

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer  
**Subject:** 2020 Year-End Capital Budget Monitoring Report and COVID-19 Financial Impacts  
**Date:** April 27, 2021

## Recommendation

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2020 Year-End Capital Budget Monitoring Report:

- a) the 2020 Year-End Capital Budget Monitoring Report and COVID-19 Financial Impacts **BE RECEIVED** for information, it being noted that the life-to-date capital budget represents \$2.13 billion with \$1.47 billion committed and \$0.66 billion uncommitted; it being further noted that the City Treasurer, or designate, will undertake the housekeeping budget adjustments identified in the Report, in accordance with the Multi-Year Budget Policy adopted by By-law No. CPOL.-45-241;
- b) the status updates of active 2017 life-to-date capital budgets (2017 and prior) having no future budget requests, attached as Appendix "B", **BE RECEIVED** for information;
- c) the following actions be taken with respect to the completed capital projects identified in Appendix "C", which have a total of \$14.4 million of net surplus funding:
  - i) the capital projects included in Appendix "C" **BE CLOSED**;
  - ii) the following actions be taken with respect to the funding associated with the capital projects approved for closure in c) i), above:

### Rate Supported

- A) pay-as-you-go funding of \$213 thousand **BE TRANSFERRED** to capital receipts;
- B) authorized debt financing of \$2.5 million **BE RELEASED** resulting in a reduction of authorized, but unissued debt;
- C) uncommitted reserve fund drawdowns of \$5.2 million **BE RELEASED** back into the reserve funds which originally funded the projects;

### Non-Rate Supported

- D) authorized debt financing of \$2.7 million **BE RELEASED** resulting in a reduction of authorized, but unissued debt;
- E) uncommitted reserve fund drawdowns of \$2.8 million **BE RELEASED** back into the reserve funds which originally funded the projects;
- F) other net non-rate supported funding sources of \$883 thousand **BE ADJUSTED** in order to facilitate project closings.

## Executive Summary

This report provides a summary of the capital budget results related to the 2020 capital budget for the Property Tax Supported Budget, the Water Rate Supported Budget, and the Wastewater & Treatment Rate Supported Budget.

In response to the COVID-19 pandemic the Strategic Priorities and Policy Committee received reports on June 23, 2020 and September 22, 2020, addressing the COVID-19 Financial Impacts and 2020 Assessment Growth Allocations. The net effect of the capital budget deferrals and subsequent reinstatements through these reports resulted in \$2.6 million of capital budget and associated works permanently deferred. The

deferrals are reflected in the 2020 operating budget net surplus; please refer to the April 27, 2021 report to the Strategic Priorities and Policy Committee titled “2020 Year-end Operating Budget Monitoring Report and COVID-19 Financial Impacts” for further details regarding the 2020 operating budget net position.

At the end of 2020 the City’s life-to-date capital budget stood at \$2.13 billion; \$1.47 billion (68.8%) is committed to capital work, while \$0.66 billion (31.2%) remains uncommitted. During the calendar year 163 discrete contract awards worth \$229.0 million were awarded; 92 by Council and 71 by Civic Administration (Appendix “A”). These awards contributed to total capital spending of \$236.6 million by the end of the year.

In addition to the update provided on the status of the City’s capital budget, the capital monitoring process reviews and evaluates that status of each active capital project. This report identifies (Appendix “B”) capital projects with budgets greater than three years old that have no future budget requests. These projects have a high likelihood of being closed in future iterations of this report. This report recommends closing 107 capital projects with a total budget value of \$129.4 million (Appendix “C”). If approved, the closing of completed capital projects will return a total of \$14.4 million back to their original rate and non-rate sources of financing. As a result of the process to review each capital project Civic Administration has also identified housekeeping budget adjustments that result in \$9.2 million of surplus capital funding being returned to their various original source of financing (Appendix “D”). This funding has been identified on projects that are required to remain open but would otherwise sit idle until eventually being closed at an undetermined future date.

This report also provides a summary of the City’s debt, key capital budget financing strategies, and emerging issues that may impact the 2021 to 2023 capital budgets.

## **Linkage to the Corporate Strategic Plan**

Council’s 2019 to 2023 Strategic Plan for the City of London identifies “Leading in Public Service” as one of five strategic areas of focus. The Capital Monitoring Report supports this strategic area of focus via the strategic priority “The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service” which includes maintaining London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term.

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

Corporate Services Committee, March 29, 2021 meeting, Agenda Item # 2.1, 2020 Compliance Report in Accordance with The Procurement of Goods and Services Policy <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=79150>

Strategic Priorities and Policy Committee, September 22, 2020 meeting, Agenda Item # 2.2, 2020 Mid-Year Capital Budget Monitoring Report and COVID-19 Financial Impacts <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=74794>

Corporate Services Committee, September 8, 2020 meeting, Agenda Item # 2.3, Corporate Asset Management Plan 2020 Review <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=74169>

Strategic Priorities and Policy Committee, July 14, 2020 meeting, Agenda Item # 3.1.b, 2021 Development Charges Update Covering Report and Proposed By-law <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=73477>

Strategic Priorities and Policy Committee, June 23, 2020 meeting, Agenda Item # 2.3, COVID-19 Financial Impacts - Update  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=73213>

Strategic Priorities and Policy Committee, April 28, 2020 meeting, Agenda Item # 2.1, COVID-19 Financial Impacts and Additional Measures for Community Relief  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72691>

## **1.2 Source of Financing Terminology Defined**

Within this report the terms “rate supported” and “non-rate supported” are used when referring to the sources of financing that support the City’s capital budget. Rate supported refers to property tax, and water and wastewater utility rate sources of financing (e.g., capital levy, water rates, reserve funds, debt). Non-rate supported refers to sources of financing primarily supported by development charges and in some cases contributions from parties external to the Corporation of the City of London.

## **2.0 Discussion and Considerations**

### **2.1 COVID-19 Financial Impacts**

Throughout 2020, Council approved various capital budget adjustments (deferrals) to mitigate the impacts of lost revenues and additional costs due to COVID-19. After Council’s approval of these budget adjustments, the City received Federal/Provincial financial support through the Safe Restart Agreement. As a result of this funding, a portion of the previously approved budget adjustments were reinstated.

As it relates to the capital budget, the following summary highlights the initial budget deferrals and subsequent budget reinstatements approved by Council to minimize financial risks in 2020.

#### **Budget Deferrals**

On June 23, 2020, reports to Strategic Priorities and Policy Committee titled “COVID-19 Financial Impacts – Update” and “2020 Assessment Growth Funding Allocation” identified the following budget deferrals:

- 2020 base capital projects totalling \$3,539,000,
- 2020 additional investment capital projects totalling \$230,000,
- 2020 additional investment reserve fund contributions totalling \$750,000,
- 2020 assessment growth capital projects totalling \$485,000, and
- 2020 assessment growth reserve fund contributions totalling \$1,512,638.

#### **Budget Reinstatements**

On September 22, 2020, reports to Strategic Priorities and Policy Committee titled “2020 Mid-Year Operating Budget Monitoring Report and COVID-19 Financial Impacts” and “2020 Assessment Growth Funding Allocation #2” identified the following budget reinstatements:

- 2020 base capital projects totalling \$1,120,000,
- 2020 additional investment capital projects totalling \$30,000,
- 2020 additional investment reserve fund contributions totalling \$750,000,
- 2020 assessment growth capital projects totalling \$485,000, and
- 2020 assessment growth reserve fund contributions totalling \$1,512,638.

The amounts reinstated were less than what was initially deferred based on a review by Civic Administration that considered timing (more than half the fiscal year had elapsed) and resource constraints. The deferrals not reinstated are reflected in the 2020 operating budget net surplus; please refer to the April 27<sup>th</sup> report to Strategic Priorities and Policy Committee titled “2020 Year-end Operating Budget Monitoring Report and COVID-19 Financial Impacts” for further details regarding the 2020 operating budget net position.

In addition to the financial impacts of COVID-19 noted above, the virus also impacted the City’s percentage of uncommitted life-to-date capital budget and annual capital

spending. Over the past 5 years (2015 to 2019) the City’s average uncommitted capital budget at year-end has been 27% and average annual capital spending has been \$249.4 million; this year-end the uncommitted capital budget is 31% (see table 3 below) and capital spending was \$236.6 million (see figure 1 below). While many factors could influence these results, it stands to reason that the 4% increase in the uncommitted life-to-date capital budget and \$12.8 million decrease in capital spending are partially or wholly attributable to COVID-19 impacts such as delays in procurement due to lockdowns/closures, restrictions implemented to maintain public and employee safety, raw material supply shortages, etc.

## 2.2 2020 Life-To-Date Capital Budget Activity and Revisions

After Council approves the capital budget, as the year progresses, reports are presented to Council to approve major contract awards and proceed with capital projects. Each report includes a Source of Financing (SofF). Most awards are within the approved capital budget, but some awards require budget adjustments as detailed in the SofF. Budget adjustments may also result from the application of assessment growth funding, receipt of senior government funding and other revenue sources such as insurance proceeds and private drain connections.

Other capital project awards proceed under Administrative authority granted by the Procurement of Goods and Services Policy; details on these approvals are provided in an annual report from the Purchasing and Supply Division.

Table 1 summarizes 2020 life-to-date capital budget adjustments by Tax Supported, Wastewater and Treatment, and Water budgets. Appendix “A” provides details on the source of these adjustments.

**Table 1 – 2020 Capital Budget Life-To-Date Revisions as of December 31, 2020 (\$Thousands)**

Budget	2020 Life-to-Date Approved Budget (as of January 1, 2020)	2020 Council Budget Adjustments <sup>1</sup>	2020 Administrative Budget Adjustments	2020 Life-to-Date Approved Budget (as of December 31, 2020)
Tax Supported	1,267,513	12,025	5,656	1,285,194
Wastewater	619,321	-10,863	-745	607,713
Water	239,800	-800	-236	238,764
<b>Total</b>	<b>2,126,634</b>	<b>362</b>	<b>4,675</b>	<b>2,131,671</b>

Subject to rounding.

Table Notes:

(1) The material negative amount reported for Wastewater and Treatment is due to the budget changes contained within the 2021 Development Charges Background Study Update.

As of December 31, 2020, there were 163 discrete contract awards worth \$229.0 million (92 were awarded by Council and 71 were awarded administratively). Table 2 summarizes 2020 year-to-date contract awards by Tax Supported, Wastewater and Treatment, and Water budgets. Appendix “A” provides details on all Council approved contract awards.

**Table 2 – 2020 Capital Budget Contract Awards as of December 31, 2020 (\$Thousands)**

Budget	Council Approved Contract Awards	Administration Approved Contract Awards	Total Awards
Tax Supported	102,302	32,021	134,323
Wastewater	57,792	6,267	64,059
Water	25,365	5,255	30,620
<b>Total</b>	<b>185,459</b>	<b>43,543</b>	<b>229,002</b>
Number of Contract Awards	92	71	163

Subject to rounding.

### 2.3 2020 Life-To-Date Capital Budget Status

A summary of the 2020 life-to-date capital budget, including the committed and uncommitted amounts, is summarized in Table 3. This information is essential for budget monitoring to ensure that spending is being managed within the approved budget.

**Table 3 – 2020 Life-To-Date Capital Budget Details as of December 31, 2020 (\$Thousands)**

Budget	Classification	Approved Budget <sup>1</sup>	Actual and Commitments <sup>2</sup>	Uncommitted to Date <sup>2</sup>	Percent Committed
Tax Supported	Lifecycle	402,868	309,290	93,578	76.8%
Tax Supported	Growth	560,157	323,432	236,726	57.7%
Tax Supported	Service Improvement	322,169	208,596	113,573	64.7%
Tax Supported	Sub-Total	1,285,194	841,317	443,877	65.5%
Wastewater	Lifecycle	160,793	140,345	20,448	87.3%
Wastewater	Growth	324,107	200,496	123,611	61.9%
Wastewater	Service Improvement	122,812	90,896	31,917	74.0%
Wastewater	Sub-Total	607,713	431,737	175,976	71.0%
Water	Lifecycle	149,830	123,385	26,445	82.3%
Water	Growth	79,902	66,418	13,484	83.1%
Water	Service Improvement	9,033	4,682	4,351	51.8%
Water	Sub-Total	238,764	194,484	44,280	81.5%
<b>City</b>	<b>Total</b>	<b>2,131,671</b>	<b>1,467,537</b>	<b>664,133</b>	
<b>City</b>	<b>Percentage of Total</b>	<b>100.0%</b>	<b>68.8%</b>	<b>31.2%</b>	

Subject to rounding.

Table Notes:

(1) Totals are for active projects only. Projects approved to be closed during the course of the year are deducted from this table.

(2) Once a capital project has an approved budget, spending or commitments may not be made for several years, for example, longer term projects like multi-purpose recreation centres.

After a review of all active capital projects (excluding projects recommended to be closed as identified in Appendix "C"), it has been determined that there are no projects,

at this time, projected to be over budget by more than \$50 thousand upon project completion.

Appendix “B” contains a status update for capital projects with budgets greater than three years old (2017 and prior) that have no future budget requirements/activity. Appendix “B” provides the status of specific active capital projects that would be targeted as a high likelihood for project closure, it being noted that projects recommended to be closed are contained in Appendix “C”.

## 2.4 Capital Budget Housekeeping Adjustments

On July 24, 2018, Council approved the Multi-Year Budget Policy. Included in the policy is authorization for the City Treasurer or designate to make budget adjustments considered “housekeeping” in nature. These adjustments do not have a material impact on the capital plan. Reporting housekeeping budget adjustments of significance through the budget monitoring process, which occurs twice per year, allows more timely disclosure of capital budget adjustments to Council and the community, better reflects operational requirements, and keeps the capital budget in a more current state. Furthermore, this practice results in the timely release of funding to the original source of the financing (capital receipts, reserve funds, debt, etc.), making it available for future budget approvals and reducing future budget request for additional financing.

The housekeeping budget adjustments completed result in \$9.2 million being returned to their various original source of financing. These savings are primarily attributable to favourable tender results caused by a competitive marketplace at the time of the tender award, and changes to timelines and scopes of projects (e.g., a growth project delayed to a future period). The rate and non-rate source of financing impacts of these housekeeping budget adjustments are summarized in Table 4 and 5 below. For a detailed listing of each capital project refer to Appendix “D”.

**Table 4 – Capital Budget Housekeeping Adjustments Rate Supported Sources of Financing to be Released (\$Thousands)**

Budget	Capital Levy	Debt	Reserve Funds	Total
Tax Supported	10.5	1,361.1	3,616.9	4,988.5
Wastewater	0.0	0.0	0.0	0.0
Water	0.0	0.0	0.0	0.0
<b>Total</b>	<b>10.5</b>	<b>1,361.1</b>	<b>3,616.9</b>	<b>4,988.5</b>

Subject to rounding.

**Table 5 – Capital Budget Housekeeping Adjustments Non-Rate Supported Sources of Financing to be Released (\$Thousands)**

Budget	Reserve Funds <sup>1</sup>	Debt <sup>1</sup>	Other <sup>2</sup>	Total
Tax Supported	3,715.6	0.0	0.0	3,715.6
Wastewater	0.0	500.0	0.0	500.0
Water	0.0	0.0	0.0	0.0
<b>Total</b>	<b>3,715.6</b>	<b>500.0</b>	<b>0.0</b>	<b>4,215.6</b>

Subject to rounding.

Table Notes:

(1) Non-rate supported reserve funds / debt primarily supported by Development Charges.

(2) Represents non-City funding sources such as proceeds from external contributors.

In total, the housekeeping budget adjustments exercise will release uncommitted rate and non-rate reserve fund drawdowns of \$7.3 million, of which, \$3.6 million relates to rate supported reserve funds and \$3.7 million relates to non-rate supported reserve funds. The details of these reserve fund drawdown releases are outlined in Table 6 and 7 below.

**Table 6 – Capital Budget Housekeeping Adjustments Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)**

Reserve Fund	Amount
City Facilities Renewal Reserve Fund	3,616.9
<b>Total</b>	<b>3,616.9</b>

Subject to rounding.

**Table 7 – Capital Budget Housekeeping Adjustments Non-Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)**

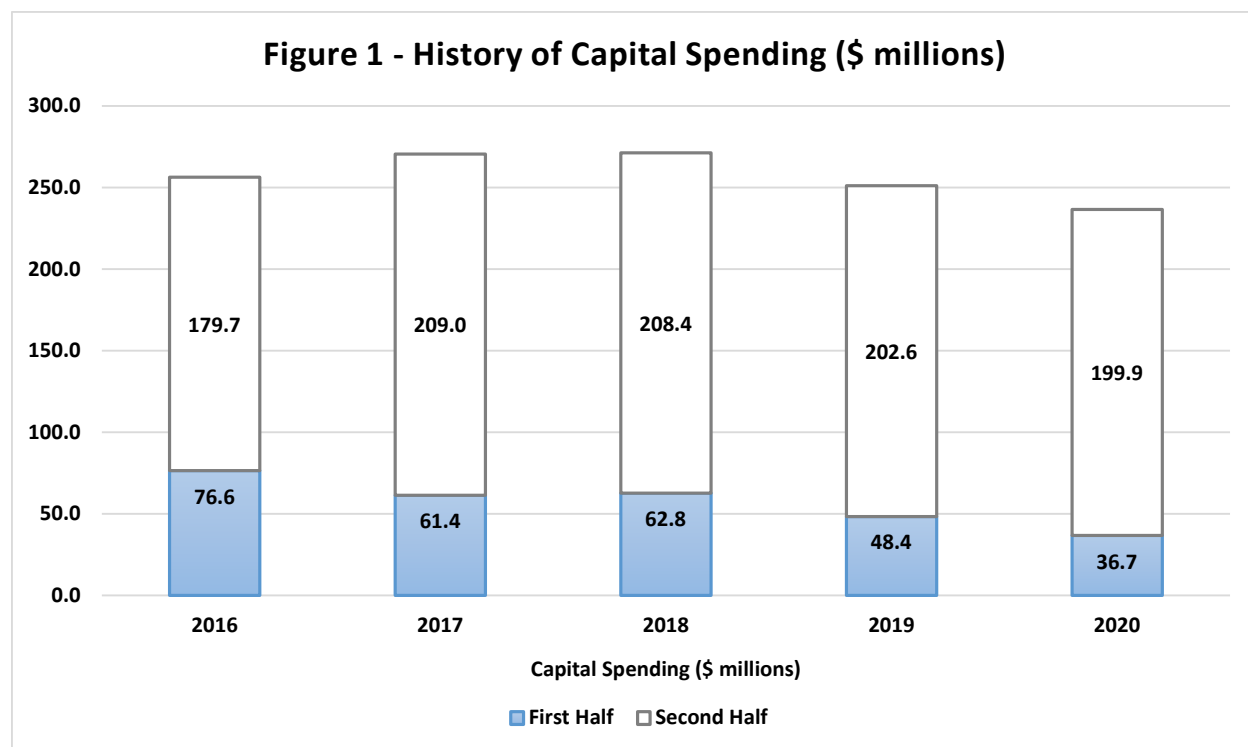
Reserve Fund	Amount
City Services Reserve Fund Roads	3,260.2
City Services Reserve Fund Parks and Recreation	455.4
<b>Total</b>	<b>3,715.6</b>

Subject to rounding.

## 2.5 Capital Cash Flow

Capital spending in a given year is not the same as the capital budget for that year. Spending on capital projects can extend several years after the budget is approved by Council. Spending within a given year is therefore a layering of several capital projects approved in various years and at various stages. Total capital spending tends to be greater during the latter part of the year as construction invoices are received, approved, and paid. This information is important for the timing of debt issuances, reserve fund drawdowns and cash flow management decisions.

As of December 31, 2020, **total capital spending was \$236.6 million** compared to \$251.1 million in 2019 (Figure 1 below). This variance is likely attributable to delays resulting from the stop-and-go nature of adjusting to the impacts of COVID-19.



## 2.6 Completed (Closed) Capital Projects

Civic Administration continues to undertake reviews to close capital projects in a timely manner to ensure the life-to-date capital budget is accurately stated and savings, if any, are returned to their original funding source for future budget utilization. As a result of these reviews, this report recommends closing 107 projects with a total budget value of \$129.4 million. The completed projects that are recommended to be closed were under budget by \$14.4 million in total. The rate and non-rate source of financing impacts of closing the completed capital projects is summarized in Table 8 and 9 below. For a detailed listing of each completed capital project refer to Appendix “C”.

**Table 8 – Completed Capital Projects Rate Supported Sources of Financing to be Released (\$Thousands)**

Budget	Capital Levy	Debt	Reserve Funds	Total
Tax Supported	213.0	259.3	149.6	621.9
Wastewater	0	2,271.5	1,740.2	4,011.7
Water	0	0	3,300.4	3,300.4
<b>Total</b>	<b>213.0</b>	<b>2,530.8</b>	<b>5,190.2</b>	<b>7,934.0</b>

Subject to rounding.

**Table 9 – Completed Capital Projects Non-Rate Supported Sources of Financing to be Released (\$Thousands)**

Budget	Reserve Funds <sup>1</sup>	Debt <sup>1</sup>	Other <sup>2</sup>	Total
Tax Supported	1,281.6	0	341.7	1,623.3
Wastewater	953.0	2,711.1	308.7	3,972.8
Water	600.9	0	232.9	833.8
<b>Total</b>	<b>2,835.5</b>	<b>2,711.1</b>	<b>883.3</b>	<b>6,429.9</b>

Subject to rounding.

Table Notes:

- (1) Non-rate supported reserve funds / debt primarily supported by Development Charges.
- (2) Represents non-City funding sources such as proceeds from external contributors.

In total, the capital project closing exercise, if approved, will release uncommitted rate and non-rate reserve fund drawdowns of \$8.0 million, of which, \$5.2 million relates to rate supported reserve funds and \$2.8 million relates to non-rate supported reserve funds. The details of these pending reserve fund drawdown releases are outlined in Table 10 and 11 below.

**Table 10 – Completed Capital Projects Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)**

Reserve Fund	Amount
Industrial Oversizing - General Reserve Fund	36.3
Land Acquisition Reserve Fund	-0.8
Fire Facilities, Vehicle, and Equipment Renewal Reserve Fund	-4.3
City Facilities Renewal Reserve Fund	88.7
Capital Infrastructure Gap Reserve Fund	10.0
Operating Economy, Efficiency and Effectiveness Reserve	3.6
Urban Forestry Renewal Reserve Fund	16.1
Water Works Renewal Reserve Fund	3,300.4
Sewage Works Renewal Reserve Fund	1,740.2
<b>Total</b>	<b>5,190.2</b>

Subject to rounding.



**Table 11 – Completed Capital Projects Non-Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)**

Reserve Fund	Amount
Parkland Reserve Fund	83.7
Child Care and Early Childhood Development Reserve Fund	177.0
City Services Reserve Fund Parks and Recreation	5.8
City Services Reserve Fund Growth Studies	22.2
City Services Reserve Fund Roads	992.9
City Services Reserve Fund Wastewater	688.1
City Services Reserve Fund Stormwater	264.9
City Services Reserve Fund Water	600.9
<b>Total</b>	<b>2,835.5</b>

Subject to rounding.

## 2.7 Capital Budget Financing Strategies – Capital Levy

The overarching capital financing strategy for capital levy, also referred to as pay-as-you-go financing, is to first apply this funding source to lifecycle renewal capital budgets as the purpose of projects in this classification is to maintain existing infrastructure. Administrative targets have been established, consistent with the overarching strategy and Council approved Capital Budget and Financing Policy, as follows:

**Table 12 – Lifecycle Renewal Capital Budget Funding Targets**

Source of Financing	Target <sup>1</sup>	2020	2022
Capital levy (pay-as-you-go) is the primary source	40% - 90% Capital Levy (pay-as-you-go)	55%	60%
Reserve funds can be used if they are eligible	10% - 40% Reserve Funds	40%	40%
Avoiding the use of debt financing for lifecycle renewal projects	0% Debt by 2022	5% <sup>2</sup>	0%

Table Notes:

(1) Targets apply to the rate supported component only. Non-rate funding (e.g., Federal gas tax, one-time senior government funding) fluctuates based on project mix and program guidelines, beyond the control of Civic Administration.

(2) The 2020 to 2023 Multi-Year Budget includes minimal lifecycle renewal debt financing in the years 2020 and 2021 before officially meeting the target in 2022.

## 2.8 Capital Budget Financing Strategies – Reserve Funds

Obligatory reserve funds are primarily used as a source of financing for growth projects. Discretionary reserve funds are primarily used as a source of financing for lifecycle renewal and service improvement projects where appropriate reserve funds and sufficient balances exist.

Obligatory and discretionary reserve funds are categorized as follows:

### **OBLIGATORY**

- 1) **City Services Development Charges (DC)** – dictated by the DC by-law
- 2) **Parkland** – cash-in-lieu of parkland dedication through the Parkland Conveyance and Levy By-law (CP-9) according to the Planning Act (Section 51.1)
- 3) **Federal Gas Tax** – funds received under the Municipal Funding Agreement for Transfer of Federal Gas Tax Revenues

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- 1) **Capital Asset Renewal and Replacement** – to support renewal and replacement of existing assets
- 2) **Capital Asset Growth** – to support Development Charges incentive programs and Industrial Land Development Strategy
- 3) **Specific Projects and New Initiatives** – to support specific planned projects (e.g., economic development, affordable housing, community improvement grants and loans)
- 4) **Contingencies/Stabilization and Risk Management** – to provide contingency funding for specific risk areas

Obligatory and discretionary reserve funds are controlled by municipal by-laws and the City's Reserve and Reserve Fund Policy.

### Reserves and Reserve Funds – Noteworthy Developments

Civic Administration presented the Reserve Rationalization Report at the September 25, 2018, Corporate Services Committee meeting (agenda item #2.2) and the Capital Asset Renewal and Replacement Reserve Funds Rationalization Report at the September 8, 2020 Corporate Services Committee meeting (agenda item #2.1). These reports aligned a significant portion of the City's reserve and reserve fund portfolio with key Council approved financial management policies (examples include Reserve and Reserve Fund Policy, Capital Budget and Financing Policy, and Corporate Asset Management Policy). Additionally, through these reports transparency and accountability has been enhanced, target balances have been established, and administrative efficiencies realized.

Civic Administration will continue similar rationalization exercises focusing on the City's special projects and new initiatives, capital asset growth, and contingency, stabilization and risk management reserves and reserve funds categories. These reports will be brought forward to Council upon completion, noting that Civic Administration's tentative plans are to complete these reports before the end of 2023.

## 2.9 Capital Budget Financing Strategies – Debt

A summary of the projected debt levels for 2020 is detailed in Table 13 below.

**Table 13 – 2020 Debt Level as of December 31, 2020 (\$Thousands)**

Category	Dec 31, 2019	Issued in 2020	Retired in 2020	Dec 31, 2020 <sup>1</sup>	Authorized 2020	Total Potential
Property Taxes	155,812	15,000	31,155	139,657	122,638	262,296
Wastewater	41,663	0	8,654	33,008	3,199	36,208
Water	876	0	327	549	0	549
Rate Supported Reserve Funds	10,239	0	4,453	5,786	2,873	8,659
Joint Water Boards – City's Share	12,282	0	2,288	9,994	2,438	12,432
City Services Reserve Funds	79,631	21,000	10,505	90,127	109,376	199,503
<b>Total</b>	<b>300,503</b>	<b>36,000</b>	<b>57,381</b>	<b>279,122</b>	<b>240,525</b>	<b>519,647</b>

Subject to rounding.

Table Note:

(1) Outstanding debt level is subject to completion of 2020 financial statement audit. The City's Debt Management Policy was last amended by Council on June 26, 2018 (by-law No. CPOL.-354-345). The policy establishes strategies for the management of the City's debt program. These strategies are outlined the tables 14 and 15 below.

**Table 14 – Debt Management Strategies to Limit and Reduce Authorized Debt**

Strategy	Target	Where Are We? / Results
Avoid the use of debt financing for lifecycle renewal projects	0% debt by 2022 for the rate supported budget	2020 results: 5% debt, on pace to achieve 0% debt target in 2022
Limiting debt financing by way of an internal debt cap	Average of \$36 million over 10-year capital plan for property tax supported initiatives	2020 results: forecasted 10-year average of \$35.17 million in debt financing
Reducing authorized debt as prescribed by the Surplus/Deficit and Assessment Growth Policies	No specified targets, policies direct 50% of any operating surplus and 50% of excess assessment growth funding be applied to reduce authorized debt	2020 results: 2019 year-end surplus diverted to help offset operating impacts of the COVID-19 pandemic on a one-time basis, and 2020 excess assessment growth of \$334 thousand applied.
Applying surplus from the capital financing budget	No specified target, subject to available surplus	2020 results: \$543 thousand in 2020 Mid-Year Capital Budget Monitoring Report and \$2.5 million in 2020 Year-End Capital Budget Monitoring Report

**Table 15 – Debt Management Strategies to Minimize Debt Servicing Costs**

Strategy	Target	Where Are We? / Results
Setting targets for debt servicing costs by budget	Debt servicing costs as a percentage of revenue: Property Tax less than 8%, Wastewater less than 10%, and Water equal to 0%	2020 results: Property Tax 5.6%, Wastewater 9.2%, Water 0.4% <sup>1</sup>
Maintaining a strong credit rating	Aaa (Stable)	2020 result: Aaa (Stable)

Table Note:

(1) Debt servicing costs as a percentage of revenue in the Water budget is temporarily over the established target as a result of prior year debt issuances, noting that the Water capital budget has not included rate supported debt financing since 2010.

## 2.10 Emerging Issues

This section of the report provides information on emerging issues that may impact the capital budget in 2021 and beyond. Within this section, each emerging issue is assigned a likelihood, which estimates the issues probability of impacting the 2021 to 2023 period. These likelihoods are categorized as high, medium, and low, and are defined as follows:

- High – likelihood of the issue impacting the 2021 to 2023 period is predicted to be greater than 60%.
- Medium – likelihood of the issue impacting the 2021 to 2023 period is predicted to be between 30% and 60%.
- Low – likelihood of the issue impacting the 2021 to 2023 period is predicted to be less than 30%.

Budget / Emerging Issue Description	Likelihood of Impact on 2021 to 2023 Budget
Property Tax	
<p><b><u>Infrastructure Funding</u></b></p> <p>In early 2019, the federal government announced the Investing in Canada Infrastructure Program (ICIP), a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and other recipients. This program included two streams applicable for the City of London: 1) the Public Transit Stream (PTS), and 2) the Community, Culture and Recreation Stream.</p> <p><b>Public Transit Stream (PTS)</b></p> <p>The City of London was approved for ten transit related projects under this program for a total project cost of \$375 million, with \$103.1 million from the Government of Ontario, \$123.8 million from the Government of Canada and the balance of funding, approximately \$148 million, coming from municipal and other sources. On April 13, 2020, Municipal Council authorized the Mayor and City Clerk to execute the Transfer Payment Agreement for the ICIP: Public Transit Stream that was received from the Province on March 1, 2021. Construction on some PTS funded projects started in 2020, with most projects continuing or starting construction in 2021.</p> <p><b>Community, Culture and Recreation Stream</b></p> <p>This stream supports community infrastructure priorities. The City of London submitted applications for seven projects and was recently approved for two of them:</p> <ol style="list-style-type: none"> <li>1. Labatt Park (total cost \$2.0 million) – This project will improve accessibility, fan safety, and playability and impact to local neighbourhood.</li> <li>2. Carling Heights Optimist Community Centre – Teaching Kitchen and Elevator (total cost \$1.9 million) – This project will create a teaching kitchen to meet the increasing demands for accessible and inclusive educational cooking and life skills programming, add an elevator to allow full access to the second floor, and complete some lifecycle renewal to the building envelope.</li> </ol> <p><b>COVID-19 Community Resilience Stream</b></p> <p>On August 5, 2020, the Federal Government announced a new COVID-19 Resilience Infrastructure Stream to help with social and economic recovery from the health and economic crisis brought on by COVID-19. Funding previously set aside for the Green Infrastructure Stream under ICIP was reallocated to provide municipalities with funding to act quickly on pandemic-resilient infrastructure priorities. This new stream will provide \$1.05 billion in combined federal and provincial government funding for Ontario’s 444 municipalities. The Federal contribution is 80% of project costs with 20% covered by Ontario. Municipalities are not required to match any funding for this program.</p> <p>On October 29, 2020, the Government of Ontario announced that London’s allocation under the COVID-19 Resilience Infrastructure Stream is \$5.5 million. On November 25, 2020, Municipal Council resolved that Civic Administration submit the following projects for consideration: \$3.5 million for active transportation and \$2.0 million for HVAC rehabilitation at the Carling and Stronach facilities, noting that the approved funding for the HVAC projects be reallocated to support the</p>	High

Budget / Emerging Issue Description	Likelihood of Impact on 2021 to 2023 Budget
<p>municipal contribution for future applications for additional active transportation projects.</p> <p>Subsequently, the City received program guidelines that only made it possible to apply for \$1.75 million of arena HVAC projects, leaving \$3.75 million for active transportation. The City was recently approved for \$1.75 million for the HVAC projects and is currently waiting for approval on the active transportation application.</p> <p><b>Green and Inclusive Community Buildings Program</b></p> <p>In December 2020, the Prime Minister announced A Healthy Environment and a Healthy Economy – Canada’s Updated Climate Plan. Within the Plan, the federal government recognized that municipal and community buildings play a role in Canada’s climate response and allocated \$1.5 billion for retrofits, repairs or upgrades of existing buildings and the construction of new public buildings.</p> <p>On March 11, 2021, the City of London was invited by the Minister of Infrastructure and Communities to submit potential projects through a questionnaire that will help the federal government identify priorities for the upcoming the Green and Inclusive Community Buildings program. A separate application process is expected to follow. Program specifics are not yet available, but key elements include:</p> <ul style="list-style-type: none"> <li>• \$1.5 billion funding (10% reserved for Indigenous projects – on and off-reserve)</li> <li>• Funding is expected to support both rehabilitation and new construction projects</li> <li>• Projects should be ready to showcase environmental, economic, and social benefits, including community benefits for vulnerable Canadians</li> <li>• Emphasis is on community centres, sports/recreation facilities, cultural buildings, multi-purpose community facilities, and indigenous health facilities</li> <li>• Potential emphasis on projects that can start before 2024</li> <li>• Inclusive of projects size from under \$100,000 to \$25 million plus</li> </ul> <p>Staff constantly monitor new program announcements for additional infrastructure fund opportunities and work with the Government Relations team to ensure federal and provincial partners are well-informed of London’s infrastructure needs and able to best support the City’s applications for funding.</p>	
<p><b>Corporate Asset Management Plan</b></p> <p>On August 27, 2019 Municipal Council approved the 2019 Corporate Asset Management Plan (AMP), an update to the 2014 AMP, which is compliant with O.Reg 588/17 for directly owned City assets. On September 8, 2020, the Corporate AMP 2020 Review was released which showed that the City of London owns and maintains assets with a replacement value of approximately \$21.3 billion (including Water and Wastewater) and that the City manages its infrastructure to keep it in generally ‘Good’ condition. Projected spending on lifecycle assets will be more than \$1.8 billion over ten years resulting in an infrastructure investment gap of roughly \$635.0 million over the cumulative 10-year period of 2020 to 2029.</p>	High

Budget / Emerging Issue Description	Likelihood of Impact on 2021 to 2023 Budget
<p>To address the infrastructure gap, Municipal Council approved additional funding for the Capital Infrastructure Gap Reserve Fund through the 2020 to 2023 Multi-Year Budget. The City will also address the gap through different financial strategies including pursuing funding from external sources, incorporating reinvestment rate concepts through assessment growth, and, continuing to utilize one-time funding where available.</p>	
<p><b>Water, and Wastewater and Treatment</b></p>	
<p><b>Dingman Creek Pumping Station - Capital Project Overrun</b></p> <p>The Dingman Creek Pumping Station construction project is scheduled to begin construction Q2-2021 and will provide servicing to areas of southeast London including the new Maple Leaf Food Facility. At the time this report was being drafted the tender closed and is currently being reviewed by the project consultant and City staff. Based on the preliminary review, the construction pricing is higher than anticipated and may be related to increased material and construction costs due to COVID-19 impacts. A report on the award of this contract, including a Source of Financing to request the additional funding, is currently scheduled for Civic Works Committee on May 11.</p>	<p>High</p>
<p><b>Water, and Wastewater and Treatment: Corporate Asset Management Plan 2020 Review</b></p> <p>The Corporate Asset Management Plan outlines the City's plans for the management of its \$21.3 billion worth of infrastructure. The 2020 Corporate Asset Management Plan review was recently completed, and the City of London owns and maintains approximately \$16.0 billion worth of water and wastewater assets representing 75% of all City owned assets. The plan review identified a 10-year cumulative infrastructure gap for wastewater assets of \$18.7 million (there is currently no infrastructure gap for water assets).</p> <p>Based on this update and given the present asset information, the projected investment suggested in the 20-year plan is appropriate. Staff will continue to monitor the infrastructure gap and will take action if necessary. Staff will continue to monitor the wastewater infrastructure gap including undertaking study work to provide higher quality information to better quantify the Wastewater Treatment infrastructure gap moving forward.</p>	<p>High</p>
<p><b>Water, and Wastewater and Treatment: Senior Government Funding Programs</b></p> <p>The first phase of several projects was completed with funding from federal/provincial programs. There is a risk that the subsequent phases of this previously announced funding will not materialize. This would leave the future phases of several major infrastructure projects incomplete and inoperative. One specific example is the pumping station required for the Vauxhall/Pottersburg interconnection. City staff are monitoring the situation with other levels of government and advocating on behalf of these funding programs while also looking for other grant programs to help offset future costs.</p>	<p>High</p>
<p><b>Wastewater and Treatment: Climate Emergency Action Plan (Flood Proofing and Protection)</b></p> <p>Flood proofing of several of the City's wastewater treatment plants and flood control dykes have been identified in the previous 2015 to 2019</p>	<p>Low</p>

Budget / Emerging Issue Description	Likelihood of Impact on 2021 to 2023 Budget
<p>corporate strategic plan. It was anticipated that funding would be available as part of the Federal/Provincial infrastructure program.</p> <p>The Government of Canada created a \$2 billion fund intended to support large infrastructure projects including the resilience of critical infrastructure in the face of increased risks of damage due to climate change. A City proposal for the Greenway and Adelaide Wastewater Treatment Plant Flood Protection Project was accepted.</p> <p>The overall project cost is estimated at \$49.5 million, with the maximum federal share of all project related expenses totalling \$19.8 million (40%). The Contribution Agreement is currently being negotiated, and the final version will be presented to Council for approval in the near future. There are still several remaining wastewater infrastructure projects that require federal/provincial funding. If the federal/provincial program is cancelled, a strategy for addressing this need will need to be established as part of the budget update process.</p>	
<p><b>Wastewater and Treatment: Canada-Ontario Lake Erie Action Plan</b></p> <p>The Great Lakes Water Quality Agreement requires the United States and Canada to reduce phosphorus levels that contribute to algal blooms in Lake Erie by 40% based on levels measured in 2008. The Thames River Watershed has been identified as a priority watershed. The final Canada-Ontario Lake Erie Action Plan was issued by the Federal government in February 2018.</p> <p>The plan includes a series of specific actions to be undertaken by the City of London that were endorsed by Council in the fourth quarter of 2017. The timing and funding of these actions is directly linked with the availability of federal and provincial funding. Staff will continue to monitor the availability of funding and will submit applications for this work at every opportunity.</p>	Low

## Conclusion

Key items included in the 2020 Year-End Capital Budget Monitoring Report and COVID-19 Financial Impacts include the following:

To safeguard the community from the impacts of lost revenues and cost overruns due to COVID-19, in 2020, Council approved a total of \$2.6 million in capital budget deferrals; \$2.6 million is the net amount of capital budget deferrals remaining after reinstatement of the relevant capital budgets.

The 2020 life-to-date capital budget:

- \$1.47 billion (68.8%) of the \$2.13 billion 2020 life-to-date capital budget is committed, leaving \$0.66 billion (31.2%) of approved capital funding uncommitted.
- A status update for active 2017 life-to-date capital budgets (2017 and prior) that have no future budget requests is provided in Appendix “B”.

Through the housekeeping budget adjustment process, a total of \$9.2 is being returned to various original sources of financing (Appendix “D”). These savings are primarily attributable to favourable tender results caused by a competitive marketplace at the time of the tender award, and changes to timelines and scopes of projects (e.g., a growth project delayed to a future period).

A total of 107 completed capital projects with a total budget value of \$129.4 million and surplus of \$14.4 million are recommended to be closed with surplus funding returned to the original source of financing (Appendix “C”).

Emerging issues were identified that may impact the capital budget in the 2021 to 2023 period. Civic Administration will continue to monitor these issues and report back to Council and the community in a timely manner.

**Prepared by:** David Bordin, CPA, CGA, Manager II, Financial Planning and Policy and Jason Davies, CPA, CMA, Manager III, Financial Planning and Policy

**Submitted by:** Kyle Murray, CPA, CA, Director, Financial Planning and Business Support

**Recommended by:** Anna Lisa Barbon, CPA, CGA, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

**Cc:** Alan Dunbar – Manager III, Financial Planning and Policy  
Ian Collins – Director, Financial Services  
John Millson – Senior Financial Business Administrator  
Meng Liu – Senior Financial Business Administrator

Attachments:



Appendix A - 2020 Capital Budget Activity (Life-To-Date December 31, 2020)

Table 1 - 2020 Council Awards Details

Source of Financing Number	Date of Committee Award	Service Program	Description	Awarded Amount	Budget Adjustments
20001	2020-01-07	Transportation Services	Appointment of Consulting Engineers - Downtown Loop and Municipal Infrastructure Improvements	2,280,761	0
20001	2020-01-07	Wastewater and Treatment	Appointment of Consulting Engineers - Downtown Loop and Municipal Infrastructure Improvements	674,017	0
20001	2020-01-07	Water	Appointment of Consulting Engineers - Downtown Loop and Municipal Infrastructure Improvements	449,343	0
20002	2020-01-07	Corporate, Operational and Council Services	RFP 19-55 Replacement of Waterworks Clam Trucks with Dump Bodies	435,218	0
20003	2020-01-06	Transportation Services	Property Purchase - Adelaide Street Grade Separation Project	1,598,665	0
20004	2020-01-07	Wastewater and Treatment	Appointment of Consulting Engineers - Gordon Sanitary Trunk Sewer Rehabilitation	192,530	0
20005	2020-01-07	Wastewater and Treatment	RFP 19-56 SCADA Integration and PLC Programming for the Greenway ORC System	250,149	0
20007	2020-01-20	Corporate, Operational and Council Services	Phase B Roof Repairs and Minor Stabilization Requirements - Old Victoria Hospital Lands	900,000	0
20008	2020-02-04	Wastewater and Treatment	RFP 19-33 Restoration of the Farmhouse at Dingman Creek Pumping Station	146,046	0
20009	2020-02-04	Wastewater and Treatment	RFP 19-59 Installation of Sludge Mixing Systems at Greenway Wastewater Treatment Plant	375,822	0
20010	2020-02-04	Wastewater and Treatment	Sole Source Award - Purchase of Two Turbo Blowers for the Oxford Wastewater Treatment Plant	288,998	0
20012	2020-02-03	Transportation Services	Property Purchases - Adelaide Street Grade Separation Project	537,575	0
20013	2020-03-09	Transportation Services	Subdivision Special Provisions - Richardson Subdivision Phase 2	320,703	0
20013	2020-03-09	Wastewater and Treatment	Subdivision Special Provisions - Richardson Subdivision Phase 2	50,122	0
20015	2020-02-19	Transportation Services	Single Source - Transportation Management Centre Fibre Optic Cable	98,354	0
20019	2020-03-10	Transportation Services	Single Source - Transportation Management Centre Video Management System	80,431	0
20022	2020-03-10	Transportation Services	Single Source - Purchase for Replacement Land Surveying Equipment	137,064	0
20023	2020-03-10	Water	RFT 20-23 Watermain Cleaning and Structural Lining	6,904,212	0
20024	2020-03-10	Transportation Services	RFT 20-14 Infrastructure Renewal Program - Egerton St., Hamilton Rd and Trafalgar St.	1,718,800	0
20024	2020-03-10	Wastewater and Treatment	RFT 20-14 Infrastructure Renewal Program - Egerton St., Hamilton Rd and Trafalgar St.	2,138,755	196,754
20024	2020-03-10	Water	RFT 20-14 Infrastructure Renewal Program - Egerton St., Hamilton Rd and Trafalgar St.	1,294,667	0
20025	2020-03-10	Transportation Services	RFT 20-01 Infrastructure Renewal Program - Downtown Sewer Separation Phase 3 Richmond Street	1,597,454	0
20025	2020-03-10	Wastewater and Treatment	RFT 20-01 Infrastructure Renewal Program - Downtown Sewer Separation Phase 3 Richmond Street	3,559,936	1,040,669
20025	2020-03-10	Water	RFT 20-01 Infrastructure Renewal Program - Downtown Sewer Separation Phase 3 Richmond Street	1,377,361	0
20026	2020-03-10	Parks, Recreation and Neighbourhood Services	RFT 20-05 Veterans Memorial Parkway Northward Extension and Huron Street Improvements	27,364	0
20026	2020-03-10	Transportation Services	RFT 20-05 Veterans Memorial Parkway Northward Extension and Huron Street Improvements	9,774,458	0
20026	2020-03-10	Wastewater and Treatment	RFT 20-05 Veterans Memorial Parkway Northward Extension and Huron Street Improvements	1,454,229	0
20026	2020-03-10	Water	RFT 20-05 Veterans Memorial Parkway Northward Extension and Huron Street Improvements	1,060,379	0
20027	2020-03-10	Transportation Services	RTF 20-21 Infrastructure Renewal Program - Churchill Ave., Winnipeg Blvd. and Wavell St.	58,765	0
20027	2020-03-10	Wastewater and Treatment	RTF 20-21 Infrastructure Renewal Program - Churchill Ave., Winnipeg Blvd. and Wavell St.	2,501,407	0
20027	2020-03-10	Water	RTF 20-21 Infrastructure Renewal Program - Churchill Ave., Winnipeg Blvd. and Wavell St.	1,667,606	0
20029	2020-03-10	Parks, Recreation and Neighbourhood Services	T20-15 Wenige Expressway Bridge Rehabilitation	198,115	0
20029	2020-03-10	Transportation Services	T20-15 Wenige Expressway Bridge Rehabilitation	9,298,673	43,787
20029	2020-03-10	Wastewater and Treatment	T20-15 Wenige Expressway Bridge Rehabilitation	300,429	0
20030	2020-03-10	Wastewater and Treatment	UTRCA and CoL Flood Protection Projects	246,555	0
20031	2020-03-10	Corporate, Operational and Council Services	RFT 19-47 Supply and Delivery of Light Duty Fleet Vehicles	1,644,113	0
20032	2020-03-10	Corporate, Operational and Council Services	RFP 20-04 Supply and Delivery of Electric Ice Resurfacers	765,490	0
20033	2020-03-10	Transportation Services	Dundas Street - Old East Village Improvements	8,449,243	1,625,449
20033	2020-03-10	Wastewater and Treatment	Dundas Street - Old East Village Improvements	3,868,757	0
20033	2020-03-10	Water	Dundas Street - Old East Village Improvements	1,880,344	0
20047	2020-04-15	Transportation Services	Appoint Consultant - Exeter Road and Wellington Road Intersection Improvements	206,533	0
20047	2020-04-15	Water	Appointment of Consulting Engineer - Exeter Road and Wellington Road Intersection Improvements	3,053	0
20049	2020-04-16	Wastewater and Treatment	T17-52 Contract Price Increase Infrastructure Renewal Program - Frances St., Margaret St. and Ethel St.	228,960	0
20049	2020-04-16	Water	T17-52 Contract Price Increase Infrastructure Renewal Program - Frances St., Margaret St. and Ethel St.	228,960	0
20052	2020-04-15	Wastewater and Treatment	Appoint Consultant - Infrastructure Renewal Program - Spruce St and Haig St	182,887	0

Appendix A - 2020 Capital Budget Activity (Life-To-Date December 31, 2020)

Table 1 - 2020 Council Awards Details

Source of Financing Number	Date of Committee Award	Service Program	Description	Awarded Amount	Budget Adjustments
20052	2020-04-15	Water	Appoint Consultant - Infrastructure Renewal Program - Spruce St and Haig St	121,924	0
20053	2020-04-15	Transportation Services	RFT20-31 Infrastructure Renewal Program - Contract #7 Devonshire	587,859	0
20053	2020-04-15	Wastewater and Treatment	RFT20-31 Infrastructure Renewal Program - Contract #7 Devonshire	1,756,664	0
20053	2020-04-15	Water	RFT20-31 Infrastructure Renewal Program - Contract #7 Devonshire	1,171,110	0
20054	2020-04-15	Wastewater and Treatment	RFT20-31 Infrastructure Renewal Program - Contract #5 Chippendale Crescent Reconstruction	2,061,606	0
20054	2020-04-15	Water	RFT20-31 Infrastructure Renewal Program - Contract #5 Chippendale Crescent Reconstruction	1,374,405	0
20055	2020-04-15	Transportation Services	T20-06 Wonderland Road Sanitary Sewer Extension	1,386,643	0
20055	2020-04-15	Wastewater and Treatment	T20-06 Wonderland Road Sanitary Sewer Extension	5,783,918	163,594
20055	2020-04-15	Water	T20-06 Wonderland Road Sanitary Sewer Extension	598,952	0
20058	2020-04-27	Transportation Services	Subdivision Special Provisions - Foxwood Phase 3	30,509	0
20058	2020-04-27	Wastewater and Treatment	Subdivision Special Provisions - Foxwood Phase 3	936,521	0
20059	2020-04-28	Social and Health Services	Specialized Housing - 744 Dundas Street	4,500,000	0
20060	2020-06-09	Parks, Recreation and Neighbourhood Services	RFP20-25 Kiwanis Park Natural Park Playground	304,223	0
20061	2020-04-27	Transportation Services	Subdivision Special Provisions - Pond Mills Subdivision - Drewlo Holdings	101,916	0
20061	2020-04-27	Wastewater and Treatment	Subdivision Special Provisions - Pond Mills Subdivision - Drewlo Holdings	108,970	0
20065	2020-05-11	Transportation Services	Property Purchases - Adelaide Street Grade Separation Project	3,670,748	0
20066	2020-05-14	Transportation Services	Property Purchases - Adelaide Street Grade Separation Project	709,165	0
20067	2020-05-26	Wastewater and Treatment	Appoint Consultant - Adelaide Wastewater Treatment Plant Upgrades	365,272	0
20069	2020-05-11	Transportation Services	Property Settlement - Veterans Memorial South Extension Project	185,710	0
20070	2020-05-12	Transportation Services	T19-41 Contract Price Increase - Infrastructure Renewal Program - Roehampton Ave. and Monsarrat Ave. Reconstruction	31,505	0
20070	2020-05-12	Wastewater and Treatment	T19-41 Contract Price Increase - Infrastructure Renewal Program - Roehampton Ave. and Monsarrat Ave. Reconstruction	94,514	0
20070	2020-05-12	Water	T19-41 Contract Price Increase - Infrastructure Renewal Program - Roehampton Ave. and Monsarrat Ave. Reconstruction	399,062	0
20073	2020-05-26	Environmental Services	T20-74 W12A Landfill Site Cell 10 Base and Leachate Collection System Construction	4,555,582	0
20083	2020-06-16	Transportation Services	Property Purchases - Adelaide Street Grade Separation Project	183,000	0
20087	2020-06-22	Corporate, Operational and Council Services	RFP 20-19 Microwave Backhaul Replacement	823,465	0
20088	2020-06-22	Corporate, Operational and Council Services	SS 20-16 Single Source Procurement for Router Replacement	262,397	0
20089	2020-06-23	Transportation Services	Single Source Procurement - Additional Sidewalk Sweeper	123,231	0
20090	2020-06-22	Transportation Services	Property Acquisition - Wharncliffe Rd Widening project	783,876	0
20094	2020-06-17	Transportation Services	Property Purchases - Adelaide Street Grade Separation Project	86,105	0
20095	2020-08-11	Transportation Services	Contract Price Increase - T19-18 Traffic Signal Reconstruction Southdale Road West at Wharncliffe Road South	96,672	0
20098	2020-07-14	Wastewater and Treatment	UTRCA and CoL Flood Protection Projects	2,107,148	0
20100	2020-07-14	Transportation Services	Appointment of Consulting Engineers - Infrastructure Renewal Programs	127,202	0
20100	2020-07-14	Wastewater and Treatment	Appointment of Consulting Engineers - Infrastructure Renewal Programs	1,442,246	0
20100	2020-07-14	Water	Appointment of Consulting Engineers - Infrastructure Renewal Programs	857,089	0
20101	2020-07-14	Wastewater and Treatment	RFT20-59 Infrastructure Renewal Program - Contract #12 Highway Ave and Lambeth Ave.	2,188,579	0
20101	2020-07-14	Water	RFT20-59 Infrastructure Renewal Program - Contract #12 Highway Ave and Lambeth Ave.	1,459,053	0
20102	2020-07-14	Transportation Services	Appoint Consultant - Thames Valley Parkway Active Transportation Connection	328,878	0
20103	2020-07-13	Environmental Services	Property Acquisition - W12A Buffer	1,831,011	1,832,423
20104	2020-07-13	Corporate, Operational and Council Services	RFP20-22 Sharepoint Online Migration	577,997	0
20105	2020-07-13	Environmental Services	SS20-23 Contract for the Operation of the City's Material Recovery Facility	620,411	0
20106	2020-07-13	Transportation Services	T20-87 Dundas Street Cycle Track	3,747,575	55,024
20110	2020-08-10	Wastewater and Treatment	Subdivision Special Provisions - Whiterock Village Inc.	230,450	0
20111	2020-08-11	Wastewater and Treatment	Dingman Creek Pumping Station Forcemain Installation - Contract #2	203,520	0
20112	2020-08-11	Water	RFP20-36 South and West London Water Servicing Study	345,636	0
20113	2020-08-11	Wastewater and Treatment	Contract Award - Mud Creek Remediation - Phase 1A Tunnel	8,843,364	0
20114	2020-08-11	Transportation Services	Appoint Consultant - East London Link Rapid Transit and Municipal Infrastructure Improvements	4,168,377	0

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Source of Financing Number	Date of Committee Award	Service Program	Description	Awarded Amount	Budget Adjustments
20114	2020-08-11	Wastewater and Treatment	Appoint Consultant - East London Link Rapid Transit and Municipal Infrastructure Improvements	1,437,157	0
20114	2020-08-11	Water	Appoint Consultant - East London Link Rapid Transit and Municipal Infrastructure Improvements	615,924	0
20115	2020-08-11	Transportation Services	Appoint Consultant - Wellington Gateway Rapid Transit and Municipal Infrastructure Improvements	4,425,446	0
20115	2020-08-11	Wastewater and Treatment	Appoint Consultant - Wellington Gateway Rapid Transit and Municipal Infrastructure Improvements	1,307,818	0
20115	2020-08-11	Water	Appoint Consultant - Wellington Gateway Rapid Transit and Municipal Infrastructure Improvements	871,879	0
20117	2020-08-11	Economic Prosperity	RFT20-35 Huron Industrial Lands Stormwater Management Facilities	828,666	0
20117	2020-08-11	Wastewater and Treatment	RFT20-35 Huron Industrial Lands Stormwater Management Facilities	5,067,205	0
20119	2020-08-10	Transportation Services	Property Purchase - Wharnclyffe Road widening Project	592,247	0
20126	2020-08-11	Wastewater and Treatment	RFT20-97Powell Drain Culvert Replacement	1,102,438	0
20128	2020-09-22	Transportation Services	Appoint Consultant - Windermere Road Improvements	436,957	83,102
20129	2020-09-22	Transportation Services	Appoint Consultant - Hamilton and Gore Road Intersection Improvements	134,800	0
20130	2020-09-08	Parks, Recreation and Neighbourhood Services	Property Purchase - Natural Heritage Open Space	246,954	246,954
20132	2020-09-22	Wastewater and Treatment	Appoint Consultant - North Lambeth Tributary 12 Downstream Channel Reconstruction	226,153	226,153
20133	2020-09-22	Wastewater and Treatment	Appoint Consultant - Biosolids Management Master Plan	417,495	0
20134	2020-09-22	Wastewater and Treatment	Appoint Consultant - Infrastructure Renewal Program	250,861	0
20134	2020-09-22	Water	Appoint Consultant - Infrastructure Renewal Program	568,036	0
20138	2020-10-20	Parks, Recreation and Neighbourhood Services	Appoint Consultant - Richmond North Recreational Crossing and Pathway Extension	521,552	0
20138	2020-10-20	Transportation Services	Appoint Consultant - Richmond North Recreational Crossing and Pathway Extension	7,864	0
20139	2020-09-22	Corporate, Operational and Council Services	Single Source - Purchasing Trackless Machine Attachments	213,793	0
20141	2020-09-22	Environmental Services	Appoint Consultant - Proposed Expansion of the W12A Landfill	48,148	0
20143	2020-10-20	Water	RFP20-44 Appoint Consultant - Springbank Reservoir 1 and 3 Roof Membrane	300,091	0
20144	2020-10-20	Wastewater and Treatment	Appoint Consultant - Vauxhall WWTP Upgrades	287,189	0
20145	2020-10-20	Wastewater and Treatment	Appoint Consultants - Infrastructure Renewal Program	558,895	0
20145	2020-10-20	Water	Appoint Consultants - Infrastructure Renewal Program	230,936	0
20147	2020-10-19	Corporate, Operational and Council Services	RFP20-37 Cognos Modernization	562,852	0
20149	2020-10-19	Transportation Services	Property Purchase - Fanshawe Park Road/Richmond Street Intersection	320,714	0
20150	2020-12-15	Parks, Recreation and Neighbourhood Services	Property Purchase - Woodland/Parkland	734,163	734,163
20153	2020-11-02	Transportation Services	Property Purchase - Bradley Ave Extension project	137,263	0
20154	2020-11-02	Parks, Recreation and Neighbourhood Services	Property Purchase - River Bend Pumping Station project	131,458	131,458
20154	2020-11-02	Wastewater and Treatment	Property Purchase - River Bend Pumping Station project	131,458	0
20155	2020-11-02	Transportation Services	Property Purchase - Wellington Gateway Rapid Transit Project	372,755	0
20156	2020-11-02	Social and Health Services	Capital Repairs - 2 Bonaventure Drive (Social Housing)	786,826	0
20157	2020-11-17	Wastewater and Treatment	RFP20-59 Cured in Place Pipe (CIPP) Sewer Lining Program	4,265,333	0
20158	2020-11-17	Water	Detailed Design of the Springbank Reservoir 2 Replacement	1,585,464	0
20159	2020-11-17	Wastewater and Treatment	West London Dyke Phase 7 and Fanshawe Dam Study	157,559	0
20160	2020-11-17	Corporate, Operational and Council Services	RFP19-29 Tandem Axle Trucks with Dump Boxes and Plow equipment	1,010,680	0
20161	2020-11-16	Transportation Services	Property Purchase - Adelaide Street Grade Separation Project	1,878,532	0
20162	2020-11-16	Transportation Services	Property Purchase - Adelaide Street Grade Separation Project	432,242	0
20163	2020-11-16	Parks, Recreation and Neighbourhood Services	Property Purchase-Natural Heritage Open Space	729,798	729,798
20167	2020-12-15	Parks, Recreation and Neighbourhood Services	Increase in Consulting Fees - East Lions Community Centre	426,230	0
20168	2020-12-15	Social and Health Services	Urgent Transitional and Modular Supported Housing Development	17,369,840	17,369,840
<b>Total</b>				<b>185,459,034</b>	<b>24,479,168</b>

**Appendix A - 2020 Capital Budget Activity (Life-To-Date December 31, 2020)**

**Table 2 - 2020 Council Approved Budget Adjustments Details**

Budget	Description	Budget Adjustment
Property Tax	COVID-19 Budget Adjustments	-1,804,638
Property Tax	2020 Assessment Growth	1,118,055
Property Tax	Adjustments resulting from various Council approved	-10,140,270
Property Tax	Adjustments resulting from various Council approved	22,851,998
Wastewater and Treatment	2020 Development Charges Study Budget Adjustments	-12,489,740
Wastewater and Treatment	Adjustments resulting from various Council approved	1,627,170
Water	Adjustments resulting from various Council approved	-800,000
<b>Total</b>		<b>362,575</b>

**Appendix A - 2020 Capital Budget Activity (Life-To-Date December 31, 2020)**

**Table 3 - Council Approved Awards and Budget Adjustments Summary**

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	102,301,616	12,025,145
Wastewater and Treatment Budget	57,791,932	-10,862,570
Water Budget	25,365,486	-800,000
<b>Subtotal Council Awards and Budget Adjustments</b>	<b>185,459,034</b>	<b>362,575</b>

**Table 4 - Administrative Awards and Budget Adjustments Summary**

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	32,021,079	5,655,922
Wastewater and Treatment Budget	6,266,447	-745,440
Water Budget	5,254,975	-236,044
<b>Subtotal Administrative Awards and Budget Adjustments<sup>1</sup></b>	<b>43,542,501</b>	<b>4,674,438</b>

Notes:

1) Civic Administration source of financing awards are in accordance with the Procurement of Goods and Services Policy and are reported annually through that process.

**Table 5 - Combined Council Approved and Administrative Awards and Budget Adjustments Summary**

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	134,322,695	17,681,067
Wastewater and Treatment Budget	64,058,379	-11,608,010
Water Budget	30,620,461	-1,036,044
<b>Total Council Approved and Administrative Awards and Budget Adjustments</b>	<b>229,001,535</b>	<b>5,037,013</b>

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ES2436	Weeping Tile Disconnection	Service Improvement	Environmental Services	1,169,936	25,782	1,144,154	Q4 2021	Delayed due to COVID. Design work is complete, but work cannot be initiated as access to interior of homes is not possible at this time. Program is being adjusted so that work can continue without the City requiring access to the interior of homes. Funds needed for later in the year.
ES2476	Elliot-Laidlaw Remediation	Life Cycle Renewal	Environmental Services	200,000	0	200,000	Q4 2023	Project need to be assessed with Dingman Creek Stage 2 Lands EA.
ES2498	SS15C North Talbot Sanitary	Growth	Environmental Services	4,025,754	4,025,756	-2	Q3 2021	Work complete. Warranty period.
ES2681	Mud Creek East BR Stormwater	Growth	Environmental Services	9,259,800	9,165,094	94,706	Q4 2022	Current construction to be complete in 2021 with a subsequent warranty period. Phase 1 project split into two sub-phases for construction. Phase 1A currently under construction. Phase 1B to be constructed in 2021. Noted variance is a result of not constructing Phase 1B with Phase 1A. Noted variance will be utilized for construction of Phase 1B in 2021.
ES2685	Greenway PCP Treatment	Growth	Environmental Services	44,955,855	44,800,933	154,922	Q3 2021	Construction is complete. Deficiency list is almost complete. Expect completion by summer of 2021.
ES3020-HP6	SWM Facility - Hyde Park No. 6	Growth	Environmental Services	2,416,700	1,215,703	1,200,997	Q4 2022	This project will be divided into two Consultant assignments and construction projects to satisfy the required SWM works identified in the Hyde Park EA Amendment. We need this money to pay for the works identified in the Hyde Park EA Addendum in lieu of SWM Facility #6.
ES3020-PD2	SWM Facility - Pincombe Drain No. 2	Growth	Environmental Services	2,456,700	1,547,183	909,517	Q4 2021	Money to be retained for anticipated construction claims by the Developer. This entire amount will be provided to the developer when the claim is submitted.
ES3020-RVBTC	SWM Facility - River Bend	Growth	Environmental Services	13,906,700	4,076,396	9,830,304	Beyond	Decommissioning of the temporary basin is required after 70% subdivision build out. Waiting for build out, we cannot predict when this will occur. This will be expensive, please do not reduce.
ES3045	Horton Sanitary Sewer Upgrades	Life Cycle Renewal	Environmental Services	480,000	221,332	258,668	Q1 2022	Awaiting recommendations from engineering consultant report.
ES3087	Huron Industrial Park Service	Service Improvement	Environmental Services	1,122,673	1,003,879	118,794	Q3 2023	Awaiting completion of SWMF design. Then undertake detailed design and tendering for internal servicing of blocks.
ES3097	Vauxhall - Pottersburg	Service Improvement	Environmental Services	6,000,000	6,000,168	-168	Q4 2021	Restoration and other deficiencies must be addressed in spring 2021.
ES3203	Hyde Park - Stanton Drain	Growth	Environmental Services	287,500	0	287,500	Q4 2023	The RFP will be initiated when the land is purchased to finish the southern part of the Stanton Drain. Negotiations for the land have been initiated with Realty Services.
ES5252	KL1B Kilally Growth Area	Growth	Environmental Services	1,198,600	443,813	754,787	Q4 2021	Waiting for developer to make a final claim. Development finance will make Sewer Engineering aware once all claims have been paid and account can be closed.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ES5253	RB1B Riverbend Growth Area	Growth	Environmental Services	1,267,966	960,434	307,532	Q4 2021	Waiting for developer to make a final claim. Development finance will make Sewer Engineering aware once all claims have been paid and account can be closed.
ES5425	Interim Works as Identified in Environmental Assessment	Growth	Environmental Services	1,200,000	0	1,200,000	2026	This Growth DC account must be retained to allow for decommissioning of interim SWM facility associated with Riverbend Tributary C.
ES5432	Treatment Plants Technology	Life Cycle Renewal	Environmental Services	1,500,000	1,480,276	19,724	Q2 2021	Expected completion April 2021 - CWWF extension received until September 30, 2023.
ES6066	Dingman Pumping Station Header	Life Cycle Renewal	Environmental Services	500,000	417,444	82,556	Q4 2022	Retain account for support during construction.
ES6074	Pottersburg WWTP CSO and Inlet	Life Cycle Renewal	Environmental Services	1,821,504	1,733,644	87,860	Q4 2022	One project complete but further upgrades at Pottersburg planned.
ES6089	Applegate SWMF Remediation	Service Improvement	Environmental Services	280,000	212,892	67,108	Complete	This project was for construction of the Applegate Stormwater Management Facility retrofit. Project to remain open until purchase orders are closed and legal issues resolved.
ESSWM-HP5	SWM Facility - Hyde Park No. 5	Growth	Environmental Services	6,517,700	367,880	6,149,820	Q4 2022	This project will be divided into two Consultant assignments and construction projects to satisfy the required SWM works identified in the Hyde Park EA Amendment which was completed in Summer 2020. All of this funding will be used to support the recommended EA Addendum strategy.
ESSWM-MM4	SWM Facility - Murray Marr No. 4	Growth	Environmental Services	2,100,000	73,948	2,026,052	Q4 2023	Facility need to be assessed during Dingman Creek Stage 2 EA.
ESSWM-OV1	SWM Facility - Old Victoria No. 1	Growth	Environmental Services	3,085,061	2,696,302	388,759	Q4 2021	Additional monitoring is required until end of warranty. No additional Developer SWM related claims anticipated.
ESSWM-SC2	SWM Facility - Stoney Creek No. 2	Growth	Environmental Services	2,099,000	1,225,497	873,503	Q4 2022	Additional warranty work to be expected, and budget required for land purchase. Not aware of any additional Developer SWM claims. Partial release funds of \$500k from this project.
EW2310	Western Road Watermain	Growth	Environmental Services	2,079,419	1,926,927	152,492	Q3 2021	Construction timing of the Western Road Water main is linked the Western Road Widening Project. Phase 1 and 2 are on track - road widening on Oxford to Platt's Lane.
EW3526	Arva Pumping Station	Life Cycle Renewal	Environmental Services	1,975,189	1,701,448	273,741	Q4 2021	Several process check valves in facility are in need of replacement. Suppliers have been contacted and quotations underway. Expect replacements to occur in 2021.
EW3527	Asset Maintenance Management	Service Improvement	Environmental Services	1,700,000	1,401,841	298,159	Q4 2021	CMMS has been delayed for a significant amount of time, and no known completion date has been provided.
EW3535	Infrastructure Renewal Program	Life Cycle Renewal	Environmental Services	509,000	489,952	19,048	Q4 2021	Construction complete. In warranty.
EW3547	Trunk Watermain Cathodic	Life Cycle Renewal	Environmental Services	295,000	334,621	-39,621	Q4 2021	Construction complete. In warranty.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
EW3551	Hyde Park - Sarnia Road	Growth	Environmental Services	2,068,660	1,709,689	358,971	Q4 2021	Holding funds back for deficiency work. Keep open.
EW3614	SE Pumping Station Reservoir	Growth	Environmental Services	55,728,118	51,558,414	4,169,704	Q4 2022	In process of mediation to resolve outstanding issues.
EW3619	White Oak Pumping Station	Service Improvement	Environmental Services	700,000	70,849	629,151	Q4 2021	Project delayed due to Covid-19 but is back on track for completion in Q4 2021.
EW3624	Burbrook Watermain Upgrade	Life Cycle Renewal	Environmental Services	4,700,000	2,766,412	1,933,588	Q4 2021	Program to construct watermains in the Burbrook area. Remaining funds in project will be used to partially fund Egerton reconstruction as part of the Burbrook area.
EW3628	Expansion of Southeast Pressure Zone	Growth	Environmental Services	2,700,000	2,299,583	400,417	Q4 2021	Working on getting deficiency items rectified before final payment is granted. Some schedule delays due to deficiencies.
EW3652-2	Wickerson High Level Watermain	Growth	Environmental Services	1,361,030	410,536	950,494	2024	Design underway for project planned to be done in conjunction with Transportation project. Project start was delayed to coordinate with Transportation project.
EW3713	Sarnia Road Watermain	Life Cycle Renewal	Environmental Services	1,750,000	681,383	1,068,617	Q4 2021	Holding funds back for deficiency work. Keep open.
GG1730ART	Salvage Heritage Artifacts	Service Improvement	Culture Services	200,000	168,906	31,094	Q4 2023	Project responds to Council request to salvage removeable heritage architectural artifacts for future uses from Old Victoria Hospital buildings to be demolished. A temporary storage site has been retained for these artifacts. Future funds will be needed to move the items from their current temporary storage to their final location and/or to re-install the artifacts as part of the future civic space or future development of the OVH lands.
GG1730HB	Retention of Heritage Buildings	Service Improvement	Economic Prosperity	500,000	479,731	20,269	Beyond	Maintaining building and site until it is sold.
GG1730LCR	Old Victoria Hospital Lands	Service Improvement	Economic Prosperity	1,000,000	878,423	121,577	Beyond	Maintaining building and site until it is sold.
GG1730PHB	Decommissioning of South Street	Service Improvement	Corporate, Operational and Council Services	2,380,000	2,322,546	57,454	Beyond	Maintaining building and site until it is sold.
GGINFRA	Infrastructure ITS	Life Cycle Renewal	Corporate, Operational and Council Services	100,795	0	100,795	2024	This project will deliver server enclosures essential to the City of London Computing environment. Project is early in the initiation phase.. Project is on-track and on budget.
ID1110	Trafalgar Industrial Park	Service Improvement	Economic Prosperity	4,062,233	3,476,033	586,200	Q4 2022	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.
ID1150FCS	Forest City South Industrial	Service Improvement	Economic Prosperity	250,000	230,584	19,416	Q4 2021	External works capital project on Wilton Grove Road is ongoing in 2020/2021. Service opportunities will be coordinated. Review status at end of 2021.
ID1150HURC1	Huron Industrial Park Area C1	Service Improvement	Economic Prosperity	50,000	2,921	47,079	Q4 2023	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.



**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ID1150HURC2	Huron Industrial Park Area C2	Service Improvement	Economic Prosperity	125,000	7,380	117,620	Q4 2023	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC3	Huron Industrial Park Area C3	Service Improvement	Economic Prosperity	150,000	4,920	145,080	Q4 2023	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC4	Huron Industrial Park Area C4	Service Improvement	Economic Prosperity	250,000	766	249,234	Q4 2023	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC5	Huron Industrial Park Area C5	Service Improvement	Economic Prosperity	50,000	0	50,000	Q4 2023	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150INVP5	Innovation Industrial Park Phase 5	Service Improvement	Economic Prosperity	50,000	26,821	23,179	Q4 2023	Due diligence studies are ongoing. Designs expected to progress in 2021.
ID1167	Forest City Industrial Park	Service Improvement	Economic Prosperity	4,202,798	3,429,113	773,685	Q4 2022	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.
ID1170	Huron Industrial Park	Service Improvement	Economic Prosperity	6,012,553	5,437,747	574,806	Q4 2022	Due diligence studies are ongoing. Designs in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID2058	Innovation Park - SWR Oversizing	Growth	Environmental Services	8,265,000	7,850,548	414,452	Q4 2022	Ongoing ILDS account. Covers Phases 1, 2, 3, and 4. Only Phase 1 is partially assumed. Numerous lots remain to be sold.
ID2058-3A	Innovation Park - Sewer	Growth	Environmental Services	315,000	239,064	75,936	Q4 2022	Ongoing ILDS account. Covers Phases 1, 2, 3, and 4. Only Phase 1 is partially assumed. Numerous lots remain to be sold.
ID2095HURC1	Huron Industrial Park Area C1	Growth	Environmental Services	20,000	6,941	13,059	Q4 2021	Awaiting completion of Huron Industrial SWMF.
ID2095HURC2	Huron Industrial Park Area C2	Growth	Environmental Services	20,000	6,942	13,058	Q4 2021	Awaiting completion of Huron Industrial SWMF.
ID2095HURC3	Huron Industrial Park Area C3	Growth	Environmental Services	15,000	3,002	11,998	Q4 2021	Awaiting completion of Huron Industrial SWMF.
ID2095HURC4	Huron Industrial Park Area C4	Growth	Environmental Services	45,000	24,948	20,052	Q4 2021	Awaiting completion of Huron Industrial SWMF.
MU1200	Fleet Radio Replacement	Life Cycle Renewal	Transportation Services	625,000	0	625,000	Q4 2023	Project on hold until 2023 pending review of legislation regarding the current exemption for transit authorities to use hand held communication devices.
MU1210	Fare Processing Equipment	Life Cycle Renewal	Transportation Services	1,495,000	0	1,495,000	Q1 2022	Project not started given delays in fully implementing smart card and its impacts on phasing out tickets and corresponding cash collection.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
PD1015	South Street Campus Redevelopment	Service Improvement	Planning and Development Services	155,000	139,955	15,045	Q4 2023	This account has been used to pay for a variety of consulting services over several years as required to prepare the Old Victoria Hospital Lands for sale, including an Environmental Impact Study, an assessment of heritage resources, and preparation of a stabilization plan for heritage resources. Phase II of the disposition of the South Street lands is expected to be completed in 2021. These funds should be retained for future redevelopment phases.
PD1018	Smart City Strategy	Service Improvement	Planning and Development Services	125,000	127,200	-2,200	Q4 2023	Ongoing consulting related to Smart City Strategy.
PD1142	Enhanced Veterans Memorial	Service Improvement	Parks, Recreation and Neighbourhood Services	627,085	566,528	60,557	Q3 2021	Further review required after Phragmites is removed with expected completion date of Q3 2021.
PD1145	Placemaking Design Guidelines	Service Improvement	Planning and Development Services	100,000	76,612	23,388	Q4 2022	Funding for the development of Urban Design Guidelines. Schedule delay due to resources. Retain funds for future consultant involvement.
PD1146	Development Management	Life Cycle Renewal	Planning and Development Services	180,000	88,887	91,113	Q4 2021	Development of tracking system upgrade.
PD1213	Archaeological Master Plan	Life Cycle Renewal	Planning and Development Services	75,000	70,941	4,059	Q4 2021	Archaeological Management Plan (AMP) was approved by Council on July 17, 2017. The Official Plan/The London Plan has been amended to add the AMP to the list of Guideline Documents. Remaining funds are allocated for the implementation of the AMP following adoption. The draft implementation guide is complete and awaiting final review by First Nations partners.
PD1215	Back To The River	Service Improvement	Parks, Recreation and Neighbourhood Services	950,000	844,668	105,332	Q2 2022	Surplus fees from B2R EA. Will be used for Harris Park Master Plan consultant contract.
PD1382-15	New Neighbourhood Parks	Growth	Parks, Recreation and Neighbourhood Services	260,000	257,605	2,395	Q2 2021	Victoria on River (waiting for subdivision capital claim) - minor repairs spring 2021.
PD138216	New Neighbourhood Parks	Growth	Parks, Recreation and Neighbourhood Services	220,000	74,525	145,475	Q4 2022	Waiting for developers. Auburn Hunt Lands (\$145k) - 2022 at earliest.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
PD2082	Meadowlily Area Planning Study	Growth	Planning and Development Services	520,000	391,114	128,886	Q1 2022	Meadowlily Secondary Plan was initiated in response to an application to designate and zone lands adjacent to Meadowlily for commercial development. A significant amount of work has been completed to date – including consulting reports, environmental studies, public consultation, etc. Project was put on hold when the initial applicant changed plans and the area's commercial potential diminished. With the adoption of The London Plan, the lands have been placed in the Neighbourhoods Place Type. A major issue related to transportation matters emerged in the previous planning process. In addition, recent development applications have identified the possible need for servicing studies. Remaining funds to be used to undertake any required servicing/transportation studies.
PD2400	Park Farm Trust Fund	Life Cycle Renewal	Planning and Development Services	91,287	80,386	10,901	Beyond	Trust Fund bequeathed in 1990 "for the purpose of such park including additions thereto" by estate of the last private owner of the municipally-owned heritage property. Trust fund serves as a source of funding for projects required to maintain and conserve this municipally-owned heritage property.
PD3023	5-YEAR Official Plan Review	Life Cycle Renewal	Planning and Development Services	650,000	531,274	118,726	Q3 2023	The London Plan was adopted by Council in 2016, using growth projections prepared in 2011. A comprehensive review will be initiated to update growth projections and assumptions, and ensure provincial requirements are being met with regard to land supply and other policies.
RC2428	Enhanced CGAC Aquatic Fund	Life Cycle Renewal	Parks, Recreation and Neighbourhood Services	43,575	38,841	4,734	Q2 2021	This fund is part of an endowment and will be complete in 2021. The money has been earmarked for the installation of additional accessible parking spaces. Curb cuts and concrete complete. Painting will be completed in the spring.
RC2755	South West Multi-Purpose Recreation Centre	Growth	Parks, Recreation and Neighbourhood Services	56,088,465	54,352,278	1,736,187	Q2 2021	Construction completed end of Q3 2018 and deficiencies work completed in 2020. Project has an estimated surplus of \$1.7 million, which will be returned to original sources of financing upon the closeout of the project.
SW6023	Community Environment Depots	Service Improvement	Environmental Services	1,500,000	69,082	1,430,918	Q4 2022	Re-configuration of Clarke Road EnviroDepot expected to be complete by Q4 2022.
SW6035	Landfill Gas Utilization	Service Improvement	Environmental Services	4,000,000	78,921	3,921,079	Beyond	FIT Contract cancelled July 16, 2018. Funds will be used for new projects for the beneficial use of captured landfill gas such as the production of Renewable Natural Gas.
TS1031	Long Term Corridor Protection	Growth	Transportation Services	500,000	500,131	-131	Q4 2023	Annual program for EA's and planning studies.
TS1038	Transportation Development	Growth	Transportation Services	250,000	255,017	-5,017	Q4 2021	Ongoing Development Charges related work until Q4 2021.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
TS1039	Transportation Master Plan	Growth	Transportation Services	100,000	0	100,000	Q4 2023	TMP Updates to start in 2021 with anticipation completion of Q4 2023 - Merge funds into TS1040 for upcoming study.
TS1215	Blackfriars Bridge	Life Cycle Renewal	Transportation Services	2,700,000	2,699,713	287	Q4 2021	Bridge is in the warranty period until later this year.
TS1218	Blackfriars Bridge Rehabilitation	Life Cycle Renewal	Transportation Services	1,500,000	1,499,708	292	Q4 2021	Bridge is in the warranty period until later this year.
TS1325	Veterans Memorial South	Service Improvement	Economic Prosperity	1,148,811	1,144,329	4,482	Q2 2021	Waranty issues with provincial component of work.
TS1346	Corporate Asset Management Development	Life Cycle Renewal	Corporate, Operational and Council Services	1,863,895	850,256	1,013,639	2024	The CAM project includes a total of 7 work units, a contract was executed for the first 6 units over the past years. The final work unit number 7 is significant and includes implementation of all five asset management modules across the remaining 9 service areas included in the scope of the CAM project estimated at a cost of approx. \$1million. Unit 6 has been rescheduled to start Q4 2020 and completed by Q4 2021 while the Final unit 7 of the project is scheduled to start by Q2 2021 and completion date by 2024.
TS1349-2	Sarnia Road Improvements	Growth	Transportation Services	7,910,000	6,989,557	920,443	Q4 2021	Hold funds for legal/deficient work.
TS1350	Corporate Asset Management Software	Life Cycle Renewal	Corporate, Operational and Council Services	360,000	156,336	203,664	2024	Phased implementation of Assetic software is well underway for transportation and Park & Recreation services. This will be followed by full implementation across the City providing CAM the ability to optimize the City Capital budget across all the service areas. The most recent example of the use of Assetic's system was in the City's 2019 Asset Management Plan & 2020 CAM plan annual update. The CAM projected long term condition profiles to optimize service level outcomes and capital expenditures. Assetic's decision making module (Predictor) was used for the City's Core Assets (Water, Wastewater, and Transportation), the majority of Facilities (Recreation and Corporate Facilities) and other service areas such as Fleet and Fire Department.
TS1475-2	Fanshawe Road East Widening Phase 2	Growth	Transportation Services	15,460,000	13,288,896	2,171,104	Q3 2021	Project complete, ready to be closed & release funds - Note - PO#197523 has holdback release/warranty o/s therefore partial holdback release of \$2.1M.
TS1477-2	Hyde Park Road Widening Phase 2	Growth	Transportation Services	15,575,802	14,317,824	1,257,978	Q4 2021	Construction and warranty works complete. Council directed the addition of traffic signals at Hyde Park Road and South Carriage Road in July 2018. Account to remain open to fund until complete Q4 2021.
TS1484	Sarnia Road Widening	Growth	Transportation Services	10,209,820	10,196,071	13,749	Complete	Project to remain open until purchase orders are closed.
TS1487	Wonderland Road Two Land Upgrade	Growth	Transportation Services	10,395,000	9,347,445	1,047,555	Q4 2021	Minor construction legal issues to close.

**Appendix B - Summary of 2017 Life-To-Date Capital Budgets Having No Future Budget Requests**

Project	Project Description	Classification	Service Program	2017 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
TS1523-1	Bradley Avenue Extension Phase 1	Growth	Transportation Services	12,264,375	7,612,672	4,651,703	Q4 2021	Active legal issues to be resolved in 2021.
TS1766	Bradley Avenue Extension	Life Cycle Renewal	Transportation Services	500,000	500,000	0	Q2 2021	Project complete however outstanding legal issues to be resolved.
TS2170	Bradley Avenue From Old Victoria	Growth	Transportation Services	2,350,000	874,670	1,475,330	Q4 2022	Possible work to cover Development Charges for roadworks associated with a future Innovation Park Phase 5. Limits on Bradley are from Bonder easterly to City Limits.
TS4160	Urban Intersections	Growth	Transportation Services	1,259,000	1,267,013	-8,013	Complete	Project to remain open until purchase orders are closed.
TS4209	Improved Parking Technology	Service Improvement	Transportation Services	300,000	258,089	41,911	Q4 2022	Delay due to Covid 19.
TS5036	Downtown Transportation Alliance	Service Improvement	Transportation Services	150,000	86,721	63,279	Q4 2022	Project work into 2021 as per PTIF arrangements. City portion of funding comes from TS031.
TS5037	Bike Parking Infrastructure	Service Improvement	Transportation Services	50,000	53,754	-3,754	Q4 2021	Project work into 2021 as per PTIF arrangements. City portion of funding comes from TS031.
TS6020	Active Transportation	Life Cycle Renewal	Environmental Services	300,000	75,027	224,973	Beyond	Annual program for non-roadway cycling infrastructure identified in the Transportation Master Plan 2030 and Cycling Master Plan.

Appendix C – Completed Capital Projects (as of December 31, 2020)

Table 1 - Tax Supported Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
DS1280 1280 Fanshawe Park Road Security Default	Service Improvement	1,046,782	998,085	48,697		48,697					
GG1062 Southwestern Integrated Fibre Technology (SWIFT) Network Project	Lifecycle Renewal	690,000	690,000	0							
GG1067 Stabilization Spaces - CAAP	Service Improvement	1,172,202	1,172,202	0							
GG1536 Microfiche Digitalization MES Hybrid	Service Improvement	284,928	281,301	3,627				3,627			
GG1545 Indigenous-Led Child Care and Family Care Centre	Service Improvement	1,155,367	978,391	176,976	Land purchase and demolition cost actuals below original estimate.				176,976		
GG1620 Dearness Major Upgrades	Lifecycle Renewal	963,925	963,925	0							
GG162018 Dearness Major Upgrades	Lifecycle Renewal	160,822	160,822	0							
GGAPPL1801 Business Intelligence Reporting	Lifecycle Renewal	285,959	285,959	0							
GGINFRA2001 Backup Services	Lifecycle Renewal	72,523	72,523	0							
GGMOD1702 Telephony Equipment, Mtce and Support Services	Lifecycle Renewal	1,319,921	1,319,921	0							
GGSERVLN1901 City Hall Business Hub	Service Improvement	13,253	13,253	0							
IT3020 CS Acquisition of Computers and Monitors	Lifecycle Renewal	236,414	236,414	0							
ME201902 2019 VandE Repl - Non-TCA	Lifecycle Renewal	48,843	48,843	0							
MU104420 Bus Purchase Replacement	Lifecycle Renewal	9,488,000	9,488,000	0							
MU1435 Dundas Place Transit Re-routing	Service Improvement	2,000,000	1,804,257	195,743	Change to scope of work resulting in a favourable variance.		97,872				97,871
PD102316 Maintain District Parks	Lifecycle Renewal	188,654	188,654	0							
PD1147 Vimy Ridge Park	Service Improvement	155,000	154,616	384							384
PD1173-15 Springbank Park Upgrades	Lifecycle Renewal	333,701	333,701	0							
PD1222 - Three Pedestrian Bridges Rehab Stoney Creek Pathway - PTIF	Service Improvement	600,000	554,576	45,424			45,424				
PD1282-14 Maintain Neighbourhood Parks	Lifecycle Renewal	596,711	596,711	0							
PD2042 2009 New Major Open Space	Growth	484,734	484,734	0							
PD2047 Urban Forest Strategy	Service Improvement	2,400,190	2,400,190	0							
PD2159 Kiwanis Park Pathway Connection - PTIF	Service Improvement	2,100,000	2,100,856	-856		-1,939					1,083
PD2163 Kiwanis Park Pathway Connection	Service Improvement	1,069,772	1,069,772	0							
PD224316 Maintain Environmentally Significant Areas	Lifecycle Renewal	77,000	76,775	225		225					
PD2253 2010 Envir Signif Areas	Growth	243,230	243,230	0							
PD2253-12 New Environmentally Significant Areas	Growth	170,000	170,000	0							
PD2253MEDWAY Medway Valley Trail	Service Improvement	327,591	327,591	0							
PD232417 Mun Owned Heritage Buildings	Lifecycle Renewal	484,699	484,699	0							
PD275417 Woodland Management	Lifecycle Renewal	115,996	115,996	0							

Appendix C – Completed Capital Projects (as of December 31, 2020)

Table 1 - Tax Supported Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
PD275518 Woodland Property Acquisition	Service Improvement	45,177	29,032	16,145				16,145			
PD302018 Maintain Urban Parks	Lifecycle Renewal	324,400	324,400	0							
PD3021 Sherwood Forest Urban Park	Lifecycle Renewal	250,000	250,874	-874				-874			
PK102320A Victoria Park Carrillon Upgr	Lifecycle Renewal	28,900	28,900	0							
PK128220E Huronview Park - Maintain Neighbourhood Parks	Lifecycle Renewal	63,091	63,091	0							
PK128220F Jane Bigelow - Maintain Neighbourhood Parks	Lifecycle Renewal	13,070	13,070	0							
PK273519 2019 Misc Parkland Acquisition	Service Improvement	278,526	194,864	83,662	Some expected costs included in PK273520 with expanded scope.					83,662	
PK302020C Sherwood Forest Park	Lifecycle Renewal	49,752	49,752	0							
PP1032 Radio Equipment	Lifecycle Renewal	1,637,472	1,637,472	0							
PP1033 Apparatus Hoist	Service Improvement	193,365	178,100	15,265				15,265			
PP104216 Non Emergency Fire Vehicles	Lifecycle Renewal	155,776	155,776	0							
PP104217 Non Emergency Fire Vehicles	Lifecycle Renewal	143,701	143,701	0							
PP104218 Non Emergency Fire Vehicles	Lifecycle Renewal	126,613	126,613	0							
PP104219 Non Emergency Fire Vehicles	Lifecycle Renewal	346,986	366,585	-19,599				-19,599			
PP4406 Police Storage Server	Lifecycle Renewal	212,755	212,755	0							
PP444416 Police HQ Bldg Major Repairs	Lifecycle Renewal	572,940	572,777	163		163					
RC2011 Update Master Plan PandR	Growth	400,000	364,098	35,902		13,688			22,214		
RC220116 Recreation Facilities	Lifecycle Renewal	4,352,004	4,352,004	0							
RC246419 Multi Use Park Pathway	Lifecycle Renewal	160,441	161,325	-884		-884					
RC2623 Renovation of Pavilion in Harris Park	Lifecycle Renewal	990,000	822,145	167,855	Varaince due to favourable tendering.			88,701			79,154
RC2782 New Spray Pad - Riverbend	Growth	398,800	392,265	6,535		697			5,838		
SH1050 Immigration Services Portal	Lifecycle Renewal	70,000	45,983	24,017		24,017					
SW602116 W12A New Cell Construction	Lifecycle Renewal	2,253,606	2,253,606	0							
SW602118 W12A New Cell Construction	Lifecycle Renewal	4,292,015	4,292,015	0							
TS1141 Old East Village RT Supportive Parking Lot - PTIF	Lifecycle Renewal	1,300,000	1,279,931	20,069				10,035			10,034
TS1166 New Accessible Transit Pads and Warranted Sidewalks - PTIF	Service Improvement	2,000,000	2,000,002	-2		-2					
TS1409 Kilally Upgrades at Webster Phase 1	Growth	2,695,000	2,358,784	336,216	Project management review of scope and cost control.		43,713		292,503		
TS1430-10 RT10: East London Link (PTIF) Dundas Street-Colborne St to Adelaide St Optimization	Growth	61,569	61,569	0							
TS1430-11 RT11: Wellington Gateway (PTIF) Wellington Rd-Horton St to York St (Optimization)	Growth	36,644	36,644	0							
TS1430-12 RT12: Downtown Loop (PTIF)	Growth	55,604	55,604	0							
TS1430-4 RT4: East London Link (PTIF) Dundas Street-Adelaide St to Highbury Ave	Growth	311,943	311,943	0							
TS1430-5 RT5: East London Link (PTIF) Oxford Street - Highbury Ave to Clarke Road	Growth	232,916	232,916	0							

Appendix C – Completed Capital Projects (as of December 31, 2020)

Table 1 - Tax Supported Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
TS1430-8 RT8: East London Link (PTIF) York Street - Richmond St to Colborne St	Growth	76,833	76,833	0							
TS1430-9 RT9: East London Link (PTIF) Oxford Street - Highbury Ave to Clarke Road	Growth	61,569	61,569	0							
TS1765 Construct New Downtown Cycle Track - PTIF	Service Improvement	1,750,000	1,752,359	-2,359		-2,359					
TS1768 Byron Baseline and Wonderland Bicycle Lane and Sidewalk Improvements - PTIF	Service Improvement	1,750,000	1,657,218	92,782	Varaince due to favourable tendering.	28,838					63,944
TS1769 Separated Bicycle Lane Renewal PTIF	Lifecycle Renewal	1,290,000	1,231,455	58,545	Varaince due to favourable tendering.	29,273					29,272
TS2171 Old Victoria from Hamilton to HWY 401	Growth	2,110,000	1,300,920	809,080	Project management review of scope and cost control.		72,300	36,332	700,448		
TS309319 Parks Major Upgrades	Lifecycle Renewal	390,209	376,864	13,345		13,345					
TS331020 Road Surface Treatment	Lifecycle Renewal	728,934	728,934	0							
TS5018 Audible Pedestrial Signal Updates - PTIF	Service Improvement	390,000	390,000	0							
TS5038 Bike Parking Facility Install Near Bus Rapid Transit Station PTIF	Service Improvement	120,000	767	119,233	Program cancelled and replaced with Bike Lockers program (EV6020).	59,233					60,000
TS6186-15 Centennial Hall Upgrades	Lifecycle Renewal	217,654	217,654	0							
TS620016 Operation Facilities	Lifecycle Renewal	516,723	516,723	0							
TS620017 Operation Facilities	Lifecycle Renewal	271,150	271,150	0							
UF112920 Downtown Street Tree Planting	Lifecycle Renewal	225,000	225,000	0							
<b>Total</b>		<b>62,237,355</b>	<b>59,992,039</b>	<b>2,245,316</b>		<b>212,992</b>	<b>259,309</b>	<b>149,632</b>	<b>1,281,641</b>	<b>0</b>	<b>341,742</b>



Appendix C – Completed Capital Projects (as of December 31, 2020)

Table 2 - Wastewater and Treatment Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
ES182519 Sewer Video Inspection (CCTV)	Lifecycle Renewal	345,194	345,194	0							
ES209220 Basement Flooding Grant	Service Improvement	527,842	527,842	0							
ES244218 Extension of Sanitary Servicing North Routledge Park	Service Improvement	1,672,513	1,672,513	0							
ES2485 Old Oak Servicing (Former)	Service Improvement	2,469,956	315,062	2,154,894	Project replaced by ES3022.		379,395	1,775,499			
ES252319 Sewer Construction, Extensions	Lifecycle Renewal	1,100,000	1,100,000	0							
ES2526 Dingman Creek Subwatershed Infrastructure Program CWWF	Service Improvement	204,000	204,000	0							
ES2532-15 Stormwater Management Facility Remediation Program	Lifecycle Renewal	1,000,316	1,000,316	0							
ES253218 Stormwater Management Facility	Lifecycle Renewal	793,284	793,284	0							
ES2682 Dingman Erosion Control and Wetland Remediation Works	Growth	9,344,333	7,072,439	2,271,894	Favourable variance due to a combination of a very competitive tender and not using all of the tender amounts.		1,892,143	121,181	258,570		
ES3020-FH3 SWM Facility - Fox Hollow 3	Growth	7,945,996	6,995,599	950,397	Favourable variance due to a combination of a very competitive tender and not using all of the tender amounts.			28,419		921,978	
ES3043 Mornington Area Storm Drainage Servicing EA - CWWF	Service Improvement	129,600	119,312	10,288				2,572			7,716
ES5019 Treatment Plants Odour Control Upgrades - CWWF	Lifecycle Renewal	3,352,250	3,350,257	1,993				498			1,495
ES5085 Treatment Plant Energy Reduction with Turbo Blowers CWWF	Lifecycle Renewal	3,776,000	3,777,130	-1,130	Did not receive all of anticipated other contributions, need an additional drawdown from Sewage Works RF to cover overage.			-212,186			211,056
ES5086 Solids and Floatables Management Equipment at 8 Locations - CWWF	Lifecycle Renewal	2,218,000	2,218,000	0							
ES5248 SS13B Wonderland/Bostwick E Growth Area Greenway PCP Sewershed	Growth	7,501,000	6,812,855	688,145	Variance due to favourable tending pricing and unused contingency.				688,145		
ES5403 East London - Sanitary Servicing Study - CWWF	Lifecycle Renewal	300,000	264,820	35,180				6,461			28,719
ES6075 Power Generation and Waste Heat Recovery System - CWWF	Service Improvement	5,899,000	5,901,184	-2,184				-2,184			
ES6076 Sanitary Pump Stations Variable Frequency Drives - CWWF	Lifecycle Renewal	658,000	578,425	79,575	This project was underbudget due to finding cost efficiencies.			19,894			59,681
ES6078 Facility Improvement Studies CWWF	Service Improvement	171,000	171,000	0							
ESSWM-DCB4 SWM Facility Dingman Creek No. B-4	Growth	3,638,342	1,842,958	1,795,384	Variance due to land acquisition costs being considerably less than initial estimate.				6,248	1,789,136	
<b>Total</b>		<b>53,046,626</b>	<b>45,062,190</b>	<b>7,984,436</b>		<b>0</b>	<b>2,271,538</b>	<b>1,740,154</b>	<b>952,963</b>	<b>2,711,114</b>	<b>308,667</b>

Appendix C – Completed Capital Projects (as of December 31, 2020)

Table 3 - Water Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
EW162719 Meter Replacement Program	Lifecycle Renewal	1,000,000	43,903	956,097	Variance as a result of the scope of work being reduced and favourable tender prices.			956,097			
EW2410 Trunk Watermains Syphons and Pipeline - CWWF	Lifecycle Renewal	1,185,000	1,003,100	181,900	Pipelines inspected as part of this project did not show any anomalies so the detailed inspection funds were not spent.			45,475			136,425
EW3540 EMPS - Help Funding Project	Lifecycle Renewal	2,172,096	1,744,835	427,261	Higher than anticipated other contributions received for Hydro One Retrofit Grant.			427,261			
EW3549 Cathodic Protection Program CWWF	Lifecycle Renewal	509,000	380,426	128,574	Efficiencies for this project were realized by combining it with another Infrastructure project (Avalon Street).			32,143			96,431
EW3576 Arva-Huron Pipeline Replacement	Lifecycle Renewal	2,500,000	865,348	1,634,652	The original plan for this project was found to be impossible after inspections were completed. A less intensive replacement of parts was completed instead.			1,634,652			
EW3581 Pond Mills 401 Crossing (New 5A)	Growth	637,317	36,417	600,900	Project cancelled by MTO, actuals covered by MTO, all funding returned to CSRF.				600,900		
EW3754-14 Abandoned Wells Decommissioning	Lifecycle Renewal	357,215	152,421	204,794	The number of wells needing to be serviced by this program was below initial estimates.			204,794			
EW378717 Main Replacement with Major Roadworks	Lifecycle Renewal	3,644,979	3,644,979	0							
EW383316 Main Replacement Maintenance	Lifecycle Renewal	450,760	450,760	0							
EW383317 Main Replacement Maintenance	Lifecycle Renewal	513,865	513,865	0							
EW383319 Main Replacement Maintenance	Lifecycle Renewal	1,119,389	1,119,389	0							
<b>Total</b>		<b>14,089,621</b>	<b>9,955,443</b>	<b>4,134,178</b>		<b>0</b>	<b>0</b>	<b>3,300,422</b>	<b>600,900</b>	<b>0</b>	<b>232,856</b>

**Appendix D - 2020 Year-End Capital Housekeeping Budget Adjustments**

**Table 1 - Tax Supported Housekeeping Budget Adjustments**

Project	Classification	Approved Budget	Amount Released	Released Budget Explanation	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
TS1475-2 Fanshawe Road East Widening Phase 2 - Adelaide Street to Highbury Avenue	Growth	15,460,000	2,100,000	Project under budget due to favourable tender results; remaining budget required for additional warranty work.	0	183,500	0	1,916,500	0	0
TS1476 Clarke Road Widening - Veterans Memorial Parkway Extension to Fanshawe Park Road	Growth	593,063	350,000	Portion of project timeline revised; released budget to be moved to 2028.	10,500	0	0	339,500	0	0
TS1406 Sunningdale Road Upgrades - South Wenige Drive to Highbury Avenue	Growth	437,200	437,200	Timeline of project revised; released budget to be moved to 2026.	0	48,092	0	389,108	0	0
TS1309 Intersection Improvements - Hamilton Road and Highbury Avenue	Growth	990,000	390,000	Portion of project timeline revised; released budget to be moved to 2027.	0	60,100	0	329,900	0	0
TS1477-3 Intersection Improvements - Hyde Park Road and Oxford Street	Growth	310,000	310,000	Timeline of project revised; released budget to be moved to 2026.	0	24,800	0	285,200	0	0
RC2755 South West Multi-Purpose Recreation Centre	Growth	56,088,465	1,500,000	Project under budget due to favourable tender results; remaining budget required for additional warranty work.	0	1,044,600	0	455,400	0	0
GG1555 City Hall Major Upgrades	Lifecycle Renewal	7,312,010	3,616,863	Timeline and scope of major upgrades revised; released budget to be used for future facilities capital works as approved by Council.	0	0	3,616,863	0	0	0
<b>Total</b>		<b>81,190,738</b>	<b>8,704,063</b>		<b>10,500</b>	<b>1,361,092</b>	<b>3,616,863</b>	<b>3,715,608</b>	<b>0</b>	<b>0</b>

**Appendix D - 2020 Year-End Capital Housekeeping Budget Adjustments**

**Table 2 - Wastewater and Treatment Housekeeping Budget Adjustments**

Project	Classification	Approved Budget	Amount Released	Released Budget Explanation	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
ESSWM-SC2 Stormwater Management Facility - Stoney Creek No. 2	Growth	2,099,000	500,000	Project under budget due to favourable tender results; remaining budget required for additional warranty work and land costs.	0	0	0	0	500,000	0
<b>Total</b>		<b>2,099,000</b>	<b>500,000</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>