,000	0														
	<b>1,580,000</b>	<b>1,580,000</b>	<b>0</b>														

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Gerry McCrank	Dec 31, 2029

<b>Number:</b>	4124ST	<b>Scenario:</b>	Main
<b>Title:</b>	Francis St. Sewer Upsizing (Surrey to Greenhill)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project consists of upsizing the existing sanitary sewer on Francis Street and restoration of the roadway.</p> <p>Engineering services will include flow monitoring, condition inspection, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>Due to future development of Airport Hill and the Aerospace Business Park, it has been identified that the existing sanitary sewer on Francis Street from Surrey Drive to Greenhill Avenue and on Greenhill Avenue from Francis Street to Tower Drive is undersized. Upsizing of the sanitary sewer is therefore required. Storm sewers, curbs and gutters will be contemplated in the future to bring this roadway up to an urban residential standard. The watermain condition will also be evaluated to determine if it needs to be replaced.</p> <p>Related projects include: 4124RD/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
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Budget Year	Total Expense	Total Revenue	Difference														
2026	70,000	70,000	0														
2029	1,300,000	1,300,000	0														
	<b>1,370,000</b>	<b>1,370,000</b>	<b>0</b>														

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Gerry McCrank	Dec 31, 2029

<b>Number:</b>	4124WS	<b>Scenario:</b>	Main
<b>Title:</b>	Francis St. Sewer Upsizing (Surrey to Greenhill)	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project consists of upsizing the existing sanitary sewer on Francis Street and restoration of the roadway.</p> <p>Engineering services will include flow monitoring, condition inspection, preliminary design, detailed design, agency approvals, contract drawings, specifications, tendering and construction.</p>	<p>Due to future development of Airport Hill and the Aerospace Business Park, it has been identified that the existing sanitary sewer on Francis Street from Surrey Drive to Greenhill Avenue and on Greenhill Avenue from Francis Street to Tower Drive is undersized. Upsizing of the sanitary sewer is therefore required. Storm sewers, curbs and gutters will be contemplated in the future to bring this roadway up to an urban residential standard. The watermain condition will also be evaluated to determine if it needs to be replaced.</p> <p>Related projects include: 4124RD/ST/SS</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2026</td> <td>80,000</td> <td>80,000</td> <td>0</td> </tr> <tr> <td>2029</td> <td>1,400,000</td> <td>1,400,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>1,480,000</b></td> <td><b>1,480,000</b></td> <td><b>0</b></td> </tr> </tbody> </table> <p><b>LTD Amount:</b> 0                      <b>Total Project Cost:</b> 1,480,000</p>	Budget Year	Total Expense	Total Revenue	Difference	2026	80,000	80,000	0	2029	1,400,000	1,400,000	0		<b>1,480,000</b>	<b>1,480,000</b>	<b>0</b>	
Budget Year	Total Expense	Total Revenue	Difference														
2026	80,000	80,000	0														
2029	1,400,000	1,400,000	0														
	<b>1,480,000</b>	<b>1,480,000</b>	<b>0</b>														

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2012	Jan 1, 2026	75 Years	Gerry McCrank	Dec 31, 2029



<b>Number:</b>	4125RD	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include 4125ST/SS/WS, Phase 2 - 3802RD/ST/SS/WS</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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Budget Year	Total Expense	Total Revenue	Difference																						
2023	620,000	620,000	0																						
2025	3,400,000	3,400,000	0																						
2027	3,400,000	3,400,000	0																						
	<b>7,420,000</b>	<b>7,420,000</b>	<b>0</b>																						
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 7,420,000																								

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2023	25 Years	Gerry McCrank	Dec 31, 2028

<b>Number:</b>	4125SS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include 4125RD/ST/WS, Phase 2 - 3802RD/ST/SS/WS</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																								
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Budget Year	Total Expense	Total Revenue	Difference																						
2023	320,000	320,000	0																						
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2027	1,500,000	1,500,000	0																						
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<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 3,320,000																								

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2023	75 Years	Gerry McCrank	Dec 31, 2028

<b>Number:</b>	4125ST	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include 4125RD/SS/WS, Phase 2 - 3802RD/ST/SS/WS</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																								
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Budget Year	Total Expense	Total Revenue	Difference																						
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 1,640,000</b>																							

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2023	75 Years	Gerry McCrank	Dec 31, 2028

<b>Number:</b>	4125WS	<b>Scenario:</b>	Main
<b>Title:</b>	Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project involves the engineering and construction services for upgrading the existing 100 mm distribution watermain, adding a new 400 mm transmission watermain, and adding a new 500 mm forcemain to twin the existing Marshall sanitary pumping station forcemain. An Environmental Assessment will also be conducted to look at upgrading the road to a five lane configuration.</p>	<p>Watermain service along the entire Lakeshore Drive corridor is severely undersized and a new trunk watermain is required to provide adequate water supply. This work was first identified in 1977 and was targeted for construction at the time of reconstruction needs of the road surface to maximize the value of the road asset.</p> <p>In 2003, efforts for the watermain construction commenced; however, the project was postponed due to funding constraints. Since then, the road surface has been rehabilitated through the resurfacing program to extend the life of the existing pavement.</p> <p>The need was more recently confirmed again in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a trunk watermain from Judge Avenue to Sunset Boulevard will be carried out over three phases - Phase 1 will include Judge Avenue to Gertrude Street, Phase 2 will include Gertrude Street to Marshall Avenue and Phase 3 will include Marshall Avenue to Sunset Blvd. The watermain portion of Phase 3 is currently being constructed in stages by the Public Works Department.</p> <p>The Marshall sanitary pumping station currently has no outlet in proximity to the station to relieve flow in the event of an emergency at the pumping station or a downstream break on the forcemain. During these emergency situations, sewage flows may back up into upstream buildings. A new forcemain to twin the existing forcemain will provide redundancy in the system to mitigate the risks of these emergency situations.</p> <p>Related projects include 4125RD/ST/SS, Phase 2 - 3802RD/ST/SS/WS</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																								
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Budget Year	Total Expense	Total Revenue	Difference																						
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<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 3,320,000																								

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2011	Jan 1, 2023	75 Years	Gerry McCrank	Dec 31, 2028

<b>Number:</b>	4201PK	<b>Scenario:</b>	Main
<b>Title:</b>	Downtown Parking Facilities	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is to provide funds for the construction of a parking structure to meet the needs for parking spaces in the downtown.	<p>The downtown development potential is limited if steps are not taken to provide additional parking spaces. Project specifics on location and types of parking facilities have not been developed. Budget assumes 150 parking spaces in the new structure.</p> <p>This project is related to 3405PK as potential locations may be acquired for construction.</p> <p>Detailed needs would be supported by the Parking Strategy Study that would include Occupancy and Inventory levels.</p> <p>Related projects include 3405PK.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2028	500,000	500,000	0																		
2029	5,250,000	5,250,000	0																		
	<b>5,750,000</b>	<b>5,750,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 5,750,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2015	Jan 1, 2028	TBD	Bruce Robertson	Dec 31, 2029

<b>Number:</b>	4202SS	<b>Scenario:</b>	Main
<b>Title:</b>	Infiltration Reduction/Flow Monitoring Program - Phase 3	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
<p>The project consists of trenchless rehabilitation of the City's sanitary sewer network intended to reduce the amount of ground water getting into the sanitary sewer system. The success of the initiative will be measured through a reduction of sewage flows at critical points in the network and at the City's Wastewater Treatment Plant.</p> <p>Engineering services will include investigations, flow monitoring, and condition inspections.</p>	<p>The reduction of "clean" groundwater in the sanitary sewer network is essential to maintaining normal flow volumes of sewage processed at the City's Wastewater Treatment Plant. The City's Wastewater Treatment Plant regularly operates near a maximum capacity after rainfalls due to the infiltration of clean groundwater through leaking sanitary sewer joints/cracks/holes and older manholes, as well as from illegal household sump pump connections from private property.</p> <p>The reduction of ground water from the sanitary sewage system is essential to reduce the environmental impact from bypassing operations. The reduction of ground water flows will reclaim the sewage plant capacity to intake additional flows from proposed development areas. The works will be undertaken over several years.</p> <p>Related projects include 6562RD/SS.</p> <p>Two stages of the project have been completed previously. The first stage focused on identifying leaking sewers and rehabilitating the pipes by grout filling the leaks. These leaking points also posed a sinkhole risk where material surrounding the pipe had migrated through the leak to the inside of the pipe leaving a void around the pipe. The grouting technique also fills these voids outside of the pipe and mitigates the risk of a sinkhole. The second stage focused on identifying illegal connections through the process of fog testing, whereby the sewer is filled with a fog type gas that migrates up service connections. If the fog does not outlet from house/building vent stack, it could be potentially exiting through an illegal connection to the inside of the house. The next stage will continue with techniques to identify illegal connections.</p>

Scenario Description	Scenario Comments

Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	200,000	200,000	0	3425	CONSTRUCTION CONTRACT	196,000
	<b>200,000</b>	<b>200,000</b>	<b>0</b>	7010	ADMINISTRATON & OVERHEAD	4,000
					<b>Total Expense:</b>	<b>200,000</b>
					<b>Revenue</b>	
				0461	TSF FRM REV FUND-PAYGO	200,000
					<b>Total Revenue:</b>	<b>200,000</b>

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2013	Jan 1, 2021	10 to 20 Years	Adam Lacombe	Dec 31, 2022

<b>Number:</b>	4300RD	<b>Scenario:</b>	Main
<b>Title:</b>	Airport Industrial Park Expansion	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services to provide water and sanitary sewer services to the last phase of the Airport Industrial Park as well as servicing for Highway 11 North corridor.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>		<p>The first phase of the Airport Industrial Business Park included servicing to 120 acres of land. This project would be the second phase to extend services to additional lands at the northeast or northwest portion of the airport property. The timing of the project will be contingent on the buildout rate of Phase 1.</p> <p>Related projects include 4300SS/ST/WS.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2026	590,000	590,000	0
2028	11,200,000	11,200,000	0
	<b>11,790,000</b>	<b>11,790,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 11,790,000		
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2014	Jan 1, 2026	25 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2028

<b>Number:</b>	4300SS	<b>Scenario:</b>	Main
<b>Title:</b>	Airport Industrial Park Expansion	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services to provide water and sanitary sewer services to the last phase of the Airport Industrial Park as well as servicing for Highway 11 North corridor.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>		<p>The first phase of the Airport Industrial Business Park included servicing to 120 acres of land. This project would be the second phase to extend services to additional lands at the northeast or northwest portion of the airport property. The timing of the project will be contingent on the buildout rate of Phase 1.</p> <p>Related projects include 4300RD/ST/WS.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2026	150,000	150,000	0
2028	2,900,000	2,900,000	0
	<b>3,050,000</b>	<b>3,050,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 3,050,000		
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2014	Jan 1, 2026	75 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2028



<b>Number:</b>	4300ST	<b>Scenario:</b>	Main
<b>Title:</b>	Airport Industrial Park Expansion	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services to provide water and sanitary sewer services to the last phase of the Airport Industrial Park as well as servicing for Highway 11 North corridor.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>		<p>The first phase of the Airport Industrial Business Park included servicing to 120 acres of land. This project would be the second phase to extend services to additional lands at the northeast or northwest portion of the airport property. The timing of the project will be contingent on the buildout rate of Phase 1.</p> <p>Related projects include 4300RD/SS/WS.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2026	50,000	50,000	0
2028	800,000	800,000	0
	<b>850,000</b>	<b>850,000</b>	<b>0</b>
<b>LTD Amount: 0</b>		<b>Total Project Cost: 850,000</b>	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2021	Jan 1, 2026	75 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2028

<b>Number:</b>	4300WS	<b>Scenario:</b>	Main
<b>Title:</b>	Airport Industrial Park Expansion	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The project involves the engineering and construction services to provide water and sanitary sewer services to the last phase of the Airport Industrial Park as well as servicing for Highway 11 North corridor.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>		<p>The first phase of the Airport Industrial Business Park included servicing to 120 acres of land. This project would be the second phase to extend services to additional lands at the northeast or northwest portion of the airport property. The timing of the project will be contingent on the buildout rate of Phase 1.</p> <p>Related projects include 4300RD/SS/ST.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2026	260,000	260,000	0
2028	4,800,000	4,800,000	0
	<b>5,060,000</b>	<b>5,060,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 5,060,000		
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2014	Jan 1, 2026	75 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2028

<b>Number:</b>	4401RD	<b>Scenario:</b>	Main
<b>Title:</b>	Sage Rd. Reconstruction to Collector Standard	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The program involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade Sage Road to a proper collector standard.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p>		<p>Sage Road was originally constructed as a semi-urban collector (included ditches). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>Sage Road is a primary collector route for the Birchaven area, and the upgrades will improve the roadway drainage (which will result in a pavement structure with a longer service life), and will also provide improved pedestrian facilities and safety (currently only a portion of the roadway has a separated sidewalk, while the balance has a paved shoulder sidewalk).</p> <p>The work will be constructed in one phase.</p> <p>Related projects include 4401SS/ST/WS.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2028	250,000	250,000	0
	<b>250,000</b>	<b>250,000</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 250,000	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2014	Jan 1, 2028	25 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2029

<b>Number:</b>	4401SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sage Rd. Reconstruction to Collector Standard	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The program involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade Sage Road to a proper collector standard.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p>	<p>Sage Road was originally constructed as a semi-urban collector (included ditches). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>Sage Road is a primary collector route for the Birchaven area, and the upgrades will improve the roadway drainage (which will result in a pavement structure with a longer service life), and will also provide improved pedestrian facilities and safety (currently only a portion of the roadway has a separated sidewalk, while the balance has a paved shoulder sidewalk).</p> <p>The work will be constructed in one phase.</p> <p>Related projects include 4401RD/ST/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2028</td> <td>20,000</td> <td>20,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>20,000</b></td> <td><b>20,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 20,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2028	20,000	20,000	0		<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 20,000			
Budget Year	Total Expense	Total Revenue	Difference														
2028	20,000	20,000	0														
	<b>20,000</b>	<b>20,000</b>	<b>0</b>														
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 20,000																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	4401ST	<b>Scenario:</b>	Main
<b>Title:</b>	Sage Rd. Reconstruction to Collector Standard	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
<p>The program involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade Sage Road to a proper collector standard.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p>		<p>Sage Road was originally constructed as a semi-urban collector (included ditches). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>Sage Road is a primary collector route for the Birchaven area, and the upgrades will improve the roadway drainage (which will result in a pavement structure with a longer service life), and will also provide improved pedestrian facilities and safety (currently only a portion of the roadway has a separated sidewalk, while the balance has a paved shoulder sidewalk).</p> <p>The work will be constructed in one phase.</p> <p>Related projects include 4401RD/SS/WS.</p>	
<b>Scenario Description</b>		<b>Scenario Comments</b>	
<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2028	90,000	90,000	0
	<b>90,000</b>	<b>90,000</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 90,000	
<b>Related Projects</b>		<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>
2014	Jan 1, 2028	75 Years	Adam Lacombe
			<b>Completion Date</b>
			Dec 31, 2029

<b>Number:</b>	4401WS	<b>Scenario:</b>	Main
<b>Title:</b>	Sage Rd. Reconstruction to Collector Standard	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The program involves the engineering and construction services for reconstruction of above-ground and underground infrastructure and to upgrade Sage Road to a proper collector standard.</p> <p>Engineering services will include an Environmental Assessment (EA), preliminary and detailed design, agency approvals, contract drawings, specifications, tendering and construction technical assistance.</p>	<p>Sage Road was originally constructed as a semi-urban collector (included ditches). The City Capital Works Program has targeted upgrading of the City's arterial roads as a primary objective. As most of the arterial routes have been addressed, the collector and bus routes are the secondary priority to be addressed.</p> <p>Sage Road is a primary collector route for the Birchaven area, and the upgrades will improve the roadway drainage (which will result in a pavement structure with a longer service life), and will also provide improved pedestrian facilities and safety (currently only a portion of the roadway has a separated sidewalk, while the balance has a paved shoulder sidewalk).</p> <p>The work will be constructed in one phase.</p> <p>Related projects include 4401RD/ST/SS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>2028</td> <td>60,000</td> <td>60,000</td> <td>0</td> </tr> <tr> <td></td> <td><b>60,000</b></td> <td><b>60,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 60,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2028	60,000	60,000	0		<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 60,000			
Budget Year	Total Expense	Total Revenue	Difference														
2028	60,000	60,000	0														
	<b>60,000</b>	<b>60,000</b>	<b>0</b>														
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 60,000																

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2014	Jan 1, 2028	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	4402SS	<b>Scenario:</b>	Main
<b>Title:</b>	Chippewa Trunk Sewer Major Rehabilitation & Replacement	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project involves the engineering and construction services for the upgrading, rehabilitation, and/or reconstruction of Chippewa Trunk Sewer. Engineering services will include preliminary and detailed design, agency approvals, contract drawings, specifications, tendering, and construction technical assistance.</p> <p>A detailed condition assessment will be included to identify the needs, as well as an analysis to determine if there are any potential capacity deficiencies that may require up-sizing. The final works will include a combination of rehabilitation and replacement.</p>	<p>The trunk sewer was originally constructed in the 1970's and will be due for major maintenance and rehabilitation work. The Chippewa Trunk Sewer is the main trunk sewer and one of the most critical components of the City sanitary sewer system.</p> <p>A number of other trunk sewers flow in the Chippewa system, including the Canadore, Oak Street, Oak Street relief, and Sage trunk sewer. Failure of the Chippewa Trunk Sewer could impact a significant portion of the network. The works will likely be undertaken in multiple phases.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																								
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Budget Year	Total Expense	Total Revenue	Difference																						
2024	200,000	200,000	0																						
2026	1,000,000	1,000,000	0																						
2027	2,500,000	2,500,000	0																						
	<b>3,700,000</b>	<b>3,700,000</b>	<b>0</b>																						
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 3,700,000																								

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2015	Jan 1, 2024	25 Years	Adam Lacombe	Dec 31, 2028

<b>Number:</b>	4500RD	<b>Scenario:</b>	Main
<b>Title:</b>	Franklin & John Trunk Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project includes the engineering and construction services for the installation of a new 400 mm trunk watermain along Franklin Street and John Street.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The need was identified in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a new trunk watermain along Sage Road, Seymour Street, Franklin Street, and John Street will provide better distribution of flows and reinforcement of the Zone 1 distribution system. A major portion of the Seymour component is included in projects 3700RD/ST/SS/WS. Also, a portion on Sage Road (Rita Road to Shallot Crescent) was previously completed internally by Public Works resources.</p> <p>Related projects include 4500ST/SS/WS and 3700RD/ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2026	290,000	290,000	0																		
2028	5,400,000	5,400,000	0																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 5,690,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2026	25 Years	Adam Lacombe	Dec 31, 2029



<b>Number:</b>	4500SS	<b>Scenario:</b>	Main
<b>Title:</b>	Franklin & John Trunk Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project includes the engineering and construction services for the installation of a new 400 mm trunk watermain along Franklin Street and John Street.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The need was identified in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a new trunk watermain along Sage Road, Seymour Street, Franklin Street, and John Street will provide better distribution of flows and reinforcement of the Zone 1 distribution system. A major portion of the Seymour component is included in projects 3700RD/ST/SS/WS. Also, a portion on Sage Road (Rita Road to Shallot Crescent) was previously completed internally by Public Works resources.</p> <p>Related projects include 4500RD/ST/WS and 3700RD/ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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Budget Year	Total Expense	Total Revenue	Difference																		
2026	110,000	110,000	0																		
2028	2,100,000	2,100,000	0																		
	<b>2,210,000</b>	<b>2,210,000</b>	<b>0</b>																		
<b>LTD Amount: 0</b>		<b>Total Project Cost: 2,210,000</b>																			

<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	4500ST	<b>Scenario:</b>	Main
<b>Title:</b>	Franklin & John Trunk Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project includes the engineering and construction services for the installation of a new 400 mm trunk watermain along Franklin Street and John Street.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The need was identified in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a new trunk watermain along Sage Road, Seymour Street, Franklin Street, and John Street will provide better distribution of flows and reinforcement of the Zone 1 distribution system. A major portion of the Seymour component is included in projects 3700RD/ST/SS/WS. Also, a portion on Sage Road (Rita Road to Shallot Crescent) was previously completed internally by Public Works resources.</p> <p>Related projects include 4500RD/SS/WS and 3700RD/ST/SS/WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	4500WS	<b>Scenario:</b>	Main
<b>Title:</b>	Franklin & John Trunk Watermain	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The project includes the engineering and construction services for the installation of a new 400 mm trunk watermain along Franklin Street and John Street.</p> <p>Engineering services will include survey, design, agency approvals, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p>	<p>The need was identified in the 2008 Infrastructure Background Study that was prepared in support of the Official Plan update. Installation of a new trunk watermain along Sage Road, Seymour Street, Franklin Street, and John Street will provide better distribution of flows and reinforcement of the Zone 1 distribution system. A major portion of the Seymour component is included in projects 3700RD/ST/SS/WS. Also, a portion on Sage Road (Rita Road to Shallot Crescent) was previously completed internally by Public Works resources.</p> <p>Related projects include 4500RD/ST/SS and 3700RD/ST/SS/WS.</p>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2016	Jan 1, 2026	75 Years	Adam Lacombe	Dec 31, 2029

<b>Number:</b>	6483AA	<b>Scenario:</b>	Main
<b>Title:</b>	Cassellholme Redevelopment	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides support for the redevelopment of Cassellholme East Nipissing District Home for the Aged and the proposal for the Board of Management to borrow the funds necessary to complete the project.	Cassellholme will be financing the redevelopment using a combination of capital subsidy payments by the Ministry of Health and Long-Term Care and annual levy to the participating municipalities. This project represents the City of North Bay's estimated share of the redevelopment and is subject to change based on the start date, Ministry's approvals and final financing agreements.

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2019	Jan 1, 2021	NA	Margaret Karpenko	

<b>Number:</b>	6546RF	<b>Scenario:</b>	Main
<b>Title:</b>	Aquatic Centre Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation and enhancements of North Bay's Aquatic Centre as per the Lifecycle Plan.	In 2021, the budget includes general rehabilitation to the Aquatic Centre including changeroom renewal and a structural integrity report.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Replacement of pool decking 2023 General changeroom rehabilitation and HVAC units 1,2,3 rehabs 2024 Replacement of the sand filters, actuators, pumps and general rehabilitation 2025 Boiler replacement, pool regROUT and general rehabilitation 2026 Heat exchanger, pump replacements and general rehabilitation 2027 HRV and general rehabilitation 2028 Lobby painting and general rehabilitation 2029 Actuator replacement and general rehab 2030 General rehabilitation

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2021	Jan 1, 2021	10 to 30 Years	David Jackowski	Dec 31, 2021

<b>Number:</b>	6547RD	<b>Scenario:</b>	Main
<b>Title:</b>	Asphalt Resurfacing 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>The program involves the construction services for the annual resurfacing program.</p> <p>Engineering services will include survey, design, contract drawings, specifications, tendering, construction inspection, contract administration, and project management.</p> <p>The project is an on-going annual program to maintain and/or restore the riding surface of the urban city streets. The project utilizes a variety of techniques for maintenance of the roadway and protection of the asset. Works may involve asphalt grinding, pulverization, recycling, crack sealing, base stabilization, drainage improvements, curb restoration and boulevard restoration in addition to cold-in-place or hot-mix asphalt paving.</p>	<p>The maintenance of the road surface is of primary importance to the community. The annual program extends the life of our roads, reduces annual maintenance costs and provides a continued level of service.</p> <p>In accordance with the City's Asset Management Plan, the condition of the City's roads will be monitored and analyzed on an on-going basis to determine and confirm prioritization with respect to the needs of the overall road and infrastructure network, and which works represent the best value. To assist with the prioritization, the City's Pavement Management Software and the results of the Pavement Quality Inspection performed in 2015 will be utilized.</p> <p>The project is partially funded using the Federal Gas Tax.</p>

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0608	FEDERAL GAS TAX	1,700,023																																																																																	
	<b>Total Revenue:</b>	<b>3,600,000</b>																																																																																	

<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	10 Years	Reid Porter	Dec 31, 2021

<b>Number:</b>	6548RD	<b>Scenario:</b>	Main
<b>Title:</b>	Asphalt Sheeting 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The sheeting program is an on-going program designed to address localized serious deficiencies in asphalt paving that arise suddenly and pose serious risk to drivers and can lead to more serious issues.	The sudden onsets of these deficiencies are not identified in the resurfacing budget but do warrant immediate repair to limit liability and prevent further damage.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	10 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6549RD	<b>Scenario:</b>	Main
<b>Title:</b>	Asset Management 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Master Plans
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the implementation of Asset Management initiatives for the City's infrastructure. Work includes maintenance, management, development, and analysis of asset data.	The funding will be used for studies and report development to facilitate decision making and asset management reporting. The funding may also be used for data gathering and condition assessments, as required.  Related projects include 6549WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	TBD	Kevin Vescio	Dec 31, 2021



<b>Number:</b>	6549WS	<b>Scenario:</b>	Main
<b>Title:</b>	Asset Management 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Master Plans
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the implementation of Asset Management initiatives for the City's infrastructure. Work includes maintenance, management, development, and analysis of asset data.	The funding will be used for studies and report development to facilitate decision making and asset management reporting. The funding may also be used for data gathering and condition assessments, as required.  Related projects include 6549RD.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
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2021	Jan 1, 2021	TBD	Kevin Vescio	Dec 31, 2021

<b>Number:</b>	6550RD	<b>Scenario:</b>	Main
<b>Title:</b>	Bridge Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for bridge related rehabilitation repairs for minor deficiencies in the City's bridges, pedestrian bridges and major culverts to capture additional life expectancy and maintain service to the public. There are currently more than 100 structures being maintained through this funding.	These works are considered a critical priority in order to provide safety to the public which can include the rehabilitation of certain components of the bridge or its surroundings to extend its service life; such as, concrete patch repairs, guide rail repairs, asphalt and sidewalk repairs, etc.  This project also involves the annual bridge inspection program. Municipalities are regulated to inspect every bridge structure once every two years. The City contracts out these services to an engineering firm that will do the inspections and provide a report of the findings and recommendations for work, as well as identifying any critical issues warranting immediate attention.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																															
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3425	CONSTRUCTION CONTRACT	220,500																																																																														
7010	ADMINISTRATON & OVERHEAD	4,500																																																																														
	<b>Total Expense:</b>	<b>225,000</b>																																																																														
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0461	TSF FRM REV FUND-PAYGO	50,000																																																																														
0539	ONT COMMUNITY INFR OCIF	175,000																																																																														
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Reid Porter	Dec 31, 2021

<b>Number:</b>	6551OC	<b>Scenario:</b>	Main
<b>Title:</b>	Capitol Centre 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program of repairs and maintenance to the Capitol Centre.	The 2021 program includes temperature control, lighting upgrades, audio upgrades, office upgrades, a basement feasibility study, marketing upgrades, tech equipment upgrades, security upgrades, and building storage.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Fire and safety supply upgrades, rental space upgrades, internal marquees, building painting, front window casing replacement, signage, exterior canopies, gallery lighting upgrades 2023 to 2030 Structural, mechanical and electrical work

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr><td>2021</td><td>154,020</td><td>154,020</td><td>0</td></tr> <tr><td>2022</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2023</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2024</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2025</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2026</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2027</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2028</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2029</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr><td>2030</td><td>204,000</td><td>204,000</td><td>0</td></tr> <tr> <td></td> <td><b>1,990,020</b></td> <td><b>1,990,020</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 1,990,020</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2021	154,020	154,020	0	2022	204,000	204,000	0	2023	204,000	204,000	0	2024	204,000	204,000	0	2025	204,000	204,000	0	2026	204,000	204,000	0	2027	204,000	204,000	0	2028	204,000	204,000	0	2029	204,000	204,000	0	2030	204,000	204,000	0		<b>1,990,020</b>	<b>1,990,020</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 1,990,020			<table border="1"> <thead> <tr> <th>GL Account</th> <th>Description</th> <th>Total Amount</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Expense</b></td> </tr> <tr> <td>6068</td> <td>CAPITOL CENTRE</td> <td>151,000</td> </tr> <tr> <td>7010</td> <td>ADMINISTRATON &amp; OVERHEAD</td> <td>3,020</td> </tr> <tr> <td></td> <td><b>Total Expense:</b></td> <td><b>154,020</b></td> </tr> <tr> <td colspan="3"><b>Revenue</b></td> </tr> <tr> <td>0461</td> <td>TSF FRM REV FUND-PAYGO</td> <td>154,020</td> </tr> <tr> <td></td> <td><b>Total Revenue:</b></td> <td><b>154,020</b></td> </tr> </tbody> </table>	GL Account	Description	Total Amount	<b>Expense</b>			6068	CAPITOL CENTRE	151,000	7010	ADMINISTRATON & OVERHEAD	3,020		<b>Total Expense:</b>	<b>154,020</b>	<b>Revenue</b>			0461	TSF FRM REV FUND-PAYGO	154,020		<b>Total Revenue:</b>	<b>154,020</b>
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	N/A	Margaret Karpenko	Dec 31, 2021

<b>Number:</b>	6552PR	<b>Scenario:</b>	Main
<b>Title:</b>	Central City Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the following central city park locations: downtown sidewalk repair, the Civic Plaza, Community Waterfront Park, Ferguson Block parkette, Memorial Park Cenotaph, Algonquin Regiment Cenotaph, Algonquin median planters / fountain parkette, Oak Street planters and parking lot planters.	In 2021 the ongoing program includes Algonquin Cenotaph rehabilitation, tree planting , sidewalk repairs, furnishings and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Memorial Park rehab // sidewalk repairs // furnishings // general rehab 2023 Parking lot planter rehab // sidewalk repairs // furnishings // general rehab 2024 Parking lot planter rehab // sidewalk repairs // furnishings // general rehab 2025 to 2030 Park rehab // sidewalk repairs // furnishings // general rehabilitation

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021

<b>Number:</b>	6553GG	<b>Scenario:</b>	Main
<b>Title:</b>	City Hall Building Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for on-going maintenance, repairs and improvements to City Hall; includes but not limited to, window maintenance and repairs, flooring replacement, roof safety guards and ladder system installation identified as a safety concern, and washroom upgrades. Changing priorities could impact the schedule. This does not include upgrades for accessibility purposes.	This project does not include any major reconfiguration.  2021 includes for the renewal of the main incoming electrical equipment for City Hall, a structural integrity report, flooring replacement and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Copper roof // DHW supply system // plumbing riser // general rehabilitation 2023 HRV replacement // windows // general rehabilitation 2024 Boiler renewal // 2nd floor WRs // general rehabilitation 2025 Upgrade baseboard controls // heat exchanger penthouse // pod BAS // general rehabilitation 2026 Eco flush toilets // wayfinding // flooring // general rehabilitation 2027 Flooring rehabilitation // emergency lighting // general rehabilitation 2028 Window replacement // pump replacement // general rehabilitation 2029 BAS upgrade // windows // general rehab 2030 Chiller replacement // general rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	David Jackowski	Dec 31, 2021

<b>Number:</b>	6554PR	<b>Scenario:</b>	Main
<b>Title:</b>	City Hall Grounds Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the City Hall grounds. The program includes: retaining walls, hard surfaces (sidewalks, stairs, parking lots), landscaping (turf, trees, shrubs, irrigation), furnishings (benches, picnic tables, waste receptacles, and bike racks) and lighting.	In 2021 the program includes design of the reconstruction/reconfiguration of the City Hall Wyld/McIntyre area; retaining wall, hard surface and public gathering areas.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Reconstruction of Wyld/McIntyre grounds 2024 to 2030 Hard surface rehabilitation // landscaping // furnishings // general rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																												
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2022	342,000	342,000	0																																																										
2024	170,000	170,000	0																																																										
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7010	ADMINISTRATON & OVERHEAD	1,000																																																											
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0461	TSF FRM REV FUND-PAYGO	50,000																																																											
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	David Jackowski	Dec 31, 2021

<b>Number:</b>	6555RD	<b>Scenario:</b>	Main
<b>Title:</b>	City Share of Development Costs 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (General)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>This project provides a funding source to enable the City to respond to development requests. The City contributes towards items such as infrastructure upsizing and extensions, as well as off-site road network improvements.</p>	<p>These works are considered a priority and are vital to the City's support of development and growth.</p> <p>The budgeted amounts represent an allowance for unknown and unforeseen costs for roadway and underground infrastructure works related to new development. This could include the City requiring a new subdivision road to be a Collector standard, or a sewer to be upsized to a trunk sewer diameter. Current practice is that the developer would only be responsible to cover the costs to meet the minimum standard and the City would cover the additional cost to upgrade to a higher standard.</p> <p>These projects generally provide for future growth.</p> <p>Related project includes 6555WS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6555WS	<b>Scenario:</b>	Main
<b>Title:</b>	City Share of Development Costs 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Growth (Water and Wastewater)	<b>Strategic Plans:</b>	Growth / Economic Development
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>This project provides a funding source to enable the City to respond to development requests. The City contributes towards items such as infrastructure upsizing and extensions, as well as off-site road network improvements.</p>	<p>These works are considered a priority and are vital to the City's support of development and growth.</p> <p>The budgeted amounts represent an allowance for unknown and unforeseen costs for roadway and underground infrastructure works related to new development. This could include the City requiring a new subdivision road to be a Collector standard, or a sewer to be upsized to a trunk sewer diameter. Current practice is that the developer would only be responsible to cover the costs to meet the minimum standard and the City would cover the additional cost to upgrade to a higher standard.</p> <p>These projects generally provide for future growth.</p> <p>Related project includes 6555RD.</p>

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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	25 Years	Adam Lacombe	Dec 31, 2021



<b>Number:</b>	6557RD	<b>Scenario:</b>	Main
<b>Title:</b>	Design Work Next Year's Projects 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for preliminary and detailed design engineering work required to enable design and construction of projects planned for the following year.	These works could include pre-engineering activities such as geotechnical investigations and surveying or can include designs for small projects.  Related projects include 6557ST/SS/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6557SS	<b>Scenario:</b>	Main
<b>Title:</b>	Design Work Next Year's Projects 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
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2022	33,000	33,000	0																																																																										
2023	34,000	34,000	0																																																																										
2024	35,000	35,000	0																																																																										
2025	36,000	36,000	0																																																																										
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2027	38,000	38,000	0																																																																										
2028	39,000	39,000	0																																																																										
2029	40,000	40,000	0																																																																										
2030	40,000	40,000	0																																																																										
	<b>364,000</b>	<b>364,000</b>	<b>0</b>																																																																										
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 364,000																																																																												
GL Account	Description	Total Amount																																																																											
<b>Expense</b>																																																																													
3117	DESIGN FEES	31,360																																																																											
7010	ADMINISTRATON & OVERHEAD	640																																																																											
	<b>Total Expense:</b>	<b>32,000</b>																																																																											
<b>Revenue</b>																																																																													
0461	TSF FRM REV FUND-PAYGO	32,000																																																																											
	<b>Total Revenue:</b>	<b>32,000</b>																																																																											

<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6557ST	<b>Scenario:</b>	Main
<b>Title:</b>	Design Work Next Year's Projects 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for preliminary and detailed design engineering work required to enable design and construction of projects planned for the following year.	These works could include pre-engineering activities such as geotechnical investigations and surveying or can include designs for small projects.  Related projects include 6557RD/SS/WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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Budget Year	Total Expense	Total Revenue	Difference																																																																						
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6557WS	<b>Scenario:</b>	Main
<b>Title:</b>	Design Work Next Year's Projects 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for preliminary and detailed design engineering work required to enable design and construction of projects planned for the following year.	These works could include pre-engineering activities such as geotechnical investigations and surveying or can include designs for small projects.  Related projects include 6557RD/ST/SS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>		
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2021	116,000	116,000	0
2022	119,000	119,000	0
2023	122,000	122,000	0
2024	125,000	125,000	0
2025	128,000	128,000	0
2026	132,000	132,000	0
2027	136,000	136,000	0
2028	140,000	140,000	0
2029	140,000	140,000	0
2030	140,000	140,000	0
	<b>1,298,000</b>	<b>1,298,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 1,298,000		
	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
	<b>Expense</b>		
	3117	DESIGN FEES	113,680
	7010	ADMINISTRATON & OVERHEAD	2,320
		<b>Total Expense:</b>	<b>116,000</b>
	<b>Revenue</b>		
	0461	TSF FRM REV FUND-PAYGO	116,000
		<b>Total Revenue:</b>	<b>116,000</b>

<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6558SS	<b>Scenario:</b>	Main
<b>Title:</b>	Digester and Grit Removal 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project provides for the necessary periodic scheduled maintenance on the digesters and primary clarifiers at the Wastewater Treatment Plant to ensure this equipment is operating in the most optimal fashion.		With the construction of the grit removal facility at the head end of the plant, it is anticipated that digester cleaning requirement for the four digesters will be reduced in future years. The budget reflects these changes.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2023	109,000	109,000	0
2026	109,000	109,000	0
2029	109,000	109,000	0
	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 327,000	

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	N/A	Karin Pratte	Dec 31, 2021

<b>Number:</b>	6559ST	<b>Scenario:</b>	Main
<b>Title:</b>	Ditch Enclosure 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project will eliminate open ditches in problem areas. Ditch lines would be replaced by a storm sewer system to convey storm water and run-off.	The 2021 program will include elimination of ditches on Glenwood Rd. in the area of the new Pinewood School and create space for the installation of sidewalks.  Related project 6583RD.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr><td>2021</td><td>200,000</td><td>200,000</td><td>0</td></tr> <tr><td>2022</td><td>200,000</td><td>200,000</td><td>0</td></tr> <tr><td>2023</td><td>200,000</td><td>200,000</td><td>0</td></tr> <tr><td>2024</td><td>200,000</td><td>200,000</td><td>0</td></tr> <tr><td>2025</td><td>200,000</td><td>200,000</td><td>0</td></tr> <tr><td>2026</td><td>300,000</td><td>300,000</td><td>0</td></tr> <tr><td>2027</td><td>300,000</td><td>300,000</td><td>0</td></tr> <tr><td>2028</td><td>309,000</td><td>309,000</td><td>0</td></tr> <tr><td>2029</td><td>310,000</td><td>310,000</td><td>0</td></tr> <tr><td>2030</td><td>310,000</td><td>310,000</td><td>0</td></tr> <tr> <td></td> <td><b>2,529,000</b></td> <td><b>2,529,000</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 2,529,000</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2021	200,000	200,000	0	2022	200,000	200,000	0	2023	200,000	200,000	0	2024	200,000	200,000	0	2025	200,000	200,000	0	2026	300,000	300,000	0	2027	300,000	300,000	0	2028	309,000	309,000	0	2029	310,000	310,000	0	2030	310,000	310,000	0		<b>2,529,000</b>	<b>2,529,000</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 2,529,000			<table border="1"> <thead> <tr> <th>GL Account</th> <th>Description</th> <th>Total Amount</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Expense</b></td> </tr> <tr> <td>3425</td> <td>CONSTRUCTION CONTRACT</td> <td>196,000</td> </tr> <tr> <td>7010</td> <td>ADMINISTRATON &amp; OVERHEAD</td> <td>4,000</td> </tr> <tr> <td></td> <td><b>Total Expense:</b></td> <td><b>200,000</b></td> </tr> <tr> <td colspan="3"><b>Revenue</b></td> </tr> <tr> <td>0461</td> <td>TSF FRM REV FUND-PAYGO</td> <td>200,000</td> </tr> <tr> <td></td> <td><b>Total Revenue:</b></td> <td><b>200,000</b></td> </tr> </tbody> </table>	GL Account	Description	Total Amount	<b>Expense</b>			3425	CONSTRUCTION CONTRACT	196,000	7010	ADMINISTRATON & OVERHEAD	4,000		<b>Total Expense:</b>	<b>200,000</b>	<b>Revenue</b>			0461	TSF FRM REV FUND-PAYGO	200,000		<b>Total Revenue:</b>	<b>200,000</b>
Budget Year	Total Expense	Total Revenue	Difference																																																																										
2021	200,000	200,000	0																																																																										
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	25-50 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6560RD	<b>Scenario:</b>	Main
<b>Title:</b>	Downtown Roads Maintenance 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project provides for an on-going program of downtown roads maintenance and upgrades.		The 2021 program will include the continuing upgrades to roads, line painting, traffic signals, and sidewalks in the downtown core.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
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<b>Forecast</b>				<b>Project Detailed 2021</b>		
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
2021	103,000	103,000	0	<b>Expense</b>		
2022	106,000	106,000	0	3425	CONSTRUCTION CONTRACT	100,940
2023	109,000	109,000	0	7010	ADMINISTRATON & OVERHEAD	2,060
2024	112,000	112,000	0		<b>Total Expense:</b>	<b>103,000</b>
2025	115,000	115,000	0	<b>Revenue</b>		
2026	118,000	118,000	0	0461	TSF FRM REV FUND-PAYGO	103,000
2027	122,000	122,000	0		<b>Total Revenue:</b>	<b>103,000</b>
2028	126,000	126,000	0			
2029	130,000	130,000	0			
2030	130,000	130,000	0			
	<b>1,171,000</b>	<b>1,171,000</b>	<b>0</b>			
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 1,171,000					

<b>Related Projects</b>			<b>Operating Impacts</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6562RD	<b>Scenario:</b>	Main
<b>Title:</b>	Engineering Data and Equipment 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the collection and processing of engineering related data and the purchase and replacement of equipment in support of the data collection.	<p>Engineering data can include such things as traffic data and sewer flow monitoring data.</p> <p>Traffic counting equipment was purchased to eliminate the need to have staff on site for a full day to undertake an intersection traffic count. This frees up staff resources for other tasks. The traffic data is collected using a special video camera and the data file is processed by the equipment supplier using automated software at a lower cost than the cost of staff to do the same work.</p> <p>Sewer flow monitoring supports design for sanitary pumping station upgrades and replacements. It also supports a flow monitoring program to identify areas and sources of infiltration and inflow (sump pumps) in order to focus in on the most critical areas. A reduction in infiltration/inflow will reduce the demands on the Wastewater Treatment Plant.</p> <p>Related projects include 4202SS and 6562SS.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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Budget Year	Total Expense	Total Revenue	Difference																																																																						
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Adam Lacombe	Dec 31, 2021



<b>Number:</b>	6562SS	<b>Scenario:</b>	Main
<b>Title:</b>	Engineering Data and Equipment 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Strategic Investment (Water and Wastewater)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the collection and processing of engineering related data and the purchase and replacement of equipment in support of the data collection.	<p>Engineering data can include such things as traffic data and sewer flow monitoring data.</p> <p>Traffic counting equipment was purchased to eliminate the need to have staff on site for a full day to undertake an intersection traffic count. This frees up staff resources for other tasks. The traffic data is collected using a special video camera and the data file is processed by the equipment supplier using automated software at a lower cost than the cost of staff to do the same work.</p> <p>Sewer flow monitoring supports design for sanitary pumping station upgrades and replacements. It also supports a flow monitoring program to identify areas and sources of infiltration and inflow (sump pumps) in order to focus in on the most critical areas. A reduction in infiltration/inflow will reduce the demands on the Wastewater Treatment Plant.</p> <p>Related projects include 4202SS and 6562RD.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6563RD	<b>Scenario:</b>	Main
<b>Title:</b>	Equipment Replacement 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project will be used to purchase tools and equipment required for the roads department.	The funds will be used to replace items such as arboards, concrete saws, chain saws, etc. These purchases will not form part of the fleet and equipment replacement program. Related project includes 6563WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6563WS	<b>Scenario:</b>	Main
<b>Title:</b>	Equipment Replacement 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project will be used to purchase tools and equipment required for the water and wastewater department.	The funds will be used to replace items such as pumps, concrete saws, chain saws, etc. These purchases will not form part of the fleet and equipment replacement program. Related project includes 6563RD.

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<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6564FD	<b>Scenario:</b>	Main
<b>Title:</b>	Fire Bunker Gear Replacement Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides funds to replace firefighters' bunker gear (firefighting ensemble). In order to meet our requirements under the Occupational Health and Safety Act we are required to replace Bunker Gear every 10 years as stipulated in NFPA Standard 1851.	For the period of 2021 and 2026, the program is based on the anticipated costs for required replacements.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	10 Years	Greg Saunders	Dec 31, 2021

<b>Number:</b>	6565FD	<b>Scenario:</b>	Main
<b>Title:</b>	Fire Equipment Replacement 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance,...
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the Fire Department's equipment replacements. This budget also provides for new or replacement equipment for new fleet purchases.	Replacement of aging equipment and analysis of needed equipment for enhanced and efficient service delivery. Equipment recommendations are researched by NBFES equipment committee. Equipment purchases will include equipment for new Tanker.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The Capital Forecasts from 2021 to 2030 will be used to address major equipment costs associated with ongoing operations. The funds will be used to repair/replace equipment necessary for North Bay Fire to enhance our ability to deliver an effective response to emergency incidents.

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
<table border="1"> <thead> <tr> <th>Budget Year</th> <th>Total Expense</th> <th>Total Revenue</th> <th>Difference</th> </tr> </thead> <tbody> <tr><td>2021</td><td>73,500</td><td>73,500</td><td>0</td></tr> <tr><td>2022</td><td>63,000</td><td>63,000</td><td>0</td></tr> <tr><td>2023</td><td>84,000</td><td>84,000</td><td>0</td></tr> <tr><td>2024</td><td>63,000</td><td>63,000</td><td>0</td></tr> <tr><td>2025</td><td>84,000</td><td>84,000</td><td>0</td></tr> <tr><td>2026</td><td>63,000</td><td>63,000</td><td>0</td></tr> <tr><td>2027</td><td>47,250</td><td>47,250</td><td>0</td></tr> <tr><td>2028</td><td>66,150</td><td>66,150</td><td>0</td></tr> <tr><td>2029</td><td>84,000</td><td>84,000</td><td>0</td></tr> <tr><td>2030</td><td>84,000</td><td>84,000</td><td>0</td></tr> <tr> <td></td> <td><b>711,900</b></td> <td><b>711,900</b></td> <td><b>0</b></td> </tr> <tr> <td><b>LTD Amount:</b> 0</td> <td colspan="3"><b>Total Project Cost:</b> 711,900</td> </tr> </tbody> </table>	Budget Year	Total Expense	Total Revenue	Difference	2021	73,500	73,500	0	2022	63,000	63,000	0	2023	84,000	84,000	0	2024	63,000	63,000	0	2025	84,000	84,000	0	2026	63,000	63,000	0	2027	47,250	47,250	0	2028	66,150	66,150	0	2029	84,000	84,000	0	2030	84,000	84,000	0		<b>711,900</b>	<b>711,900</b>	<b>0</b>	<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 711,900			<table border="1"> <thead> <tr> <th>GL Account</th> <th>Description</th> <th>Total Amount</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Expense</b></td> </tr> <tr> <td>5010</td> <td>MACHINERY &amp; EQUIPMENT</td> <td>72,080</td> </tr> <tr> <td>7010</td> <td>ADMINISTRATON &amp; OVERHEAD</td> <td>1,420</td> </tr> <tr> <td></td> <td><b>Total Expense:</b></td> <td><b>73,500</b></td> </tr> <tr> <td colspan="3"><b>Revenue</b></td> </tr> <tr> <td>0461</td> <td>TSF FRM REV FUND-PAYGO</td> <td>73,500</td> </tr> <tr> <td></td> <td><b>Total Revenue:</b></td> <td><b>73,500</b></td> </tr> </tbody> </table>	GL Account	Description	Total Amount	<b>Expense</b>			5010	MACHINERY & EQUIPMENT	72,080	7010	ADMINISTRATON & OVERHEAD	1,420		<b>Total Expense:</b>	<b>73,500</b>	<b>Revenue</b>			0461	TSF FRM REV FUND-PAYGO	73,500		<b>Total Revenue:</b>	<b>73,500</b>
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	5 to 25 Years	Greg Saunders	Dec 31, 2021

<b>Number:</b>	6566FD	<b>Scenario:</b>	Main
<b>Title:</b>	Fire Facilities Management Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The program provides funds for the maintenance and repairs on the four fire stations in the City.		The program includes interior rehabilitation of fire stations and energy efficiency upgrades. Program will include overhead door replacement, main door, energy efficient upgrades (lighting) and replace windows.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
		The Capital Forecasts from 2021 to 2030 will be used to address major capital costs associated with aging infrastructure. The funds will also be used to repair/replace major building items as well as improve the station's energy efficiencies. Plans for building repairs or energy efficiency upgrades are developed a year in advance of the budget based on information derived from station maintenance reports.	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	89,250	89,250	0
2024	94,500	94,500	0
2026	99,750	99,750	0
2028	105,000	105,000	0
2030	105,000	105,000	0
	<b>493,500</b>	<b>493,500</b>	<b>0</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 493,500	

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	10 to 20 Years	Jason Whiteley	Dec 31, 2021

<b>Number:</b>	6567WS	<b>Scenario:</b>	Main
<b>Title:</b>	Flush Watermains 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the on-going annual directional and dead end flushing of the City's watermains. The project is essential in order to extend the watermains' lifecycle and it allows the City to remain compliant with the Ministry of Environment Regulations. Funds are also used for infrastructure upgrades and when system deficiencies are noted.	The on-going program is designed to clean existing watermains thereby extending the lifecycle and identifying problem infrastructure that can then be repaired in non-emergency situations. The program is recommended as a best practice by the Ministry of Environment and Climate Change.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	10 to 20 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6568WS	<b>Scenario:</b>	Main
<b>Title:</b>	Hydrant and Valve Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the on-going inspection, maintenance, rehabilitation, and replacement of fire hydrants in the city. The work is a legal requirement under the Fire Code and Ministry of Environment Regulations.	This project allows for annual inspection of all hydrants within the city.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	5 to 15 Years	Domenic Schiavone	Dec 31, 2021



<b>Number:</b>	6569SS	<b>Scenario:</b>	Main
<b>Title:</b>	Infrastructure Modelling 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
The project involves the engineering services for preparation and maintenance of a model for the City's underground infrastructure (sewers and water mains).	<p>Infrastructure models can be used to analyze the capacity of the existing systems, analyze the impacts and feasibility of expanding the system, or help identify improvements and potential efficiencies.</p> <p>The models will assist with development review in identifying system capacities and issues for new development and redevelopment.</p> <p>The City has a base water distribution model that was established in the early 2000's. The model has been utilized numerous times for planning and analyzing changes to the distribution system.</p> <p>For the storm system, the model will also help with the identification of overland flow routes from major storms (i.e. when the sewer systems is full and stormwater flows over the surface). The model will also help with the preparation of Infill Development/Subwatershed Rehabilitation Plans, which may be necessary in some existing developed areas of the City to assist with planning of stormwater management on a regional basis rather than a site by site basis.</p> <p>Once established, all of the models will need to be maintained on a regular basis for changes in the systems.</p> <p>Related project includes 6569ST/WS.</p>

Scenario Description	Scenario Comments

Forecast	Project Detailed 2021																				
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Budget Year	Total Expense	Total Revenue	Difference																		
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<b>LTD Amount: 0</b>		<b>Total Project Cost: 20,000</b>																			

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6569ST	<b>Scenario:</b>	Main
<b>Title:</b>	Infrastructure Modelling 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
The project involves the engineering services for preparation and maintenance of a model for the City's underground infrastructure (sewers and water mains).	<p>Infrastructure models can be used to analyze the capacity of the existing systems, analyze the impacts and feasibility of expanding the system, or help identify improvements and potential efficiencies.</p> <p>The models will assist with development review in identifying system capacities and issues for new development and redevelopment.</p> <p>The City has a base water distribution model that was established in the early 2000's. The model has been utilized numerous times for planning and analyzing changes to the distribution system.</p> <p>For the storm system, the model will also help with the identification of overland flow routes from major storms (i.e. when the sewer systems is full and stormwater flows over the surface). The model will also help with the preparation of Infill Development/Subwatershed Rehabilitation Plans, which may be necessary in some existing developed areas of the City to assist with planning of stormwater management on a regional basis rather than a site by site basis.</p> <p>Once established, all of the models will need to be maintained on a regular basis for changes in the systems.</p> <p>Related project includes 6569SS/WS.</p>

Scenario Description	Scenario Comments

Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	100,000	100,000	0	<b>Expense</b>		
2025	10,000	10,000	0	3117	DESIGN FEES	98,000
2029	10,000	10,000	0	7010	ADMINISTRATON & OVERHEAD	2,000
	<b>120,000</b>	<b>120,000</b>	<b>0</b>		<b>Total Expense:</b>	<b>100,000</b>
<b>LTD Amount:</b> 0		<b>Total Project Cost:</b> 120,000		<b>Revenue</b>		
				0461	TSF FRM REV FUND-PAYGO	100,000
					<b>Total Revenue:</b>	<b>100,000</b>

Related Projects			Operating Impacts	
Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	N/A	Adam Lacombe	Dec 31, 2021

<b>Number:</b>	6569WS	<b>Scenario:</b>	Main
<b>Title:</b>	Infrastructure Modelling 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Master Plans
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description				Comments		
The project involves the engineering services for preparation and maintenance of a model for the City's underground infrastructure (sewers and water mains).				<p>Infrastructure models can be used to analyze the capacity of the existing systems, analyze the impacts and feasibility of expanding the system, or help identify improvements and potential efficiencies.</p> <p>The models will assist with development review in identifying system capacities and issues for new development and redevelopment.</p> <p>The City has a base water distribution model that was established in the early 2000's. The model has been utilized numerous times for planning and analyzing changes to the distribution system.</p> <p>For the storm system, the model will also help with the identification of overland flow routes from major storms (i.e. when the sewer systems is full and stormwater flows over the surface). The model will also help with the preparation of Infill Development/Subwatershed Rehabilitation Plans, which may be necessary in some existing developed areas of the City to assist with planning of stormwater management on a regional basis rather than a site by site basis.</p> <p>Once established, all of the models will need to be maintained on a regular basis for changes in the systems.</p> <p>Related projects include 6569ST/SS.</p>		
Scenario Description				Scenario Comments		
Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	50,000	50,000	0	<b>Expense</b>		
2022	5,000	5,000	0	3117	DESIGN FEES	49,000
2023	5,000	5,000	0	7010	ADMINISTRATON & OVERHEAD	1,000
2024	5,000	5,000	0			
2025	5,000	5,000	0			
2026	5,000	5,000	0			
2027	5,000	5,000	0			
2028	5,000	5,000	0			
2029	5,000	5,000	0			
2030	5,000	5,000	0			
	<u>95,000</u>	<u>95,000</u>	<u>0</u>			
<b>LTD Amount: 0</b>				<b>Total Project Cost: 95,000</b>		
Related Projects				Operating Impacts		
Year Identified	Start Date	Useful Life		Manager		Completion Date
2021	Jan 1, 2021	N/A		Adam Lacombe		Dec 31, 2021

<b>Number:</b>	6570MR	<b>Scenario:</b>	Main
<b>Title:</b>	King's Landing and Marina Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of King's Landing and the Marina's buildings and appurtenances.	In 2021, the project will fund additional floating kayak rental racks and entrance gate renewal.  The budget forecasts currently exclude repair and maintenance costs related to King's Landing as required budget dollars are in project 3518PR.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 North marina dredging // general rehab 2023 Gas dock sheet piling // general rehab 2024 Fuel tank replace // fuel dispenser replace 2025 General rehab 2026 Break wall dock 2027 Boat slip repairs 2028 Launch ramp repairs 2029 to 2030 General rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	David Jackowski	Dec 31, 2021

<b>Number:</b>	6572RF	<b>Scenario:</b>	Main
<b>Title:</b>	Memorial Gardens Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for continued rehabilitation plant and property improvements for Memorial Gardens Arena per Industry Best Practices as well as operational and programming requirements.	In 2021, the program includes the replacement of the roof over the east washrooms, modernization of reception, structural integrity report and various building upgrades.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Plexiglas // storage addition // ice plant quinquennial maintenance 2023 Condenser // chiller replacement 2024 Lighting // public washroom upgrades 2025 Main lobby floor refinishing 2026 BAS upgrades // plexiglas // general rehabilitation 2027 Compressors and motors 2028 HVAC unit renewals // general rehabilitation 2029 General rehabilitation 2030 General rehabilitation

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	20 Years	David Jackowski	Dec 31, 2021

<b>Number:</b>	6573AT	<b>Scenario:</b>	Main
<b>Title:</b>	North Bay Jack Garland Airport 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is designed to provide for on-going repairs and maintenance at the Jack Garland Airport. The airport prepares a Capital Plan which indicates the total estimated costs and the amount of funding that is required by the City.	This budget represents only the portion that is funded by the City. The 2021 Airport Plan includes rehabilitation to Aprons surfaces and replacement of IT Systems (hardware & software).

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Cement repairs to Apron 1 // Apron 2 rehab // administration building entrance and parking repairs 2023 Boilers and controls ATB replacement // excavator and brush head // administration building roof replacement 2024 Vehicle and equipment replacements // runway approach light replacement // accessibility lift at administration building 2025 Runway drainage replacement // runway resurfacing 2026 Garage door replacement // window replacement at the administration building 2027 Lights replacements // Foxtrot and Golf rehabilitation 2028 Administration building air handling and air conditioning units // vehicle and equipment replacement 2029 Purchase farm tractor and bush hog // replace light vehicle 53-2019 // repair terminal roof 2030 Replace holder tractor // replace light vehicle 53-0019 // replace paint machine // replace air fan // emergency repairs

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	25 Years	John Severino	Dec 31, 2021

<b>Number:</b>	6574CA	<b>Scenario:</b>	Main
<b>Title:</b>	North Bay Mattawa Conservation Authority 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

Description	Comments
The project provides for an on-going program of capital works undertaken by the North Bay Mattawa Conservation Authority (CA).	<p>CA Lands /Trails - Activities in support of public access and use of CA owned properties including such things as trails, boardwalks, bridges, picnic tables, buildings, washrooms, signage, parking lots and roads. This also includes costs for the upkeep of the ski hill fixed assets.</p> <p>Watershed and Erosion Control Infrastructure - Activities to support major maintenance and capital improvements or repair to water and erosion control structures.</p> <p>Central Services - Capital or major maintenance in support of workshops, buildings, large vehicles and other types of structures or equipment required as part of the overall CA program.</p> <p>Integrated Watershed Management - Planning, technical studies and monitoring activities to determine types of hazard or natural heritage lands that the CA is responsible for managing or regulating including floodplain mapping, and watershed planning projects.</p> <p>Section 28 Regulations - Expenses related to the implementation of the Section 28 regulations of the CA.</p>

Scenario Description	Scenario Comments

Forecast				Project Detailed 2021		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2021	992,362	992,362	0			
2022	1,012,167	1,012,167	0	6067	CONSERVATION AUTHORITY	972,904
2023	1,008,951	1,008,951	0	7010	ADMINISTRATON & OVERHEAD	19,458
2024	1,021,129	1,021,129	0			
2025	1,034,411	1,034,411	0			
2026	1,046,249	1,046,249	0			
2027	1,059,047	1,059,047	0			
2028	1,066,372	1,066,372	0			
2029	1,076,079	1,076,079	0			
2030	1,086,574	1,086,574	0			
	<b>10,403,341</b>	<b>10,403,341</b>	<b>0</b>			
<b>LTD Amount: 0</b>				<b>Total Project Cost: 10,403,341</b>		

Related Projects	Operating Impacts

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	N/A	Margaret Karpenko	Dec 31, 2021



<b>Number:</b>	6575PD	<b>Scenario:</b>	Main
<b>Title:</b>	North Bay Police Services 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Technology,...
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program of vehicle replacement and other capital programs.	The 2021 program includes vehicle replacements and upfitting, 911 phone upgrades, body worn video/ in-vehicle video, building repairs and maintenance, recording system replacement, taser X7 Axon, and other technology upgrades per strategic plan.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Building repairs, body worn video/in-vehicle video, vehicle replacements and upfitting, 911 and technology upgrades, 9mm pistol transition 2023 Vehicle replacements and upfitting, radio system replacement, and technology replacements 2023 to 2030 Vehicle replacements and upfitting, CEW replacements, radio system replacement and technology upgrades

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																																											
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Gerald Lalande	Dec 31, 2021

<b>Number:</b>	6576LB	<b>Scenario:</b>	Main
<b>Title:</b>	North Bay Public Library 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance, Technology
<b>Division:</b>	Capital - Service Partners	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program of repairs, maintenance and other capital needs at the North Bay Public Library.	The 2021 program includes the rehabilitation of the front library entrance walkway and steps, renovation of mezzanine teen/ program space, new security camera installations, and renovation of auditorium and boardroom public spaces.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Replacement of website, replacement of analogue library exterior information panel with multimedia digital panel, and replacement and enhancement of infrastructure, general maintenance, software/hardware replacement 2023 and 2024 Installation of new elevator, staircase and renovation of audio-visual department, upgrades to code re: AODA, building and electrical, general maintenance and painting 2025 to 2030 Review, replacement and enhancement of infrastructure, general maintenance and software/hardware replacements

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Ravil Veli	Dec 31, 2021

<b>Number:</b>	6577RF	<b>Scenario:</b>	Main
<b>Title:</b>	Omischl Sports Complex Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the Omischl Sports Field Complex to maintain safe playing areas for the public per operational and programming needs.	In 2021 this ongoing project will fund fencing, landscaping, irrigation and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Turf, infield, fencing, landscaping, irrigation rehab // general rehabilitation 2023 Turf, infield, fencing, landscaping, irrigation rehab // general rehabilitation 2024 Turf, infield, fencing, landscaping, irrigation rehab // general rehabilitation 2025 to 2030 Turf, infield, fencing, landscaping, irrigation rehab // general rehabilitation

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	20 Years	David Schroeder	Dec 31, 2021

<b>Number:</b>	6578PK	<b>Scenario:</b>	Main
<b>Title:</b>	Parking Equipment Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project provides for the purchase of parking equipment such as parking meters, Pay and Display machines and maintenance equipment to support parking operations.		In 2022, the program includes the continuation of the pay and display replacement program and the installation of additional pay and displays in areas with identified need.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	
		The following details support the Capital Forecast for 2022 to 2030: 2022 Pay and display replacement and the installation of additional pay and display equipment 2025 Pay and display replacement and parking maintenance equipment 2028 Pay and display replacement and parking maintenance equipment	

<b>Forecast</b>		<b>Project Detailed 2021</b>	
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2022	125,000	125,000	0
2025	125,000	125,000	0
2028	125,000	125,000	0
	<b>375,000</b>	<b>375,000</b>	<b>0</b>
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 375,000		

<b>Related Projects</b>		<b>Operating Impacts</b>	

<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	5 to 15 Years	David Jackowski	Dec 31, 2021

<b>Number:</b>	6579PK	<b>Scenario:</b>	Main
<b>Title:</b>	Parking Lot Maintenance and Improvement Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is to provide for the on-going improvements and maintenance of parking lots and facilities including lighting, asphalt replacement, drainage, etc.	The program includes on-going maintenance of all surface lots and the parking garage.  Improvements to surface lots include items such as the rehabilitation and maintenance of asphalt surfaces, guardrails, lighting and storm water systems. Improvements to the parking garage include items such as asphalt and waterproofing membrane surface maintenance, concrete structural maintenance, water drainage systems, lighting, stairwell maintenance and painting.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	Bruce Robertson	Dec 31, 2021

<b>Number:</b>	6580PR	<b>Scenario:</b>	Main
<b>Title:</b>	Parks and Playground Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the City's parks and playgrounds to meet current standards and programming requirements, and provides for the management and preservation of the natural environment (i.e. tree planting).	In 2021 the ongoing rehab program includes a playground replacement, park rehabilitation, tree planting and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Park rehab // tree planting // general rehab // Veronica playground replacement 2023 Park rehab // tree planting // general rehab // Feronia playground replacement 2024 Park rehab // tree planting // general rehab // Circle Lake playground replacement 2025 Park rehab // tree planting // general rehab // Belleview playground replacement 2026 Park rehab // tree planting // general rehab // Superior playground replacement 2027 Park rehab // tree planting // general rehab // West Ferris playground replacement 2028 Park rehab // tree planting // general rehab // Kinnette & Greenhill playground replacement 2029 Park rehab // tree planting // general rehab // Pump House playground rehab 2030 Park rehab // tree planting // general rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																															
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2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021

<b>Number:</b>	6582PR	<b>Scenario:</b>	Main
<b>Title:</b>	Parks Equipment Replacement Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Equipment Replacement
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the Parks Department equipment replacement that do not form part of the Fleet Management System.	The program ensures that reliable equipment is available to assist the Department's maintenance and programming demands.  In 2021 this ongoing program includes the purchase of a leveller tractor attachment and other small equipment.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Rototiller for tractor // small equipment 2023 Sweeper for tractor // small equipment 2024 to 2030 Equipment purchases based on parks equipment replacement schedule with input from Fleet Management

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021

<b>Number:</b>	6583RD	<b>Scenario:</b>	Main
<b>Title:</b>	Pedestrian Safety Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Growth / Economic Development,...
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going capital program for the replacement of deteriorated sidewalks and the addition of new sidewalks and other safety facilities, such as pedestrian activated signals and count down pedestrian heads.	<p>The project will assist the City to maintain compliance with the Accessibility Act and maintain compliance with the Minimum Maintenance Standards of Ontario.</p> <p>Funds from this project are utilized to complete the annual sidewalk inspection and installation of new sidewalks to enhance pedestrian safety in areas where none previously existed.</p> <p>The 2021 program will include the installation of new sidewalks on Glenwood Ave. to enhance public safety around the recently constructed Pinewood School.</p> <p>Related Project 6559ST.</p>

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	50 Years	Domenic Schiavone	Dec 31, 2021



<b>Number:</b>	6584RF	<b>Scenario:</b>	Main
<b>Title:</b>	Pete Palangio Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for continued plant and property improvements for the Pete Palangio Arena (PP) as per Industry Accepted Practices and Processes as well as operational and programming requirements.	In 2021, the project will include a renewal of the refrigeration plant equipment and a structural integrity report.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2021 Ice plant chiller and super heater // structural integrity report 2022 Electrical system rejuvenation // exterior renos 2023 Board replacement // subfloor system renewal 2024 Base building renovations (office areas) // lift replacement 2025 Score clocks // sound systems 2026 Structural integrity report // accessibility improvements 2027 HVAC asset renewals 2028 Base building updates (conference room, lunch room) // change room renewal 2029 Base building renovations 2030 Condenser replacement

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	TBD	David Jackowski	Dec 31, 2021

<b>Number:</b>	6585RD	<b>Scenario:</b>	Main
<b>Title:</b>	Public Works Building Maintenance 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is to address emergency repairs and replacements to the public works facilities.	Related project includes 6585WS.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6585WS	<b>Scenario:</b>	Main
<b>Title:</b>	Public Works Building Maintenance 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is to address emergency repairs and replacements to the public works facilities.	In 2021, the project will address general repairs required to the public works facilities. Related project includes 6585RD.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6586RF	<b>Scenario:</b>	Main
<b>Title:</b>	Recreation Facilities Rehab and Development 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the outdoor sport facilities to maintain safe playing areas for the public and for the development of recreation facilities based on programming needs and future recreation trends.	Future years recreation facilities development capital projects will be determined using the City's Official Plan and the pending Parks Master Plan.  In 2021 this program includes turf, infield, irrigation, fencing and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 General rehab // design for next years field reno and lighting upgrade 2023 General rehab // field reno and lighting upgrade // 2024 lighting design 2024 General rehab // field reno and lighting upgrade // 2025 lighting design 2025 to 2030 Field lighting replacements // field renos // turf rehab program // infield renovation program // fencing // general rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021

<b>Number:</b>	6587RD	<b>Scenario:</b>	Main
<b>Title:</b>	Road Culvert Replace/Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is on-going and designed to provide for replacement and rehabilitation of culverts located along rural roadways where no other drainage system is in place. It is essential for maintaining and extending the life cycle of our rural roadways. The project also works in conjunction with the Rural Road Rehabilitation program.	The 2021 program will complete the wooden box culvert replacements on Carmichael Dr.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6588RD	<b>Scenario:</b>	Main
<b>Title:</b>	Rural Road Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for the on-going reconstruction, repair, and resurfacing of our rural roads. It also involves the crushing of stockpiled waste asphalt for use in the resurfacing process.	This project will be used for crack sealing of Riverbend Rd., Tower Dr., Four Mile Lake Rd. and Chadbourne Dr. which were all re-surfaced in the last 5 years.  Crack sealing is required to ensure that minor deficiencies are corrected and ensure optimum lifecycle of the asphalt is achieved.

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6589SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sewage Lift Stations 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program for emergency repairs and replacements at the sewage lift stations. Minor improvements to systems are also funded from this project.	The City owns and operates 19 sewage lift stations. Annually it is not uncommon to experience failures in pumps, generators or other critical appurtenances that are not budgeted for with operational dollars. This project is used to cover such emergency failures.

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2021	Jan 1, 2021	10 to 15 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6590SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sewage Lift Stations PLC and Radio Upgrades 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance,...
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project includes PLC and radio upgrades at the 18 sewage lift stations operated by the City.	All 19 existing lift stations at the City require upgrades to controls and radios. This program provides funding to replace a system each year.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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2021	Jan 1, 2021	10 to 15 Years	Karin Pratte	Dec 31, 2021



<b>Number:</b>	6592SS	<b>Scenario:</b>	Main
<b>Title:</b>	Sewer Rehab and Restoration 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
<p>This project provides for the rehabilitation and restoration of deficiencies in the sanitary sewer system.</p> <p>It will reduce infiltration and excessive loading of ground water into our sanitary sewer system. Work is completed by city staff and equipment.</p>	The 2021 program will include restoration work to support wastewater on-going projects.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	50 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6593RD	<b>Scenario:</b>	Main
<b>Title:</b>	Sidewalk Replacement Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is on-going and provides for an annual survey of all the City's sidewalks to identify deficiencies as outlined under the Minimum Maintenance Standards of Ontario. Project funds are also used to conduct sidewalk replacement of sections identified in the annual survey and/or patch smaller sections.	A list of sidewalks will be identified once the sidewalk survey is completed in the spring of 2021.

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Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6594ST	<b>Scenario:</b>	Main
<b>Title:</b>	Storm Sewer Flushing and Outfall Maintenance 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project will allow for cleaning and scraping of large diameter storm sewer systems throughout the City as well as upgrading and maintaining the numerous storm sewer outfalls.	The 2021 program will be utilized to clean and pump out catch basins on storm sewers throughout the City to prevent sediment from accumulating in storm mains.

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2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6595SL	<b>Scenario:</b>	Main
<b>Title:</b>	Street Light Replacement 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project provides the replacement of streetlight poles, lights and hardware.	There are over 5,000 streetlights in the City. This project provides funds to purchase replacement lights and hardware as required.

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2021	Jan 1, 2021	10 Years	Karin Pratte	Dec 31, 2021

<b>Number:</b>	6596GG	<b>Scenario:</b>	Main
<b>Title:</b>	System Technology Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Technology
<b>Division:</b>	Capital - Corporate Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is to provide the information and communication technology for the Corporation's Business Units at City Hall and 20 Remote Site Locations. This includes: computer hardware and software, mobile technology, telephony hardware and software, network infrastructure and security, Geographic Information Systems and network connectivity.	The project provides for implementation and replacements for the system technology utilization by the City based on cycles and annual requirements. In 2021, the program includes the replacement of workstations for \$173,000, information systems including network, data storage and server infrastructure upgrades and replacements for \$175,000, telephony and remote communications for \$30,000, wireless and remote access for \$10,000, printers for \$20,000, Sensitive data destruction for \$1,000, security upgrades and replacements of \$50,000, enhancements of SunGard/Questica/Financial Systems for \$10,000, software licensing for new users of \$50,000, GIS priorities for \$10,000 and department priorities including mobile technology and computer hardware/peripherals for \$30,000.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
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2021	Jan 1, 2021	4 Years	Stephan Graveline	Dec 31, 2021

<b>Number:</b>	6596WS	<b>Scenario:</b>	Main
<b>Title:</b>	System Technology Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Technology
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The annual on-going project is to provide funding for the information and communication technology for the Water and Wastewater department. This includes computer hardware and software, telephony hardware and software, network infrastructure and connectivity. In addition other special IS projects related specifically to water and wastewater activities are also funded from this project.	This project represents the technology requirements for the water-related activities. This includes the information and communication technology to support the Water Treatment Plant, Wastewater Treatment Plant and the water networks including the System Control and Data Acquisition (SCADA) for the entire system to meet local, provincial and federal regulations.

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<b>Related Projects</b>	<b>Operating Impacts</b>			
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2021	Jan 1, 2021	4 Years	Stephan Graveline	Dec 31, 2021

<b>Number:</b>	6597SL	<b>Scenario:</b>	Main
<b>Title:</b>	Traffic Control Signal Upgrade 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Technology
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program of traffic control signals upgrades throughout the City and is used in conjunction to assist the City in maintaining compliance with the Accessibility Act.	In 2021 the program will continue with traffic cabinet replacements, upgrade additional intersections to utilize detection cameras, upgrade signals to audible systems for accessibility standards and install networking software for a central control system.

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	25 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6598PR	<b>Scenario:</b>	Main
<b>Title:</b>	Trail and Supporting Hard Surfaces Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for the rehabilitation of the 20+ kilometers of multi-use and nature trails, pedestrian bridges, parks pathways, parking lots, service roads, outdoor rink surfaces and boat launches.	In 2021 the ongoing program includes Kate Paceway resurfacing, service road and pathway resurfacing, North Bay Arch restoration and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Kate Paceway rehab // hard surface rehab // guide rail replacement // Lee monument restoration // general rehab 2023 Kate Paceway rehab // hard surface rehab // guide rail replacement // outdoor rink rehab // general rehab 2024 Kate Paceway rehab // hard surface rehab // guide rail replacement // outdoor rink rehab // general rehab 2025 to 2030 Kate Paceway rehab // pathways // parking lots // service roads // general rehab

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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021



<b>Number:</b>	6599TR	<b>Scenario:</b>	Main
<b>Title:</b>	Transit Buildings Capital Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for the required annual upgrades and repairs to Transit Terminal, Bus Shelters/Canopies, Bus Barn and Bus Wash Facilities.	In 2021, the project includes repairs to the Transit Terminal, Bus Wash, Bus Barn and Bus Shelters/Canopies.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Drew Poeta	Dec 31, 2021

<b>Number:</b>	6600SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant - Electrical Upgrades 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>		<b>Comments</b>	
The project will provide electrical upgrades to the Wastewater Treatment Plant. Many electrical components have passed their useful life and represent a significant risk to the continuous operation of the facility. The funding provides for materials as well as a staff electrician to work on the projects.		The staff electrician is also working on other capital and operating projects within the water and wastewater system. Typical projects would include replacing and repairing conduits, MCC's, process controls, SCADA, lighting and various electrical components.	

<b>Scenario Description</b>		<b>Scenario Comments</b>	

<b>Forecast</b>				<b>Project Detailed 2021</b>		
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>	<b>GL Account</b>	<b>Description</b>	<b>Total Amount</b>
2021	250,000	250,000	0	<b>Expense</b>		
2022	200,000	200,000	0	3425	CONSTRUCTION CONTRACT	245,000
2023	250,000	250,000	0	7010	ADMINISTRATON & OVERHEAD	5,000
2024	250,000	250,000	0		<b>Total Expense:</b>	<b>250,000</b>
2025	250,000	250,000	0	<b>Revenue</b>		
2026	250,000	250,000	0	0461	TSF FRM REV FUND-PAYGO	250,000
2027	250,000	250,000	0		<b>Total Revenue:</b>	<b>250,000</b>
2028	258,000	258,000	0			
2029	260,000	260,000	0			
2030	260,000	260,000	0			
	<b>2,478,000</b>	<b>2,478,000</b>	<b>0</b>			
<b>LTD Amount:</b> 0	<b>Total Project Cost:</b> 2,478,000					

<b>Related Projects</b>			<b>Operating Impacts</b>		
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>		<b>Completion Date</b>
2021	Jan 1, 2021	15 Years	Karin Pratte		Dec 31, 2021

<b>Number:</b>	6601SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant Exterior Rehab 2021 on-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
Replace fencing, roofs, brick veneer and to perform landscaping upgrades along the Kate Pace Way and the Wastewater Treatment Plant.	This program will rehabilitate and repair the 11 buildings at the Wastewater Treatment Facility.  The 2021 program will provide for the completion of the fencing replacement along with brick replacement at the compressor building.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the capital forecast for 2022 to 2030: 2022 General building rehabilitation 2023 Brick veneer blower / RAS building 2025 to 2030 General building rehabilitation

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>			
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2021	Jan 1, 2021	TBD	Karin Pratte	Dec 31, 2021

<b>Number:</b>	6602SS	<b>Scenario:</b>	Main
<b>Title:</b>	Wastewater Treatment Plant Rehab 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Maintenance
<b>Division:</b>	Capital - Sewer	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going program for emergency repairs at the Wastewater Treatment Plant. Minor improvements to systems are also funded from this project.	This project provides funds to support emergency repairs at the Wastewater Treatment Facility.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the capital forecast for 2022 to 2030: 2023 Brick veneer at admin building 2025 to 2030 Various repairs and upgrades

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																								
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2021	Jan 1, 2021	50 Years	Karin Pratte	Dec 31, 2021

<b>Number:</b>	6603WS	<b>Scenario:</b>	Main
<b>Title:</b>	Water Infrastructure Audit 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going inspection and mapping of the City's water distribution system.	This program allows staff to locate and map water shutoffs and valves. This process is essential to fully implement Hansen in Public Works.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																												
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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	10 to 20 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6604WS	<b>Scenario:</b>	Main
<b>Title:</b>	Water Plant Maintenance 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project is to provide for an annual recurring maintenance program to keep the Water Treatment Plant operating within established regulations.	The maintenance requirements on the water facilities have decreased due to the installation of new infrastructure therefore this budget has been reduced to bi-annually.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																				
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	10 to 20 Years	Karin Pratte	Dec 31, 2021

<b>Number:</b>	6605PR	<b>Scenario:</b>	Main
<b>Title:</b>	Waterfront Rehab Program 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Community Services	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The program provides for rehabilitation to the City's Waterfront Park. The program includes park lighting, benches, sidewalks, boardwalks, stairs, parking lots, fencing, irrigation, turf, trees, shrubs and furnishings.	In 2021 the ongoing program includes beach erosion control, shrub bed rehab, tree planting, interlock installation around the volleyball courts at Marathon Beach, furnishings and general rehabilitation.

<b>Scenario Description</b>	<b>Scenario Comments</b>
	The following details support the Capital Forecast for 2022 to 2030: 2022 Shrub bed rehab // tree planting // south sidewalk phase 4 // furnishings // general rehab 2023 Shrub bed rehab // hard surface rehab // furnishings // general rehab 2024 Shrub bed rehab // WF sidewalk reno // furnishings // general rehab 2025 to 2030 Park rehab // hard surface rehab // furnishings // general rehab

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	David Schroeder	Dec 31, 2021

<b>Number:</b>	6606WS	<b>Scenario:</b>	Main
<b>Title:</b>	Watermain Rehab and Restoration 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The project provides for an on-going looping of dead end watermain and provides a permanent solution for adverse water conditions such as dirty water and low chlorine residual. It will reduce wasting water through continuous flushing. Work is completed by City staff and equipment.	The 2021 program will include restoration work to support water on-going projects.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																												
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<b>Related Projects</b>	<b>Operating Impacts</b>

Year Identified	Start Date	Useful Life	Manager	Completion Date
2021	Jan 1, 2021	50 Years	Domenic Schiavone	Dec 31, 2021



<b>Number:</b>	6607WS	<b>Scenario:</b>	Main
<b>Title:</b>	Watermain Replace/Ream/Reline 2021 On-going	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (Water and Wastewater)	<b>Strategic Plans:</b>	Infrastructure / Sustainability, Maintenance
<b>Division:</b>	Capital - Water	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
The 100 mm and 150 mm watermains are among the oldest pipes in the City's distribution system and have inadequate water supply for fire suppression and are often linked to dirty water because of excessive clogging. This on-going project provides for replacement of 100 mm watermains and replacement or re-lining of 150 mm watermains. This program is completed with City staff and equipment.	The 2021 program will include the continuing upgrades and maintenance to watermains in the City.

<b>Scenario Description</b>	<b>Scenario Comments</b>

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<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	15 to 30 Years	Domenic Schiavone	Dec 31, 2021

<b>Number:</b>	6608RD	<b>Scenario:</b>	Main
<b>Title:</b>	Interlocking Brick Sidewalk & Retaining Wall Replacement 2021 Ongoing	<b>Project Stage:</b>	Committee of Council Review
<b>Asset Type:</b>	Asset Improvement and Maintenance (General)	<b>Strategic Plans:</b>	Infrastructure / Sustainability
<b>Division:</b>	Capital - Infrastructure & Operations	<b>Project Type:</b>	
<b>Budget Year:</b>	2021	<b>Active:</b>	Yes

<b>Description</b>	<b>Comments</b>
This project is for the replacement of failing interlock brick sidewalks and retaining walls throughout the City.	The City has multiple kilometers of interlock brick sidewalk and retaining walls on various roadways including; Algonquin Ave., Fisher St., Oak St., Cassells, and McKeown. Much of this brick and retaining wall is experience pre-mature failure as a result of road salt. This ongoing project will provide funds to remove and replace the worst areas of brick with traditional concrete sidewalk which is more durable.

<b>Scenario Description</b>	<b>Scenario Comments</b>

<b>Forecast</b>	<b>Project Detailed 2021</b>																																																								
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<b>Related Projects</b>	<b>Operating Impacts</b>			
<b>Year Identified</b>	<b>Start Date</b>	<b>Useful Life</b>	<b>Manager</b>	<b>Completion Date</b>
2021	Jan 1, 2021	TBD	Domenic Schiavone	Dec 31, 2021

**APPENDIX B**  
**Capital Funding to be Cancelled and/or Transferred to Reserve**

Capital Project	Type	LTD Approved Funding before Cancellations and/or Transfers to Reserve	Capital Funding to be Cancelled and/or Transferred to Reserve	Close with Surplus and Transfer to Corresponding Completed Capital Reserve	Debt to be Cancelled	Reserve Funding Authority to be Cancelled (Note 1)	Grant Funding to be Cancelled (Note 2)
<b>GENERAL CAPITAL PROJECTS</b>							
1 3406RD - Gertrude Rd. - Knox to Lakeshore - Sanitary	RD	1,000,000	123,057.24		123,057.24		
2 3500RD - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude *	RD	620,000	601,450.33		473,430.00	128,020.33	
3 3500ST - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude *	ST	140,000	136,567.04		67,633.00	68,934.04	
4 3518PR - King's Landing Commercialization of Waterfront	PR	3,386,250	2,651,919.33		936,483.00		1,715,436.33
5 3821RD - Public Works Storage Structure	RD	250,000	156,866.00		156,866.00		
6 3947PR - Bourke Park Building Replacement *	PR	100,000	86,002.38		86,002.38		
7 3950RD - Public Works Dome Rebuild & Demolition *	RD	740,000	86,562.02		86,562.02		
8 6381PR - Parks Building Rehab 2018 On-going *	PR	1,021,165	444,231.91		444,231.91		
9 6498PR - Parks Building Rehab 2020 On-going	PR	100,000	12,064.62		12,064.62		
10 6520RD - Design Work Next Year's Projects 2020 On-going	RD	263,469	152,450.17		152,450.17		
<b>WATER CAPITAL PROJECTS</b>							
11 3319WS - Ellendale Upgrades as per Condition Assessment	WS	1,350,226	429,834.46		229,834.46	200,000.00	
12 3500WS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude *	WS	320,000	311,223.92		202,899.00	108,324.92	
13 3517WS - Birchs Rd. Standpipe Maintenance and Rehab *	WS	2,915,365	555,471.45		555,471.45		
14 3807WS - Ellendale Generator Replacement	WS	700,000	386,473.00		386,473.00		
15 3914WS - Carriage Crescent Reconstruction	WS	530,000	492,101.12		492,101.12		
16 6520WS - Design Work Next Year's Projects 2020 On-going	WS	235,404	133,220.97		133,220.97		
<b>SEWER CAPITAL PROJECTS</b>							
17 3406SS - Gertrude Rd. - Knox to Lakeshore - Sanitary	SS	2,871,378	422,477.86			422,477.86	
18 3500SS - Lakeshore Dr. Area - Trunk Watermain and Sewer - Phase 1 - Judge to Gertrude *	SS	320,000	313,918.83	36,582.00	26,220.00	251,116.83	
19 3829SS - Wastewater Treatment Plant - Structural Repair	SS	932,068	625,811.00		625,811.00		
20 3914SS - Carriage Crescent Reconstruction	SS	530,000	347,968.66		347,968.66		
<b>Total capital funding to be cancelled or transferred to reserve as noted in the column headings</b>				<b>36,582.00</b>	<b>5,538,780.00</b>	<b>1,178,873.98</b>	<b>1,715,436.33</b>

**Note 1** Reserve funding authority was previously approved by Council and is no longer required to fund the pre-2021 capital projects as summarized above.

This funding will remain in reserve and the authority will be cancelled for the above noted projects. \$497,000 of the Sanitary Sewer Capital reserve funds has been used as a funding source in the 2021 Capital Budget to fund project 3829SS - Wastewater Treatment Plant - Structural Repair.

**Note 2** Grant funding to be cancelled relates to estimated funding never received by the City. King's Landing capital project has been deferred in the capital budget and the estimated grant funding has been budgeted in 2025 when the project is expected to continue.

\* Projects to be closed

**Unutilized Debt Authority:**

General Capital Budget Debt Authority (2018 and 2020 Capital Budget)	18,111,270.00
Water and Wastewater Capital Budget Debt Authority (2020 Capital Budget)	3,000,000.00
Total Unutilized Debt Authority as at November 13, 2020	<u>21,111,270.00</u>
Less: Authority to Submit Loan Application to Ontario Infrastructure and Lands Coporation for the 2020 Debenture authorized through By-law 2020-76	(10,393,596.00)
Less: Debt Authority to be cancelled as summarized above	<u>(5,538,780.00)</u>
<b>Revised Unutilized Debt Authority to be Carried Forward to 2021 (excludes new debt authority as per the 2021 Capital Budget)</b>	<b><u>5,178,894.00</u></b>

# Community Services Committee

Thursday, January 21, 2021

**Chair:** Councillor Johanne Brousseau

**Vice-Chair:** Councillor Scott Robertson

**Members:** Councillor Tanya Vrevosch  
Councillor Chris Mayne  
Councillor Bill Vrebosch  
Councillor Mark King  
Councillor Mac Bain  
Councillor Dave Mendicino  
Councillor Marcus Tignanelli  
Councillor George Maroosis

**Ex Officio:** Mayor Al McDonald

## Committee Items:

- CS-2001-35 Rezoning applications by Consolidated Homes Ltd. – Golf Club Road (D14/2001/CHLTD/GOLFCLUB).
- CS-2017-13 Report from Beverley Hillier dated April 6, 2017 re North Bay Official Plan Review (SIRE/D08/2017/OP/NBOPR).
- CS-2018-13 Report from Erin Vaughan dated November 14, 2018 re 2018 Summer in the Park Summary (SIRE/M02/2018/SPECI/SUMPARK).
- CS-2019-16 Report from John Severino and Ian Kilgour dated December 3, 2019 re Community and Recreation Centre Update (SIRE/R05/2017/ARENA/WESTFERRIS).
- CS-2020-04 Rezoning application by Shortt Acquisitions Inc. on behalf of 2453454 Ontario Limited - 111 Cartier Street (SIRE/D13/2020/2453454/111CARTIER).
- CS-2020-11 Zoning By-Law Amendment and Draft Plan of Subdivision application by Antech Design & Engineering on behalf of Millford Development Limited and New Era Homes Limited - Ski Club Road (unaddressed lot) and an adjacent parcel (SIRE/D12/D13/2020/MILLFORDNEHL/SKICLUBRD).

# Infrastructure and Operations Committee

Thursday, January 21, 2021

**Chair:** Councillor Chris Mayne

**Vice-Chair:** Councillor Mark King

**Members:** Councillor Tanya Vrevosch  
Councillor Johanne Brousseau  
Councillor Bill Vrebosch  
Councillor Scott Robertson  
Councillor Mac Bain  
Councillor Dave Mendicino  
Councillor Marcus Tignanelli  
Councillor George Maroosis

**Ex Officio:** Mayor Al McDonald

## Committee Items:

- EW-2010-03            Report from A. Korell and J. Houston dated March 26, 2010 re Kate Pace Way west end bike route connection between Memorial Drive and Gormanville Road (R05/2010/KPWTR/WESTENDR).
- EW-2018-01            Report from Megan Rochefort dated June 5, 2018 re Algonquin Avenue Traffic Study (SIRE/T08/2018/ALGONQUIN/TRAFFICSTUDY).

## Items Referred by Council for a Report

<b>Date</b>	<b>Item</b>
August 26, 2013	Exotic Animals
July 2, 2014	Annual Update for Residential Rental Housing By-Law (annually in the Fall).
August 24, 2015	Waterfront Accessibility (report no later than April 2016)
January 15, 2019	Motion re: Casino Proceeds
March 26, 2019	Motion re: Nuisance Party By-law
June 4, 2019	Motion re: Climate Change
November 19, 2019	Growth Community Improvement Plan Update - Dec 2021
March 10, 2020	Motion re:Municipal Naming and Sponsorship Naming Rights Policy