



estimated cost (proposed projects only) and timeline information (current/approved projects only).

The additional projects as proposed by Members of Council are not currently approved as part of the 5 year capital plan or annual operational budgets. These items have been listed to enhance the conversation around future projects which further the achievement of the 20 year strategic vision. Estimated broad cost ranges have been provided for each initiative, however comprehensive analysis of the scope of the proposed projects has not occurred. Several of the proposed projects are of a growth/expanded service nature, which may have additional capital funding implications as well as ongoing operating budget impacts. Assuming Council wishes to move forward with these initiatives, further direction and recognition in the 5 year capital plan and/or annual operating budget (if applicable) would be required.

It is recommended that the proposed projects be considered in conjunction with current asset planning exercises, to ensure an optimal balance between growth/service enhancement projects and existing infrastructure maintenance needs is achieved. In particular, the 20 year needs projections for roads, sidewalks and sewers will be presented to Council in Fall 2015, followed by the 20 year needs projections for facilities and park assets in 2016. These projections will provide Council with information regarding the impact of various funding levels on the overall levels of services for the asset network over the next 20 years. Any proposed infrastructure projects related to maintenance or improvement of existing assets will be captured as part of these projections. Managing the proposed projects through established processes will ensure appropriate recognition of the life cycle costs of assets and associated funding arrangements, while upholding the principles of sustainability articulated within the 20 year strategic vision. While specific formal processes have not yet been developed to optimize project priorities amongst all asset categories, this is something the Asset Planning Division of Finance will be working on in 2016.

It is important to note that the Current and City Councillor's Proposed Projects List represents a snapshot of key projects, and does not constitute an exhaustive list of all current initiatives nor day to day operations. The list should be viewed as a living document, to be updated as needed, to ensure progress towards the City's long-term vision. Some examples of additional efficiency and preparedness projects which are not captured within the projects list are attached in *Appendix C*. Additional priorities and opportunities are certain to arise over the 20 year horizon and will be managed through multi-year planning and budgeting processes.

Some potential examples of additional priorities and opportunities include expenditures related to the proposed megahospital, the redevelopment of Metropolitan Hospital lands and economic development initiatives which may present at various times within the 20 year time horizon.

#### **4. RISK ANALYSIS:**

There are no significant or critical risks associated with the recommendations in this report. There is a potential risk that stakeholders will perceive some of the proposed projects in *Appendix B* to be approved initiatives. Therefore, the attached list has been formatted to clearly distinguish between approved projects and those projects which have been proposed by individual Members of Council.

## **5. FINANCIAL MATTERS:**

All current and approved projects listed have been captured within the City's budgeting process.

It is noted that not all projects within the operating and capital budgets have been listed in the attachment but Administration has attempted to capture those that are of substantial magnitude having an impact on the strategic priorities.

Estimated broad cost ranges have been prepared for the proposed projects identified by Members of Council as part of the 20 year vision exercise. These estimates are presented to provide "order of magnitude" projections only. In cases where this is applicable, the estimates do not reflect the cost of any potential land acquisitions. Additionally, such estimates may be further impacted by variables outside of the City's control (i.e. inflation, exchange rate fluctuations, commodity prices, utility rates, legislation, etc.).

The cost of the proposed projects total from a low end of \$1,320,300,000 to a high end of \$2,059,700,000. Since the city's annual capital budget is in the range of \$100,000,000 annually, and covers a full spectrum of projects with, in some cases, restricted funding sources, new growth/service expansion project prioritization will need to take place to ensure that sufficient funding remains to allocate to the maintenance of existing assets. This process may start with this review and it will allow Council to start the process of considering the need for additional internal funding. In keeping with the City's successful debt reduction policy, additional internal funding is likely best achieved through dedicated capital levies and sewer surcharge fees earmarked for sewer related capital projects. As an estimate, a 1% incremental property taxes capital levy would generate approximately \$4 million annually. An incremental sewer surcharge capital fee would generate \$600,000 annually. Hopefully significant senior level government funding can also be leveraged.

In keeping with Council's strategic approach to the 20 Year Strategic Vision, it is strongly recommended by Administration that projects related to the maintenance of existing assets (such as sewer, road and facilities renewal) be considered and approved within the context of achieving Council-approved service level goals for the various asset classes; this would be best achieved with an annual funding allotment based on service level goals, adjusted for inflation annually, in priority order, based on sound asset management techniques. More information on this is scheduled to be presented to City Council in the coming months and with an appropriate funding allocation, this exercise is expected to allow for efficient value-added prioritization of these maintenance works.

## **6. CONSULTATIONS:**

The Current and City Councillor's Proposed Projects List has been reviewed by all members of the Corporate Leadership Team. Specific consultation also occurred with the Senior Manager of Asset Planning – Melissa Osborne and City Planner – Thom Hunt.

### Public Consultation

A series of public consultation sessions on the 20 year vision are scheduled to occur throughout September, October and November 2015. The first phase of consultation will be conducted through ward meetings and will be structured similar to the sessions held last year for the Central

through ward meetings and will be structured similar to the sessions held last year for the Central Riverfront Implementation Plan. These sessions will be facilitated by Administration with leadership from individual Members of Council for each ward. The dates and locations of the ward meetings will be confirmed upon finalization.

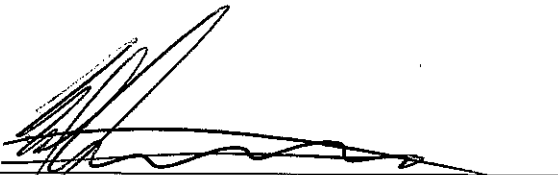
The second phase of consultation will engage community leaders in specific sectors including manufacturing, post-secondary institutions and health care, as well as community organizations (i.e. United Way) the Chamber of Commerce and City Agencies, Boards, Commissions and Committees. Consultation sessions will be conducted by a third party facilitator and all feedback received as part of the sessions will be compiled and brought back to Council.

## **7. CONCLUSION:**

The attached document in *Appendix B* is presented as the framework for consultation sessions on the City's 20 year strategic vision. Presentation of this report provides an opportunity for City Council as a whole to debate and confirm the projects they have proposed individually for inclusion within the 20 year vision, prior to their presentation for public feedback.

Following City Council's review of this report and its attachments, it is assumed that this provides Council's agreed upon list of priorities which Council as a whole agrees, will advance the strategic plan and subject to final approval following public consultation, this will advance their 20 year strategic vision.

Feedback received as part of the consultation sessions will be incorporated into both the 20 year strategic vision document and current and City Council proposed project listing, and brought back to Council for final approval.



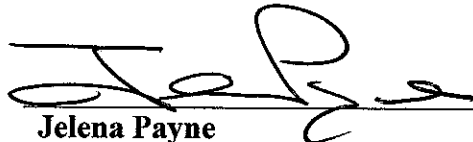
**Mark Winterton**  
City Engineer / Corporate Leader –  
Environmental Protection and  
Infrastructure Services



**Carolyn Brown**  
CEO Your Quick Gateway & Windsor  
Detroit Tunnel Corporation / Corporate  
Leader – Transportation Services



**Onorio Colucci**  
Chief Financial Officer & City Treasurer /  
Corporate Leader – Finance &  
Technology



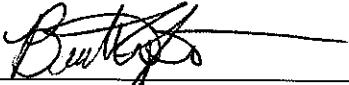
**Jelena Payne**  
Community Development & Health Services  
Commissioner / Corporate Leader – Social  
Development, Health, Recreation & Culture



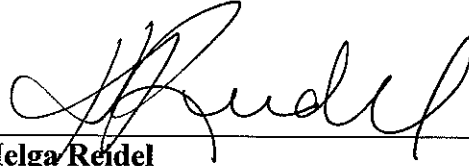
**Valerie Critchley**  
City Clerk & License Commissioner /  
Corporate Leader – Public Engagement &  
Human Services



**Shelby Askin Hager**  
City Solicitor / Corporate Leader – Public  
Safety & Economic Development



**Brittney Yeats**  
Manager of Corporate Initiatives (A)



**Helga Reidel**  
Chief Administrative Officer

/by

**APPENDICES:** (Appendices available in colour on City's website)  
**Appendix A – 20 Year Vision – Draft Consultation Document**  
**Appendix B - Strategic Themes and Project List – for Consultation**  
**Appendix C - Current/Approved Projects Outside of the 20 Year Vision Projects List**

**DEPARTMENTS/OTHERS CONSULTED:**

**Name:**  
**Phone #: 519 ext.**

**NOTIFICATION :**

| Name | Address | Email Address | Telephone | FAX |
|------|---------|---------------|-----------|-----|
|      |         |               |           |     |