



Budget Committee– Oct 3rd, 2012  
Proposed Capital Budget based on  
the Capital Prioritization Exercise



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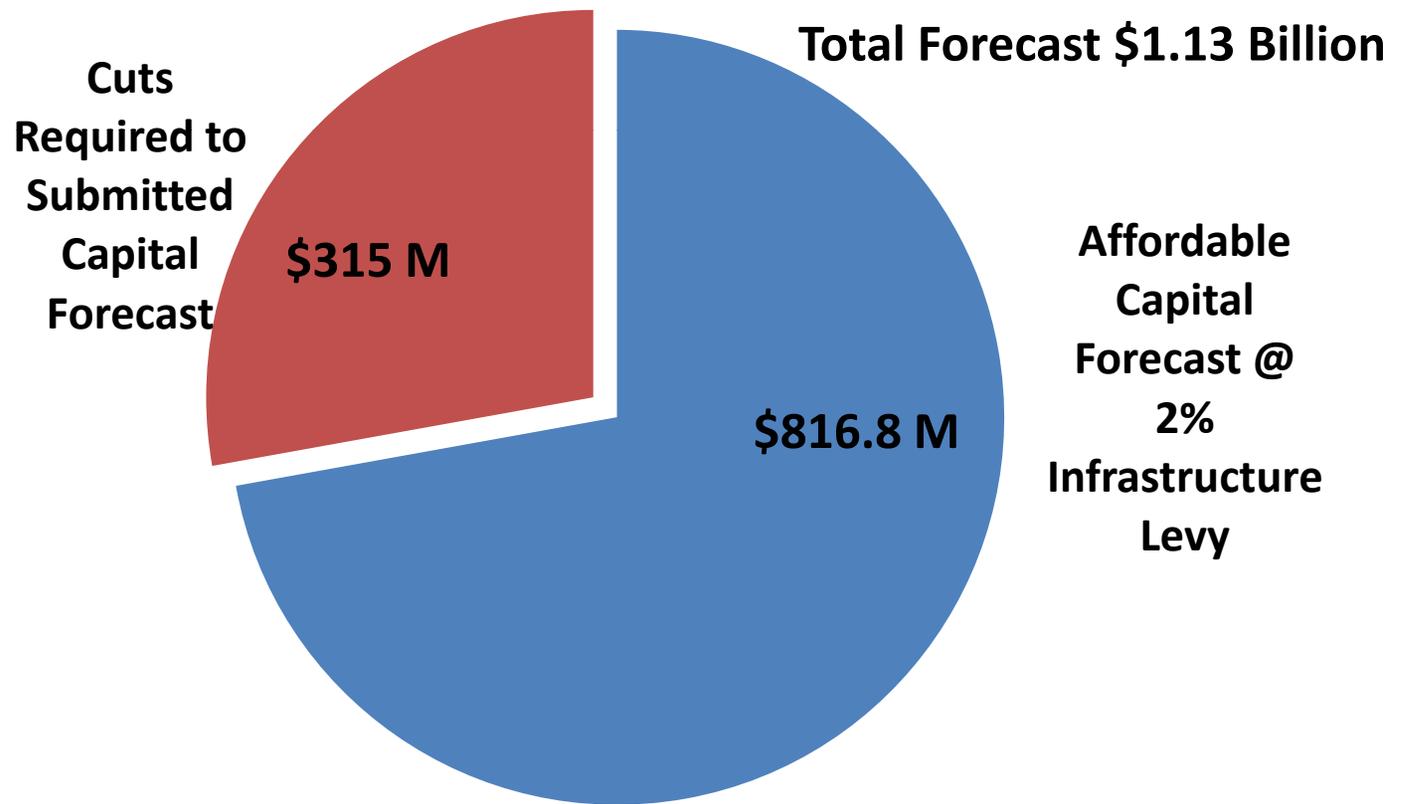
# Agenda

- Review Capital Prioritization guidelines
- Funded and Unfunded Capital Overview
- Funded and Unfunded Capital Details
- Infrastructure Levy and Debt Financing at 2%
- Debt Financed Projects
- Future Key Dates



# 2012-2021 Year Tax Supported Capital Program Required Average Annual Infrastructure and Debt Levy of 2.7%

To achieve a 2% levy Capital Forecast had to be reduced



Excludes Non-tax supported projects e.g Gas Tax, DC, CIL



# Capital Funding Issues

- With a 2% infrastructure levy, not all tax supported capital project requests can be funded
- Model developed to assist with prioritization of requests – Council informed at June Education Session
- Some Service Areas have funding sources other than tax based reserve funds and debt
  - Federal Gas Tax can be used to fund Roads & Bridges;
  - Cash-in-lieu of Parkland can be used to fund recreational facilities and equipment
- Development Charges revenue forecast has been reduced by \$200 million from the previous 10 year forecast, requiring reduction/deferrals in projects – however, only DC projects with a 10% tax supported co-payment were included in prioritization exercise.



# Capital Prioritization Guidelines

## Mandatory

- Locked in commitments or vital components associated with cash flowed projects approved by Council in prior years. These projects have prior legally binding commitments where contracts are signed or have a minimum legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements will lead to legal action, fines, penalties or the high risk of liability against the City.
- Cannot be deferred or stopped.

## Critical

- Funding of projects to maintain critical components in a state of good repair. These funds are not mandatory but the funding maintains these critical components at current service levels and are projects that will otherwise become mandatory by 2016. If not undertaken there would be a high risk of breakdown or service disruption.



# Capital Prioritization Guidelines

## Efficiency or Cost Savings

- Funding for projects that have a break even over the life of the capital due to operational cost savings or cost avoidance and will provide financial benefits in the future.

## State of Good Repair

- These projects are not mandatory but the funding but the funding is need to maintain targeted service levels. Reflects life cycle costing.





# Capital Prioritization Guidelines

## Improve

- These projects provide for service enhancements that increase current service levels or provide for new capital initiatives. This category also includes the 10% tax funding top-up required for some DC projects.

## Other Funding Sources

- Federal Gas Tax, Cash In Lieu of Parkland can be used for high priority projects to minimize the tax funding requirements.
  - Federal Gas Tax – Roads and Bridges
  - CIL – Recreation facilities and equipment

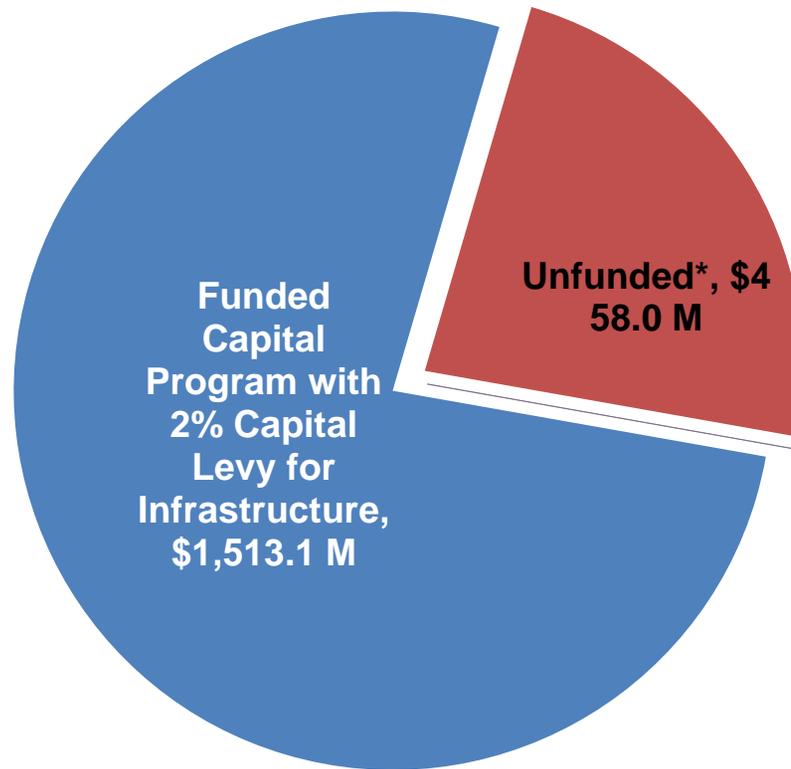
# Capital Prioritization

- Model applied to tax supported capital program
- Results reviewed by LT
- Outcomes were viewed through a variety of filters
- Adjustments were made to ensure a balance of lifecycle projects, enhancements and high priority new services



# 2013-2022 Capital Program Funded With Annual 2% Infrastructure Levy

Total Forecast \$2.0 Billion  
Includes Projects Funded from Other Sources



*\*Excludes unfunded capital for projects normally funded by development charges and other non-tax funding sources*

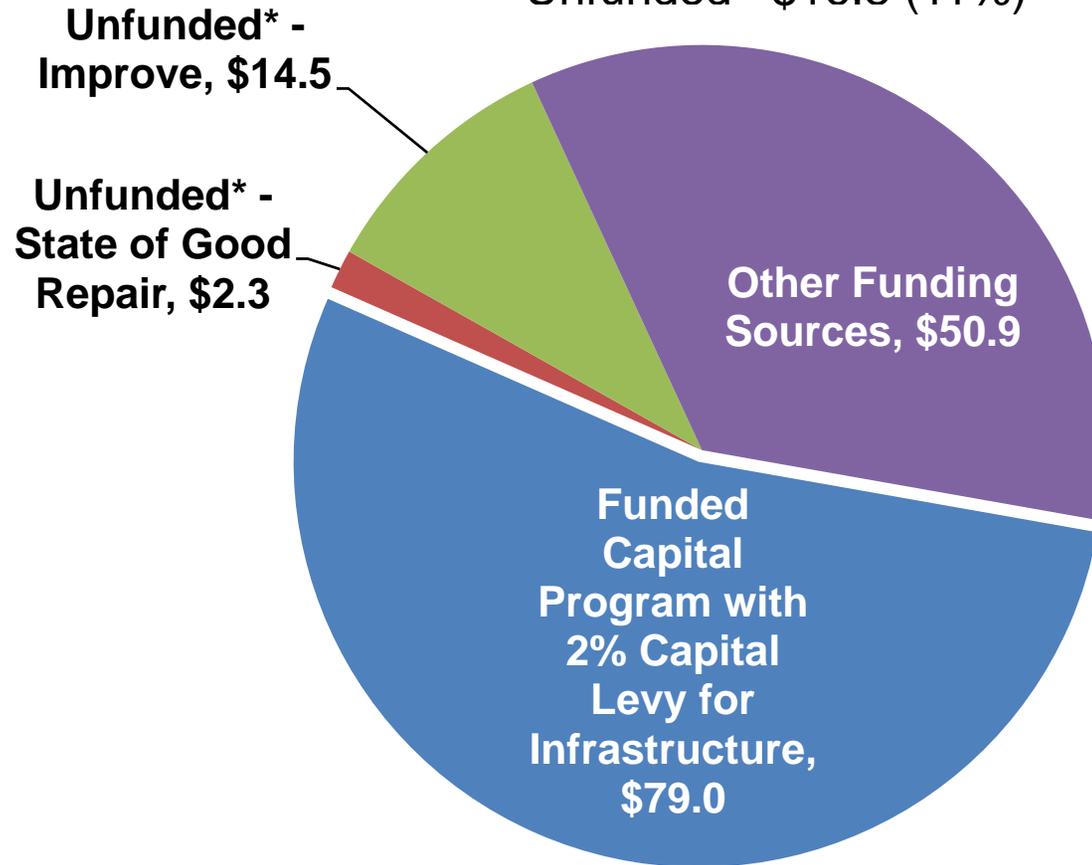


# 2013 Submitted Capital Program (Funded & Unfunded)

Total Forecast \$146.7 Million

Funded – \$129.9 (89%)

Unfunded – \$16.8 (11%)



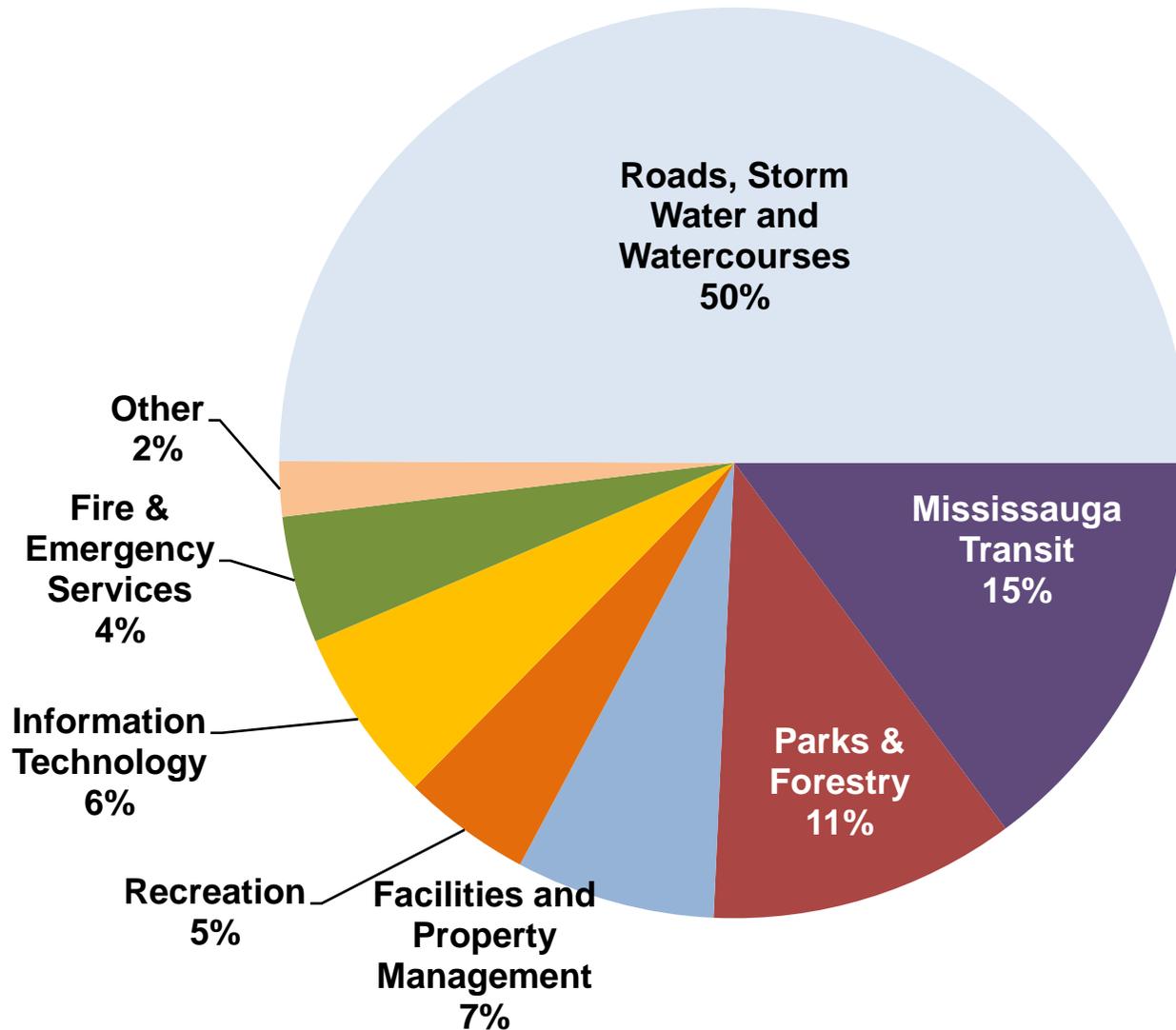
*\*Excludes unfunded capital for projects normally funded by development charges and other non-tax funding sources*





# 2013 Proposed Funded Capital Program By Service Area

2013 Gross Expenditures \$129.9 Million

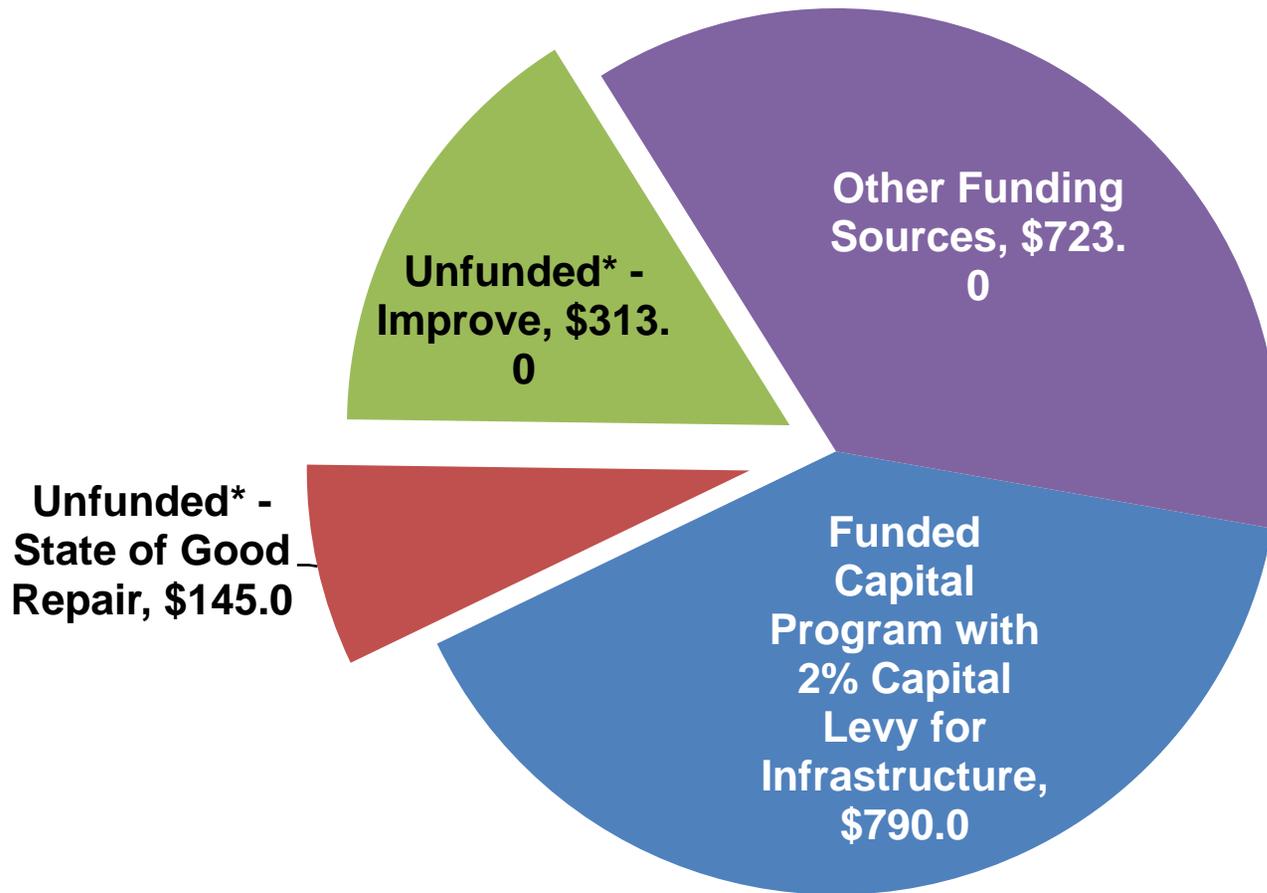


# 2013-2022 Submitted Capital Forecast (Funded & Unfunded)

**Total Forecast \$2.0 Billion**

Funded – \$1,513 Million (75%)

Unfunded – \$458 Million (25%)



*\*Excludes unfunded capital for projects normally funded by development charges and other non-tax funding*



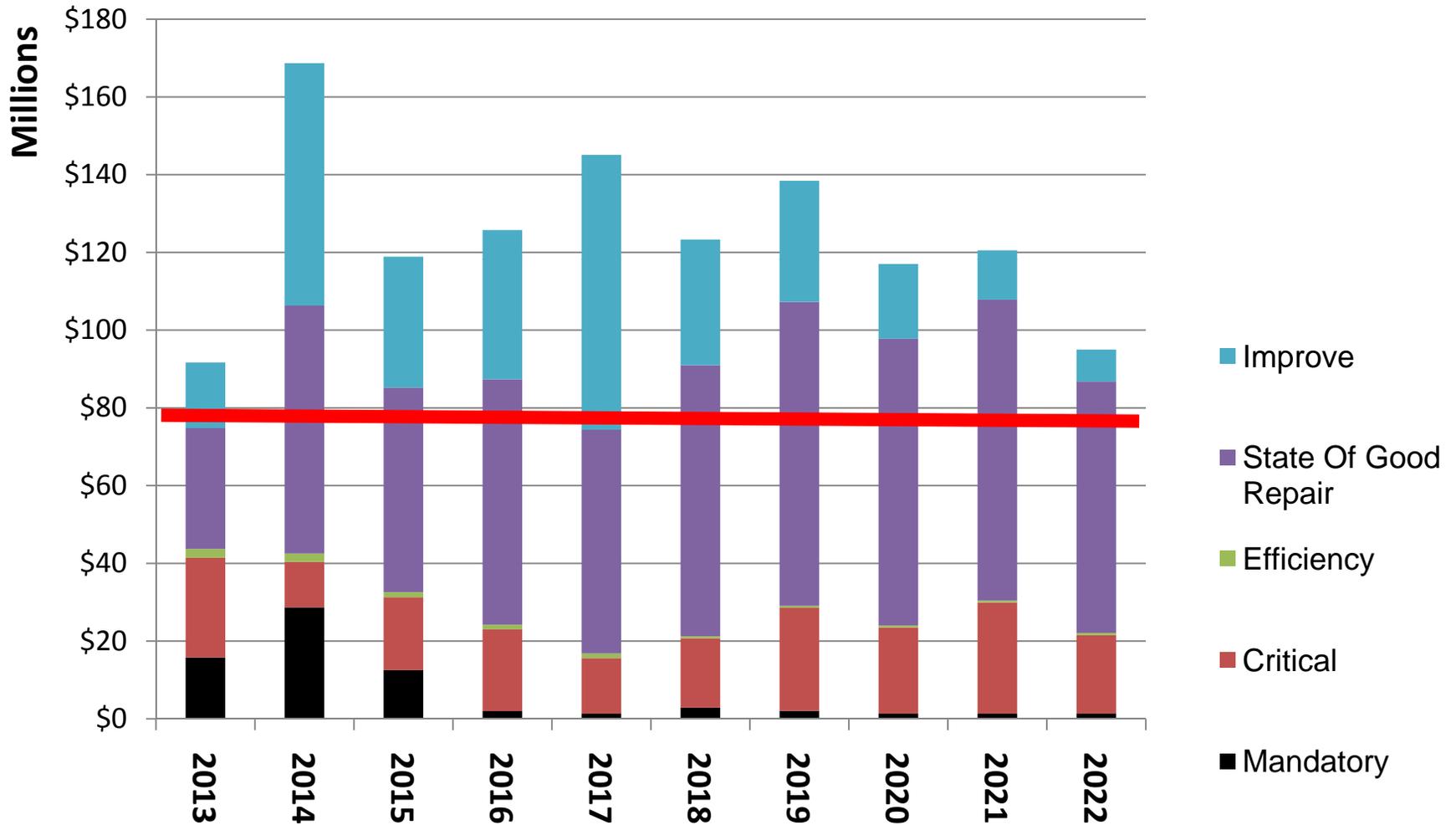
# Capital Program

- The following slides provide a high level overview of the capital program for the next 10 years highlighting:
  - Funded amounts by categories with 2% Infrastructure & Debt Levy
  - Unfunded amounts by categories



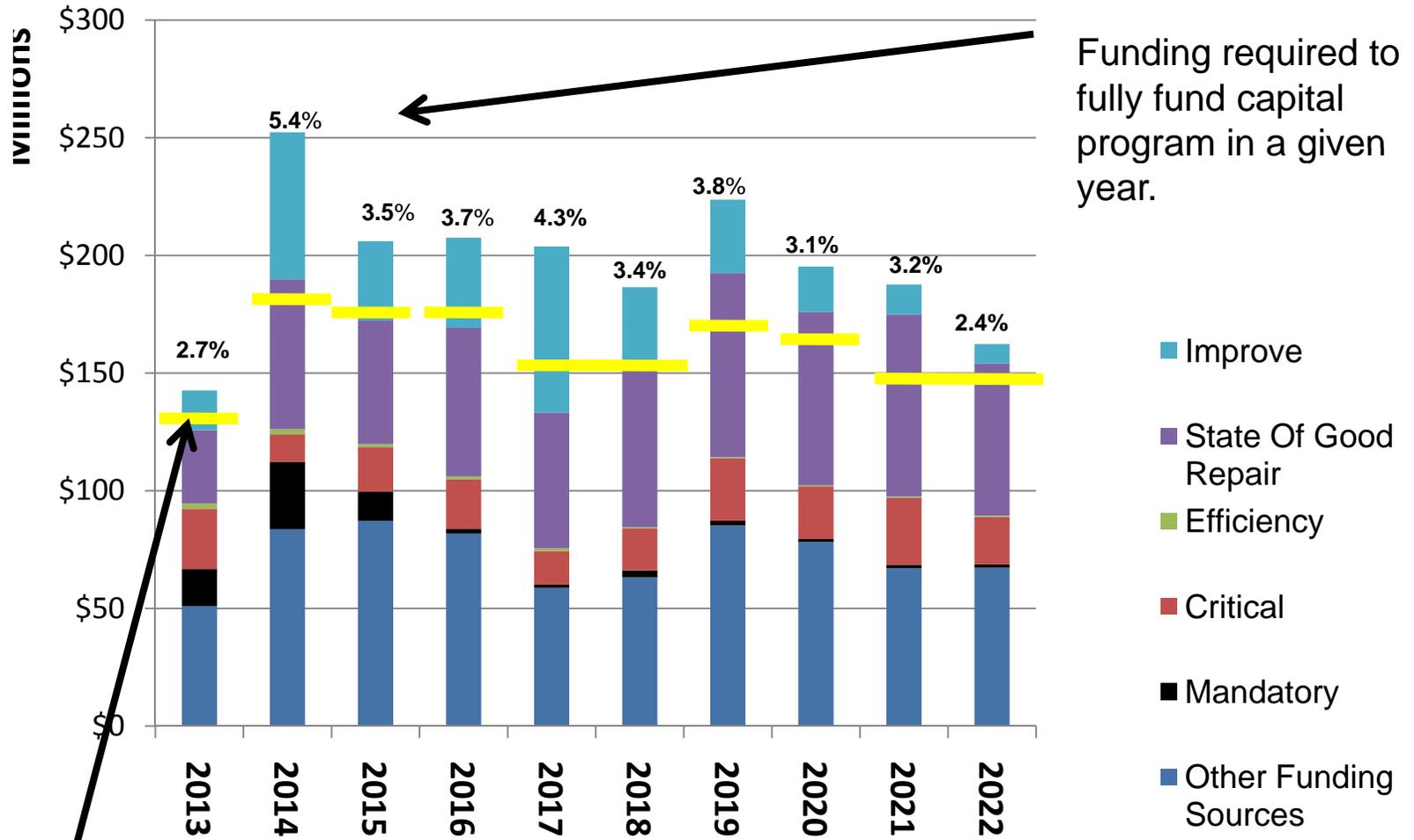
# 2013-2022 Tax Supported Capital Funding Only

Funded: \$790 M, Unfunded: \$458M





# Utilizing Other Funding Sources Allows for Funding of \$1.5B (75%), Unfunded: \$0.5B (25%)



Funding required to fully fund capital program in a given year.

Yellow Bar highlights Funding at 2% Capital Infrastructure and Debt Levy

# Total Capital Program by Service Area (\$ millions)

2013 Capital Program						
Service Area	Tax and Debt Funded	Other Source Funded	Total Funded Capital Program	Tax Not Funded	Total Capital Submission	Total % Funded of Capital Submission
Roads, Storm Drainage & Watercourses	44.2	20.7	64.9	2.9	67.8	96%
Transit		19.3	19.3		19.3	100%
Facility & Property Management	9.2		9.2	0.5	9.7	95%
Parks & Forestry	7.4	6.8	14.1	3.3	17.5	81%
Recreation	2.2	3.8	6.0	5.0	10.9	55%
Information Technology	8.1		8.1	1.8	9.9	82%
Fire & Emergency Services	5.9		5.9	2.5	8.3	70%
Mississauga Library	0.2	0.1	0.3	0.1	0.5	71%
Culture	0.1		0.1	0.3	0.5	31%
Business Services	0.9	0.4	1.2		1.2	100%
Legislative Services	0.4		0.4		0.4	100%
Regulatory	0.4		0.4		0.4	100%
Land Development Services				0.2	0.2	0%
Strategic Policy	0.1		0.1	0.2	0.3	31%
<b>Total</b>	<b>79.0</b>	<b>50.9</b>	<b>129.9</b>	<b>16.8</b>	<b>146.7</b>	<b>89%</b>



# Total Capital Program by Service Area (\$ millions)

2013 to 2022 Capital Program						
Service Area	Tax and Debt Funded	Other Source Funded	Total Funded Capital Program	Tax Not Funded	Total Capital Submission	Total % Funded of Capital Submission
Roads, Storm Drainage & Watercourses	324.9	256.9	581.8	281.0	862.8	67%
Transit	25.0	293.2	318.2		318.2	100%
Facility & Property Management	295.4		295.4	56.4	351.8	84%
Parks & Forestry	29.0	119.3	148.2	51.1	199.3	74%
Recreation	16.8	47.0	63.8	6.2	69.9	91%
Information Technology	51.3		51.3	13.8	65.1	79%
Fire & Emergency Services	38.2	0.1	38.3	22.5	60.9	63%
Mississauga Library	3.7	5.9	9.5	1.0	10.6	90%
Culture	3.2		3.2	15.9	19.1	17%
Business Services	1.3	0.7	2.0	0.1	2.1	95%
Legislative Services	0.8		0.8		0.8	100%
Regulatory	0.4		0.4		0.4	100%
Land Development Services				1.1	1.1	0%
Strategic Policy	0.7		0.7	7.7	8.4	8%
<b>Total</b>	<b>790.0</b>	<b>723.1</b>	<b>1,513.1</b>	<b>458.0</b>	<b>1,971.1</b>	<b>77%</b>



# 2013 Capital Funded Projects

(detailed listing provided in Appendix 2)

- Roads, Storm Drainage & Watercourses - \$64.9M
  - Road Rehabilitation - \$31.0 million
  - LED Streetlights - \$7.0 million
  - Vehicle and Equipment Replacement - \$3.6 million
  - Traffic Signals and Streetlight Infrastructure Replacement - \$3.1 million
- Transit - \$19.3M
  - Bus Replacements - \$13.9 million
- Facilities and Property Management - \$9.2M
  - Building Life Cycle Maintenance - \$7.5 million



# 2013 Capital Funded Projects

(detailed listing provided in appendix 2)

- Parks & Forestry - \$14.1M
  - Parkland Redevelopment including Playground Replacement - \$3.0 million
  - Preliminary Design Ninth Line (Park 459) - \$0.3 million
- Information Technology - \$8.1M
  - VCOM Radio System (Non –Emergency) - \$3.2 million
  - Network Infrastructure - \$2.6 million
- Recreation - \$6.0M
  - River Grove Community Centre - \$3.0 million
  - Meadowvale Community Centre - \$1.0 million



# 2013 Capital Funded Highlights

(detailed listing provided in appendix 2)

- Fire & Emergency Services - \$5.9M
  - VCOM Radio System - \$2.9 million
  - Fire Station 119 - \$0.8 million
  - Communication Centre - \$0.4 million
- Mississauga Library - \$0.3M
  - Meadowvale Library - \$0.2 million
- Business Services - \$1.2M
  - Procurement System - \$0.5 million
- Culture - \$0.1M
  - Public Art Program - \$0.1 million



## 2013 Tax Capital Unfunded Highlights (detailed listing provided in appendix 2)

- Parks & Forestry - \$3.3M
  - Pathway Reconstruction- \$1.5 million
- Recreation - \$5.0M
  - Westacres Outdoor Pool - \$4.6 million
- Fire & Emergency Services - \$2.5M
  - Fire Stations (120, 124) - \$2.0 million
  - Renovation Fire Station #101 - \$0.5 million
- Mississauga Library - \$0.1M
  - Library Collection - \$0.1 million
- Culture – \$0.3M
  - Meadowvale Theatre Renovation - \$0.2 million



# 2014 - 2022 Capital Funded Highlights

(detailed 2014 listing provided in appendix 3)

- Roads, Storm Drainage & Watercourses
  - Road Rehabilitation - \$277.6 million
  - Other Engineering - \$93.2 million
- Transit
  - Bus Replacement - \$167.3 million
  - BRT - Construction - \$39.8 million
- Facilities and Property Management
  - Building Lifecycle Maintenance - \$274.6 million
- Parks & Forestry
  - Parkland Acquisition - Various- \$95 million
- Recreation
  - Meadowvale Community Centre - \$25.9 million
  - River Grove Community Centre - \$7.7 million



## 2014 - 2022 Capital Funded Highlights (detailed 2014 listing provided in appendix 3)

- Information Technology
  - Network Infrastructure - \$14.0 million
  - Server Storage and Backup Replacement - \$7.8 million
- Fire & Emergency Services
  - Fire Vehicle Replacement - \$17.0 million
  - Fire Station 119 - \$1.4 million
  - Renovation Fire Stations - \$5.7 million
    - (102, 107, 108, 109 & 112)
- Mississauga Library
  - Meadowvale Library Construction - \$6.3 million



## 2014 - 2022 Capital Unfunded Highlights (detailed 2014 listing provided in appendix 3)

- Roads, Storm Drainage & Watercourses - \$340 million
  - Major Roads - \$144.0 million
  - Road Rehabilitation - \$60.1 million
- Facilities and Property Management - \$66 million
  - Primarily lifecycle maintenance
- Parks & Forestry - \$50 million
  - Ninth Line Lands (Park 459) - \$21.5 million
  - Port Credit Harbour - \$18.8 million
- Strategic Policy
  - Lakeview/OPG Pier Trail – Design / Construction: \$6.3 million
- Mississauga Library
  - Cooksville Library - \$5.5 million
  - Sheridan Library Construction - \$3.6 million
  - Library Collection - \$3.4 million



## 2014 - 2022 Capital Unfunded Highlights (detailed 2014 listing provided in appendix 3)

- Recreation
  - Malton Arena Redevelopment - \$3.2 million
  - Indoor Pools (Cawthra Park & Glenforest) – 2.6 million
- Culture
  - Artifact Preservation and Storage Facility - \$6.8 million
  - Meadowvale Theatre Renovation - \$5.2 million
  - Art Gallery of Mississauga - \$3.3 million
  - Small Arms Building Renovation - \$1.5 million
- Fire & Emergency Services
  - Fire Stations (120, 123, 124) - \$6.8 million
  - New Fire Station Downtown 21 - \$5.4 million
  - Relocation Fire Station 104 - \$4.2 million
  - Renovation Fire Stations - \$2.0 million  
(101, 114, 115)

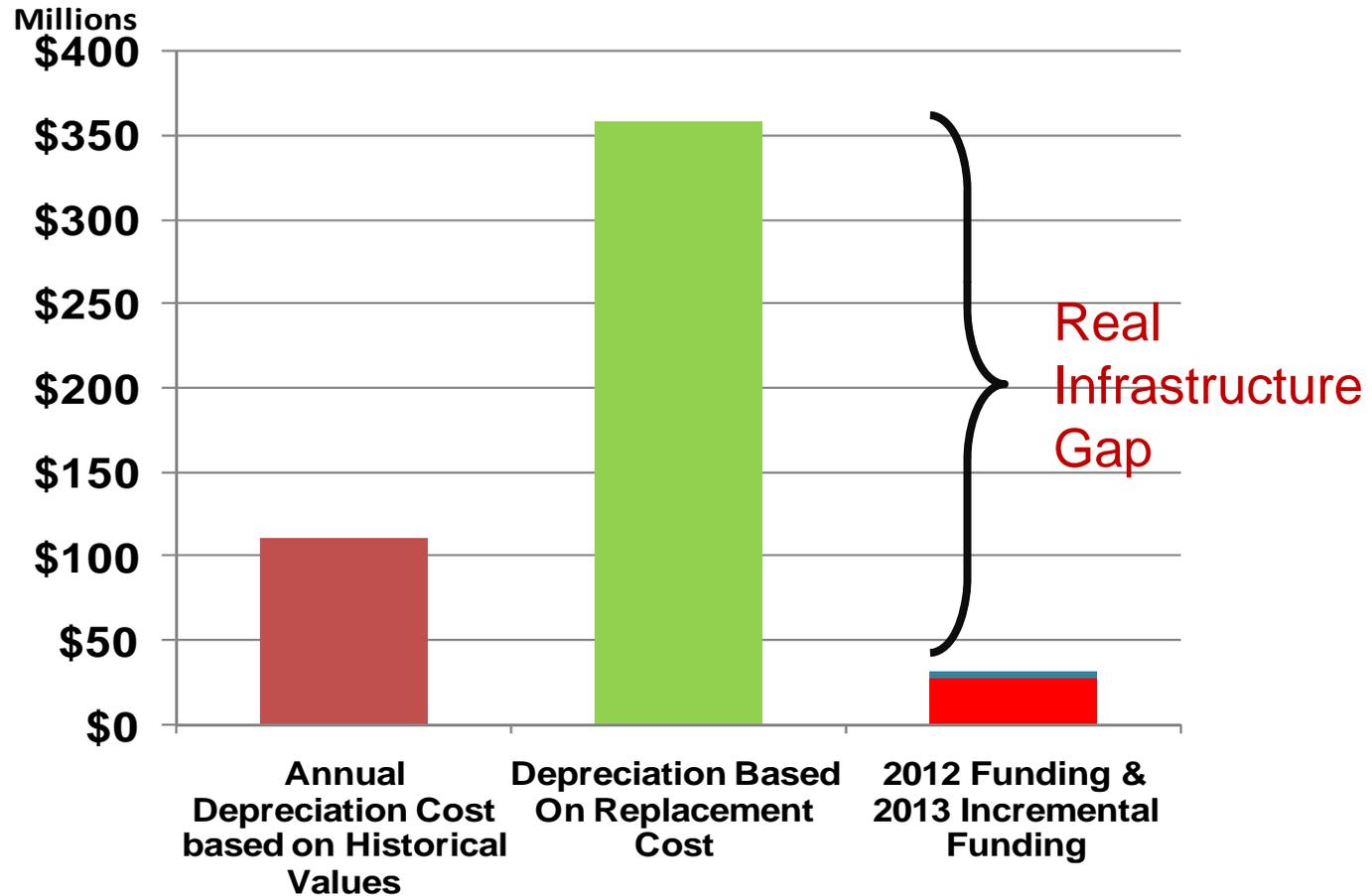


## Funded Capital Forecast Requires Infrastructure Levy and Debt Financing at 2%

- 2013-2022 proposed 10 year average of 1% infrastructure levy and 1% debt financing for a total of 2%
- Proposed 2013 Budget includes:
  - 1% for debt charges
  - 1 % to increase transfer to Capital Reserves



# The Real Infrastructure Gap Based On Replacement Cost



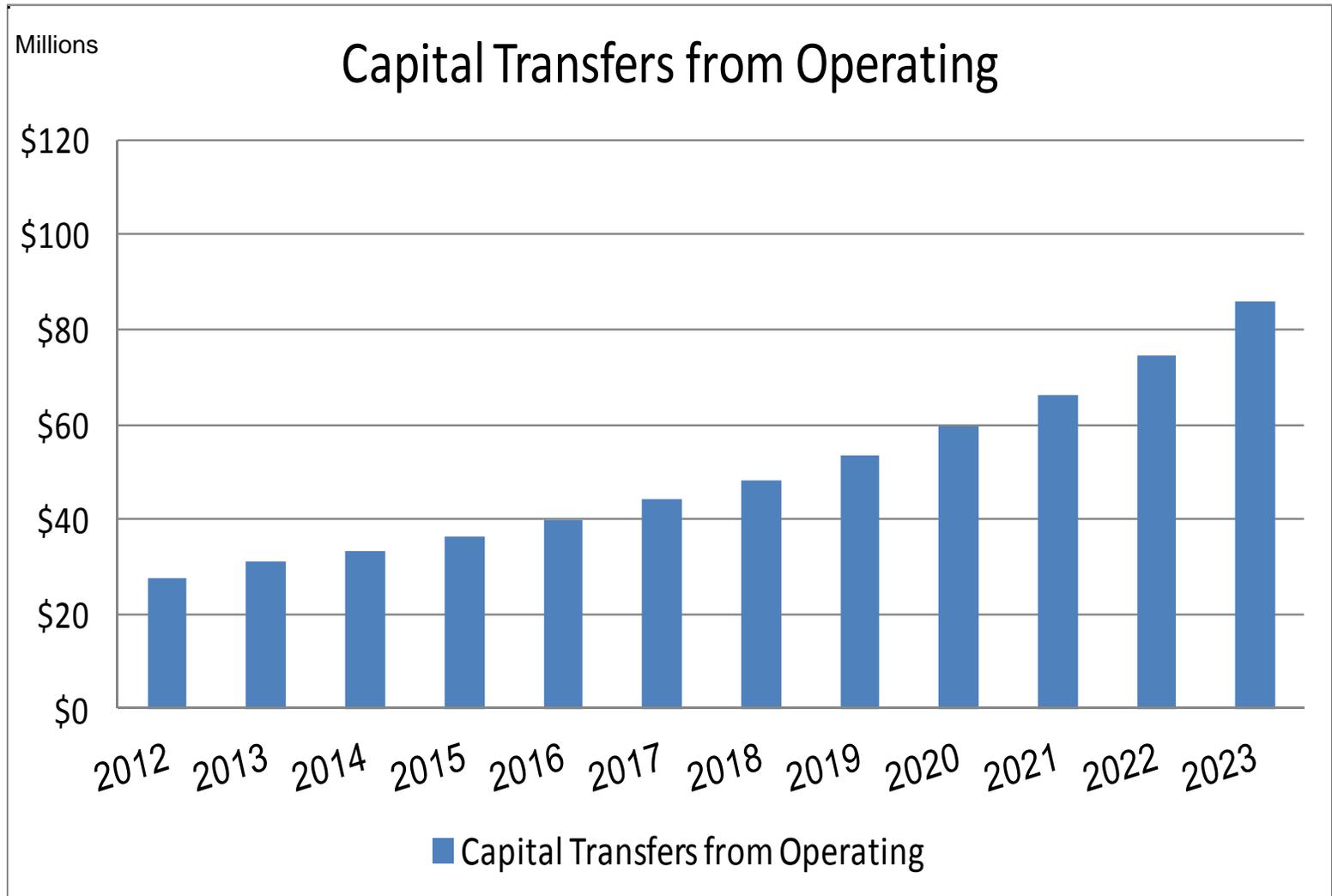
Current projections have the replacement cost infrastructure gap removed after 25 years.





# Increasing Capital Transfers from Operating

## Average 2% Tax Increase per Year with 1 % Infrastructure Levy and 1% Debt Financing



# Debt Financed Capital Projects

2012 – Will be issued in 2013	Debt Needs \$21,000,000
Street Lighting LED Project	\$18,000,000
Dundas Street E over Cooksville Creek	\$ 3,000,000

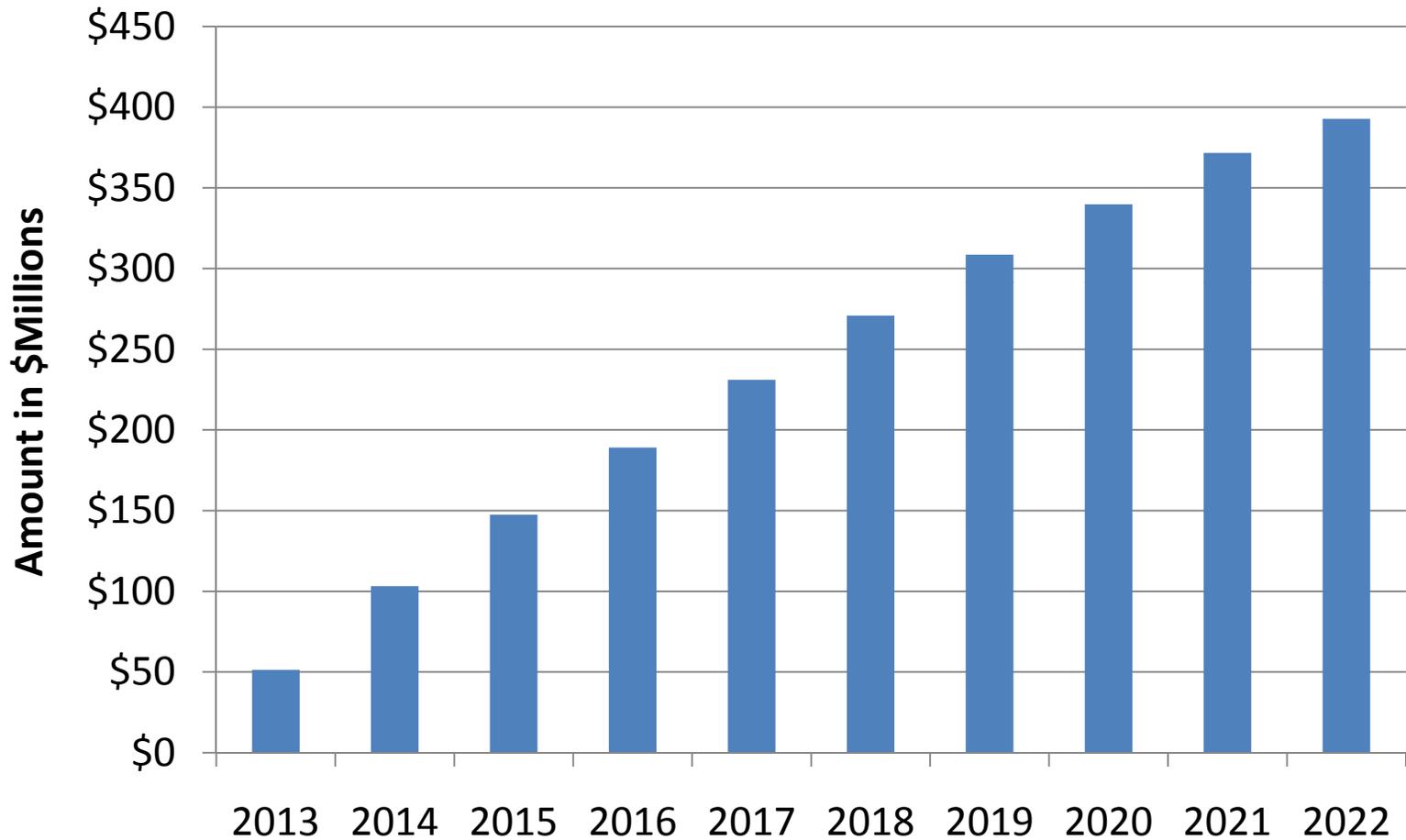
  

2013 –Project Listing	Debt Needs \$30,332,042
Roadways Rehabilitation	\$19,000,000
LED Streetlighting Retrofit Project - Phase 2	\$7,000,000
Cooksville Creek Erosion Control	\$3,224,052
Sawmill Creek Erosion Control	\$1,107,990



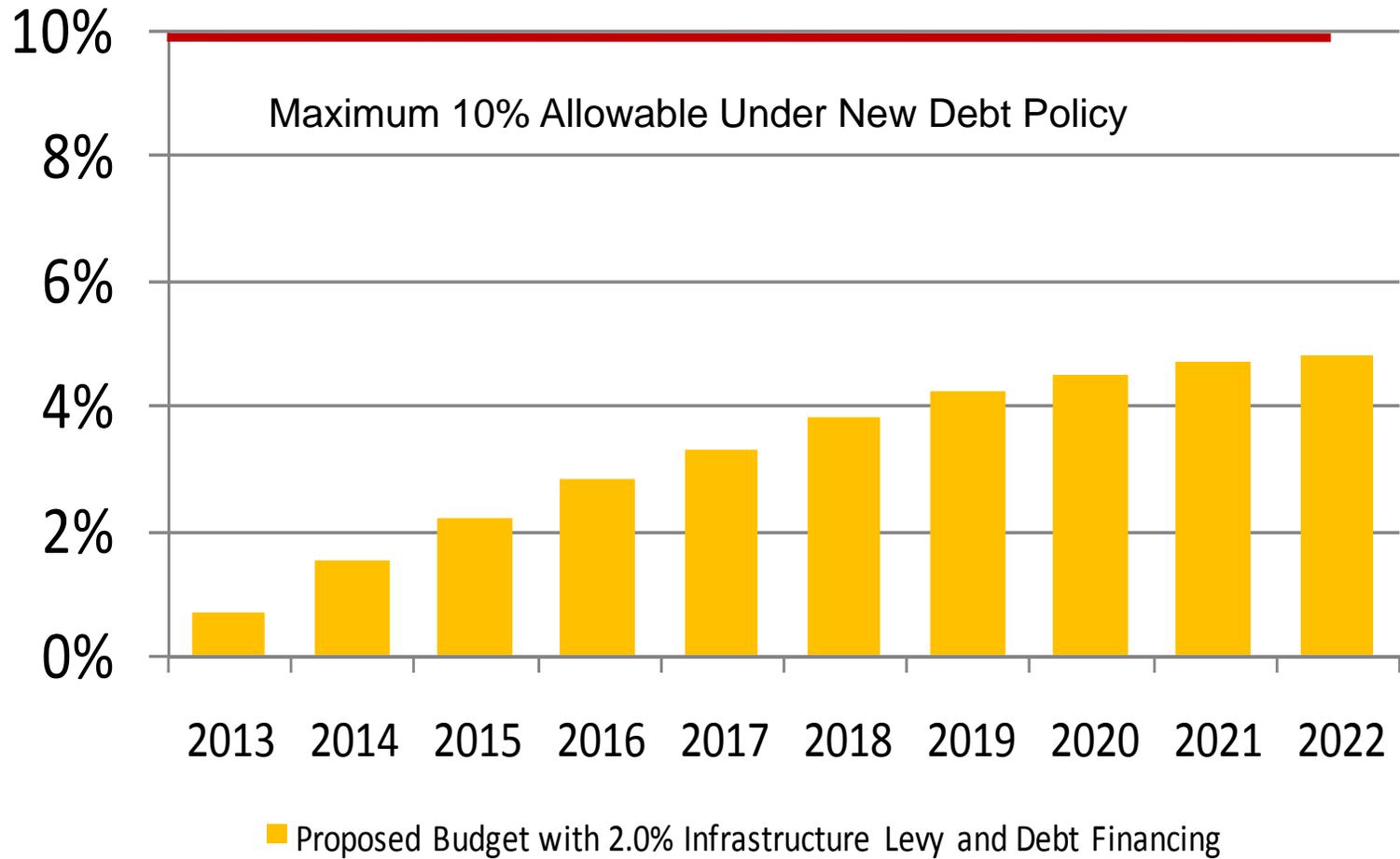


# Forecast of Total Debt Issued For Funded 2013-2022 Capital Forecast



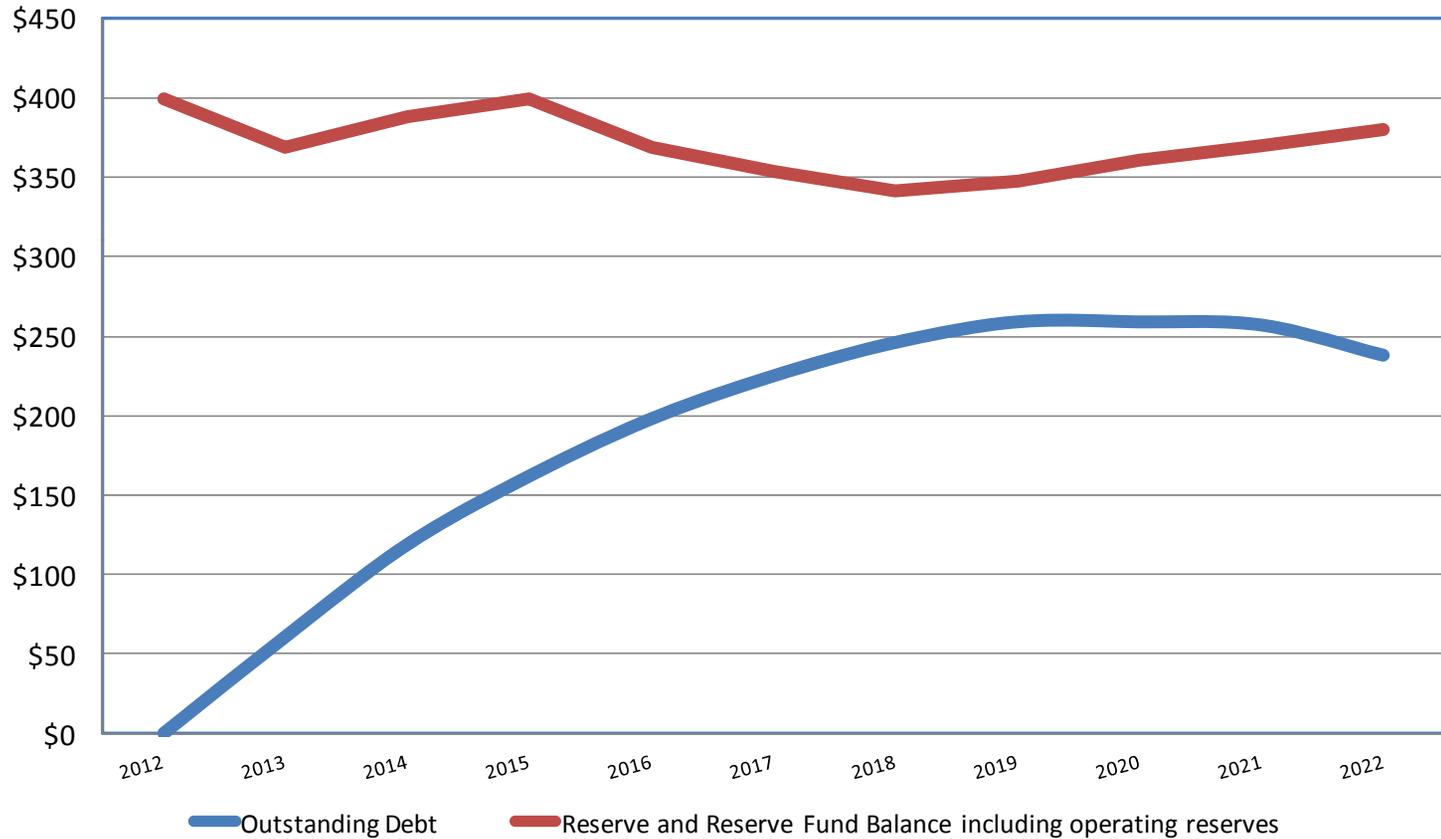
# Debt Charges as a % of Own Fund Revenues

For Funded Capital Forecast



# Outstanding Debt to Reserve and Reserve Fund Balances Based on Funded Capital Forecast

Millions



Credit Agencies recommend reserves exceed or equal outstanding debt



# Impact of Reducing 2% Infrastructure Levy and Debt Financing

- Reducing the Infrastructure Levy from 2% to 0% would:
  - Reduce capital spending by \$54.3 million in 2013 or 69% of the tax capital spending program
  - Reduce future capital spending by minimum of \$89.3 million over 2013 to 2022,
  - Increase the Historical Annual Infrastructure Gap by \$3.5 million from \$82 million to \$85.5 million



# Capital Program Appendices

- The three Appendices attached provide the following information:
  - **Appendix 1:** Details of proposed projects to be funded based on prioritization category (Mandatory, Critical, Efficiency / Cost Savings, State of Good Repair and Improve), funding source and Service Area showing both funded and unfunded from 2013 to 2022.
  - **Appendix 2:** Detailed 2013 capital program classified by prioritization category showing funded and unfunded by category, service area and project level details.  
Unfunded projects are shaded blue
  - **Appendix 3:** Detailed 2014 capital program classified by prioritization category showing funded and unfunded by category, service area and project level details.  
Unfunded projects are shaded blue



# Future Key Dates

- Oct 17<sup>th</sup> Budget Committee for Fees & Charges
- Nov 19 Distribute Budget Book to Council
- Nov 26, 27, December 3, 4, 5 Budget Committees for Business Planning & Budget Deliberations
- Target Approval – December 12





# Questions?

**Appendix 1 - Capital Prioritization Summary**  
**Table 1.1 - Total Capital Forecast, Tax Funded, Other Source Funded**  
**& Not Funded (\$000's)**

10 Year Capital Program

Service Area	Prioritized & Tax Funded	Other Source Funded*	Total Funded Capital Program	Tax Not Funded	Total Capital Submission	Total % Funded of Capital Submission
Roads, Storm Drainage & Watercourses	324,931	256,914	581,846	280,964	862,809	67%
Transit	25,000	293,200	318,200	0	318,200	100%
Facility & Property Management	295,363	0	295,363	56,445	351,808	84%
Parks & Forestry	28,985	119,261	148,246	51,077	199,324	74%
Recreation	16,805	46,994	63,799	6,150	69,949	91%
Information Technology	51,277	0	51,277	13,775	65,052	79%
Fire & Emergency Services	38,209	125	38,334	22,546	60,880	63%
Mississauga Library	3,654	5,870	9,524	1,036	10,560	90%
Culture	3,207	0	3,207	17,043	20,250	16%
Business Services	1,287	720	2,007	100	2,107	95%
Legislative Services	831	0	831	0	831	100%
Regulatory	350	0	350	0	350	100%
Land Development Services	0	0	0	1,106	1,106	0%
Strategic Policy	650	0	650	7,740	8,390	8%
<b>Total</b>	<b>790,000</b>	<b>723,085</b>	<b>1,513,085</b>	<b>457,981</b>	<b>1,971,066</b>	<b>77%</b>

Other Source Funding includes Development Charges, Cash in Lieu, Gas Tax and Developer Contributions

**Appendix 1 - Capital Prioritization Summary**  
**Table 1.2 - 2013-2022 Funded at 2% by Category (\$000's)**

Priority Category	Service Area	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total	
<b>Prioritized &amp; Funded</b>													
<b>Mandatory</b>	Roads, Storm Drainage & Watercourses	11,105	10,050	50	50	50	1,550	50	50	50	50	23,055	
	Transit	0	15,000	10,000	0	0	0	0	0	0	0	25,000	
	Facility & Property Management	0	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000	
	Parks & Forestry	137	137	137	208	137	137	137	137	137	137	1,441	
	Recreation	415	54	0	0	0	0	0	0	0	0	469	
	Information Technology	3,310	1,575	150	700	150	150	850	150	150	150	7,335	
	Fire & Emergency Services	4,843	750	660	0	0	0	0	0	0	0	6,253	
	Mississauga Library	0	1,116	490	0	0	0	0	0	0	0	1,606	
	Culture	15	15	15	15	15	15	15	15	15	15	15	150
	Business Services	40	0	0	0	0	40	0	0	0	0	80	
<b>Total Mandatory</b>		<b>19,865</b>	<b>28,697</b>	<b>12,502</b>	<b>1,973</b>	<b>1,352</b>	<b>2,892</b>	<b>2,052</b>	<b>1,352</b>	<b>1,352</b>	<b>1,352</b>	<b>73,388</b>	
<b>Critical</b>	Roads, Storm Drainage & Watercourses	15,401	4,006	3,368	1,418	1,592	1,162	1,660	1,662	1,662	1,772	33,703	
	Facility & Property Management	4,744	4,426	13,482	19,119	11,652	16,266	24,502	19,966	26,326	17,682	158,165	
	Parks & Forestry	1,377	792	0	0	0	0	0	0	0	0	2,169	
	Recreation	125	125	0	0	0	0	0	0	0	0	250	
	Information Technology	2,975	2,311	1,880	425	930	350	272	450	505	600	10,698	
	Fire & Emergency Services	450	50	60	60	60	60	60	65	65	65	995	
	Business Services	274	0	0	0	0	0	0	0	0	0	274	
	Legislative Services	275	0	0	0	43	0	0	0	0	38	356	
<b>Total Critical</b>		<b>25,621</b>	<b>11,709</b>	<b>18,790</b>	<b>21,022</b>	<b>14,277</b>	<b>17,838</b>	<b>26,494</b>	<b>22,143</b>	<b>28,558</b>	<b>20,157</b>	<b>206,610</b>	
<b>Efficiency / Cost Saving</b>	Roads, Storm Drainage & Watercourses	145	20	0	0	0	0	0	0	0	0	165	
	Facility & Property Management	776	540	500	500	500	500	500	515	513	500	5,344	
	Parks & Forestry	191	8	0	0	0	0	0	0	0	0	199	
	Recreation	531	352	0	0	0	0	0	0	0	0	883	
	Information Technology	75	700	700	700	700	30	0	0	0	100	3,005	
	Mississauga Library	92	455	106	0	0	0	0	0	0	0	652	
	Business Services	50	50	0	0	0	0	0	0	0	0	100	
	Legislative Services	89	0	0	0	0	0	0	0	0	0	89	
	Regulatory	350	0	0	0	0	0	0	0	0	0	350	
<b>Total Efficiencies/ Cost Saving</b>		<b>2,299</b>	<b>2,125</b>	<b>1,306</b>	<b>1,200</b>	<b>1,200</b>	<b>530</b>	<b>500</b>	<b>515</b>	<b>513</b>	<b>600</b>	<b>10,787</b>	

**Appendix 1 - Capital Prioritization Summary**  
**Table 1.2 - 2013-2022 Funded at 2% by Category (\$000's)**

Priority Category	Service Area	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
<b>State of Good Repair/Lifecycle</b>	Roads, Storm Drainage & Watercourses	16,834	17,600	23,607	29,076	34,591	33,079	25,660	28,596	27,150	31,076	<b>267,268</b>
	Facility & Property Management	3,675	8,789	11,427	15,962	10,743	13,575	13,262	15,982	13,863	16,096	<b>123,374</b>
	Parks & Forestry	4,589	1,215	3,385	2,222	3,740	1,914	1,694	1,784	1,184	1,892	<b>23,618</b>
	Recreation	890	835	930	1,350	965	955	925	925	835	925	<b>9,535</b>
	Information Technology	1,561	1,537	1,844	3,482	4,052	3,605	3,710	3,840	1,190	4,680	<b>29,501</b>
	Fire & Emergency Services	575	2,006	4,293	2,341	3,164	4,416	4,298	3,541	3,932	465	<b>29,031</b>
	Mississauga Library	126	126	126	126	126	126	126	145	160	160	<b>1,344</b>
	Culture	28	58	28	28	153	28	200	28	138	1,528	<b>2,217</b>
	Business Services	507	326	0	0	0	0	0	0	0	0	<b>833</b>
	Legislative Services	20	0	7	150	48	15	10	80	56	0	<b>386</b>
<b>Total State of Good Repair/Lifecycle</b>		<b>28,805</b>	<b>32,491</b>	<b>45,647</b>	<b>54,736</b>	<b>57,581</b>	<b>57,712</b>	<b>49,885</b>	<b>54,921</b>	<b>48,508</b>	<b>56,822</b>	<b>487,108</b>
<b>Improve</b>	Roads, Storm Drainage & Watercourses	740	0	0	0	0	0	0	0	0	0	<b>740</b>
	Facility & Property Management	0	0	0	0	480	0	0	0	0	0	<b>480</b>
	Parks & Forestry	1,083	0	0	0	476	0	0	0	0	0	<b>1,559</b>
	Recreation	249	3,809	686	0	925	0	0	0	0	0	<b>5,668</b>
	Information Technology	137	100	0	0	500	0	0	0	0	0	<b>737</b>
	Fire & Emergency Services	0	0	0	0	1,930	0	0	0	0	0	<b>1,930</b>
	Mississauga Library	0	0	0	0	52	0	0	0	0	0	<b>52</b>
	Culture	102	69	69	69	228	28	69	69	69	69	<b>841</b>
	Strategic Policy	100	550	0	0	0	0	0	0	0	0	<b>650</b>
<b>Total Improve</b>		<b>2,411</b>	<b>3,978</b>	<b>755</b>	<b>69</b>	<b>4,590</b>	<b>28</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>12,106</b>
<b>Total Prioritized &amp; Tax Funded @ 2%</b>		<b>79,000</b>	<b>790,000</b>									

**Appendix 1 - Capital Prioritization Summary**  
**Table 1.3 - 2013-2022 Funded from Other Sources Not Prioritized (\$000's)**

Priority Category	Service Area	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
<b>Other Source Funded</b>												
<b>Cash In Lieu</b>	Roads, Storm Drainage & Watercourse	460	160	350	0	0	0	0	0	0	0	970
	Parks & Forestry	3,793	14,571	18,052	3,190	6,050	8,081	8,159	11,838	13,081	17,081	103,897
	Recreation	3,751	7,911	14,314	5,942	76	0	0	7,000	5,000	3,000	46,994
<b>Total Cash in Lieu</b>		<b>8,004</b>	<b>22,642</b>	<b>32,716</b>	<b>9,132</b>	<b>6,126</b>	<b>8,081</b>	<b>8,159</b>	<b>18,838</b>	<b>18,081</b>	<b>20,081</b>	<b>151,861</b>
<b>Development Charges</b>	Roads, Storm Drainage & Watercourse	7,092	18,565	13,419	24,092	19,672	12,366	10,302	10,004	5,745	7,249	128,505
	Transit	167	2,705	315	5,090	176	2,781	0	2,660	23	2,660	16,576
	Parks & Forestry	2,268	73	181	0	3,916	0	0	0	0	0	6,438
	Fire & Emergency Services	0	38	0	0	0	42	0	0	0	45	125
	Mississauga Library	108	345	2,894	2,323	200	0	0	0	0	0	5,870
	Business Services	360	0	0	0	0	360	0	0	0	0	720
<b>Total Development Charges</b>		<b>9,995</b>	<b>21,726</b>	<b>16,809</b>	<b>31,505</b>	<b>23,963</b>	<b>15,549</b>	<b>10,302</b>	<b>12,664</b>	<b>5,767</b>	<b>9,953</b>	<b>158,233</b>
<b>Gas Tax</b>	Roads, Storm Drainage & Watercourse	12,400	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	121,300
	Transit	19,116	23,935	24,070	27,436	13,511	26,153	53,932	33,938	30,447	24,087	276,625
<b>Total Gas Tax</b>		<b>31,516</b>	<b>36,035</b>	<b>36,170</b>	<b>39,536</b>	<b>25,611</b>	<b>38,253</b>	<b>66,032</b>	<b>46,038</b>	<b>42,547</b>	<b>36,187</b>	<b>397,925</b>
<b>Other</b>	Roads, Storm Drainage & Watercourse	710	2,190	710	710	710	710	100	100	100	100	6,140
	Parks & Forestry	641	932	641	815	2,324	641	641	641	641	1,009	8,927
<b>Total Other</b>		<b>1,351</b>	<b>3,122</b>	<b>1,351</b>	<b>1,525</b>	<b>3,034</b>	<b>1,351</b>	<b>741</b>	<b>741</b>	<b>741</b>	<b>1,109</b>	<b>15,067</b>
<b>Total Other Source Funded</b>		<b>50,865</b>	<b>83,525</b>	<b>87,046</b>	<b>81,698</b>	<b>58,734</b>	<b>63,234</b>	<b>85,235</b>	<b>78,281</b>	<b>67,136</b>	<b>67,331</b>	<b>723,085</b>
<b>Total Funded</b>		<b>129,865</b>	<b>162,525</b>	<b>166,046</b>	<b>160,698</b>	<b>137,734</b>	<b>142,234</b>	<b>164,235</b>	<b>157,281</b>	<b>146,136</b>	<b>146,331</b>	<b>1,513,085</b>

**Appendix 1 - Capital Prioritization Summary**  
**Table 1.4 - 2013-2022 Unfunded by Service (\$000's)**

Priority Category	Service Area	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
<b>Tax Not Funded</b>												
<b>State of Good Repair/Lifecycle</b>	Roads, Storm Drainage & Watercourses	0	17,320	5,233	6,560	0	6,721	17,495	14,453	17,829	6,445	<b>92,054</b>
	Facility & Property Management	294	9,398	50	222	0	482	5,171	583	5,571	475	<b>22,246</b>
	Parks & Forestry	1,848	4,239	1,719	1,614	0	3,105	1,622	1,739	3,879	776	<b>20,539</b>
	Recreation	0	60	0	0	0	0	600	425	90	0	<b>1,175</b>
	Information Technology	137	282	0	50	0	757	707	1,442	1,432	137	<b>4,944</b>
	Fire & Emergency Services	0	0	0	0	0	943	2,762	195	0	0	<b>3,900</b>
	Culture	0	0	0	0	0	0	0	0	90	0	<b>90</b>
<b>Total State of Good Repair/Lifecycle Not Funded</b>		<b>2,279</b>	<b>31,299</b>	<b>7,002</b>	<b>8,446</b>	<b>0</b>	<b>12,008</b>	<b>28,356</b>	<b>18,836</b>	<b>28,891</b>	<b>7,833</b>	<b>144,948</b>
<b>Improve</b>	Roads, Storm Drainage & Watercourses	2,868	41,192	16,935	25,121	55,346	14,158	15,232	6,674	5,506	5,878	<b>188,910</b>
	Facility & Property Management	174	480	180	1,642	3,500	10,480	10,480	3,400	3,638	225	<b>34,199</b>
	Parks & Forestry	1,476	5,180	1,345	3,538	3,113	4,828	3,077	5,270	1,493	1,218	<b>30,538</b>
	Recreation	4,975	0	0	0	0	0	0	0	0	0	<b>4,975</b>
	Information Technology	1,684	1,025	1,075	1,455	300	600	842	600	650	600	<b>8,831</b>
	Fire & Emergency Services	2,470	4,260	2,341	3,960	1,790	1,930	660	1,185	25	25	<b>18,646</b>
	Mississauga Library	131	113	97	112	0	95	129	110	175	75	<b>1,036</b>
	Culture	329	3,521	4,811	2,161	2,030	202	661	1,916	1,161	161	<b>16,953</b>
	Business Services	0	100	0	0	0	0	0	0	0	0	<b>100</b>
	Land Development Services	239	867	0	0	0	0	0	0	0	0	<b>1,106</b>
	Strategic Policy	220	1,120	6,100	300	0	0	0	0	0	0	<b>7,740</b>
<b>Total Improve Not Funded</b>		<b>14,566</b>	<b>57,858</b>	<b>32,884</b>	<b>38,289</b>	<b>66,079</b>	<b>32,292</b>	<b>31,080</b>	<b>19,156</b>	<b>12,648</b>	<b>8,182</b>	<b>313,033</b>
<b>Total Prioritized &amp; Not Funded</b>		<b>16,844</b>	<b>89,156</b>	<b>39,886</b>	<b>46,735</b>	<b>66,079</b>	<b>44,300</b>	<b>59,436</b>	<b>37,992</b>	<b>41,539</b>	<b>16,015</b>	<b>457,981</b>
<b>Grand Total</b>		<b>146,710</b>	<b>251,681</b>	<b>205,931</b>	<b>207,433</b>	<b>203,813</b>	<b>186,534</b>	<b>223,671</b>	<b>195,273</b>	<b>187,675</b>	<b>162,346</b>	<b>1,971,066</b>

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Mandatory		Roads, Storm Drainage & Watercourses	Other Engineering	LED Streetlighting Retrofit Project - Phase 2 of 2	On-going/carry-over project	Will not be able to realize long-term energy and maintenance savings	7,000,000	7,000,000	Yes	2.00%	79,000,000	
2013	Mandatory		Roads, Storm Drainage & Watercourses	Other Engineering	Property Acquisition	Downtown 21 (DT21) Master Plan	The opportunity to acquire the property is now, and if we don't take advantage the opportunity will be lost. A cornerstone of the Downtown 21 Master plan, completed in 2010, is the creation of a finer grid, based on the vision of a more urban, walk able neighbourhood built on a "human-scale". This includes the addition of a number of narrower, more pedestrian-friendly streets that support multiple modes of transportation and which provide alternative routes within the downtown. The creation of a denser road grid is a key element in supporting growth in an urban form as well as redirecting vehicle capacity to new roads as a result of the planned LRT and other changes to existing roadways to accommodate complete streets.	2,750,000	2,750,000	Yes	2.00%	79,000,000	
2013	Mandatory		Roads, Storm Drainage & Watercourses	Storm Drainage	Sheridan Creek Erosion Control - Clarkson Road to Meadow Wood Road	Urgent watercourse rehabilitation to address on-going damages to adjacent private properties and sensitive environmental area (Ratray Marsh) downstream.	Short term risk of failure to watercourse works and potential liability/cost from resulting damages to adjacent property/infrastructure as well as long term risk of damages to sensitive environmental features (\$100,000s).	1,345,000	1,304,650	Yes	2.00%	79,000,000	
2013	Mandatory		Roads, Storm Drainage & Watercourses	Other Engineering	Salt Management Program	Salt Management Plan to be updated and submitted yearly to Environment Canada illustrating improvements.	Would not be able to carry out obligation to store and manage salt usage and to educate staff involved with winter maintenance in a responsible and positive manner.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Mandatory		Parks & Forestry	Urban Forestry	Surveying and removal of encroachments	Required for the enforcement of encroachment By-law and preserve City lands.	Staff would be unable to reclaim City lands that are encroached upon.	77,000	77,000	Yes	2.00%	79,000,000	
2013	Mandatory		Parks & Forestry	Parks Maintenance	Water service - various locations	Mandated under Part 7 of the ministry of housing, building and development branch to install backflow preventers to prevent contamination	Potential contamination of water and non-compliance with legislation	60,000	60,000	Yes	2.00%	79,000,000	
2013	Mandatory		Recreation	City Wide Recreation	Lakeview GC - Upgrade Irrigation System	cash flow funding for this project approved in 2012	Deteriorating conditions will potentially result in reduced rounds and overall revenue.	250,000	250,000	Yes	2.00%	79,000,000	
2013	Mandatory		Recreation	Vehicles, Equipment	Golf Cart Replacement	Cash flow funding for this project approved in 2012	Lengthening lifecycle replacement of equipment will result in costlier repairs and declines in participation and revenue.	165,000	165,000	Yes	2.00%	79,000,000	
2013	Mandatory		Information Technology	Network Infrastructure	VCOM Radio Network Replacement-2013	The City has entered into an agreement with the Region of Peel to replace the network in 2013.	Council has preapproved the funding of \$9 million for this.	3,225,000	3,225,000	Yes	2.00%	79,000,000	
2013	Mandatory		Information Technology	Applications-Replacements/Enhancements	Desktop Software Licenses-2013	Legally binding contracts to meet Software License compliance.	License compliance is subject to audit and non-compliance can lead to legal action, fines and liability to the City.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Mandatory		Information Technology	Service Management	Web Accessibility Audit & Assessment-2013	Legislated requirement.	As per legislation we are required to meet the Integrated Accessibility Standards by the end of 2013 with respect to our web sites and web applications. An audit / assessment is required to determine our current level of accessibility. If we fail to meet the standards we may be subject to fines as per the legislation.	35,000	35,000	Yes	2.00%	79,000,000	
2013	Mandatory		Fire & Emergency Services	Vehicles & Equipment	New VCOM Radio System	Approved in 2012 budget - cash flow	System is past its existing life cycle and maintenance and servicing of system is not provided by vendor therefore system is unreliable.	2,900,000	2,900,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Mandatory		Fire & Emergency Services	Vehicles & Equipment	Self Contained Breathing Apparatus Replacement	Approved in 2012 budget - cash flow	Lifecycle of SCBA. Mandated minimum requirement of NFPA Standard. Safety of personnel may be compromised.	800,000	800,000	Yes	2.00%	79,000,000	
2013	Mandatory		Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction Station Renovation 119	Approved in 2012 budget - cash flow	Lease Expires at existing location in 2014	750,000	750,000	Yes	2.00%	79,000,000	
2013	Mandatory		Fire & Emergency Services	Vehicles & Equipment	Replacement of fire vehicles	Approved in 2012 budget - cash flow	Maintenance costs will increase and reliability of vehicles will decrease. New Apparatus will meet current NFPA standards.	393,000	393,000	Yes	2.00%	79,000,000	
2013	Mandatory		Culture	Buildings	Heritage designation surveys and plaques	Surveys are mandatory to designate under the Ontario Heritage Act	Short term: Properties cannot be designated under the Ontario Heritage Act  Long term: Loss of irreplaceable heritage resources	15,000	15,000	Yes	2.00%	79,000,000	
2013	Mandatory		Business Services	Finance	DC Background Study	Legislated requirement.	Cannot collect development charges without a background study	400,000	40,000	Yes	2.00%	79,000,000	
2013	Critical	1	Roads, Storm Drainage & Watercourses	Other Engineering	Topographical Updating	Essential service utilized by all City Departments	Increased operating costs in the hundreds of thousands.	45,000	45,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Pool Dehumidification South Common	Replacing pool and changeroom HVAC units, boiler for perimeter heat and domestic hot water heater for the pool changerooms.	Short Term - Required for functionality of facility; failure would impact use of facility and potential revenue loss; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	1,004,000	1,004,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Replace Boiler, Heater Civic	Maintains mechanical components critical to operations/function of facilities	Short Term - Required for functionality of facility; failure would compromise use of facility; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	614,000	614,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Emergency Repairs Program	To address emergency requirements which arise unexpectedly for systems which have failed or are facing imminent failure.	Emergency repairs program funding is only used when a system has failed or failure is imminent; at time of failure safety and/or function of facilities is compromised and the need to repair/replace is mandatory	530,000	530,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Foundation Repairs and Doors Replacement, City Centre Transit Terminal	Replacement of water proofing, planter retaining walls, resurfacing exterior, replacement of doors. Completion of this work will prevent further structural deterioration and water damage.	Short term: failure would result in potential water damage, energy losses, user safety, security of facility and increase liability to the City; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	484,000	484,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM		Pathway Lighting Various Parks	Replacement of pathway/parking lighting currently in critical condition in various parks.	Short term: failure would impose safety risk through lost lighting and potential collapse of poles. Long term: failure to invest would result in failing to meet condition targets and increase demand maintenance	350,000	350,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Roof Replacements Various	Maintains roof components critical to operations/function of facilities	Short Term - Required for functionality of facilities; failure would impact use of facilities, and cause water damage; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	331,000	331,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Pool Filter system, ovhd deck Cawthra Pk & Glenforest	Replace pool filter and pumps at Cawthra and Glenforest pools and overhead deck lighting at Cawthra pool.	Short Term - Required for functionality of facility; failure would compromise use of pool and potential revenue loss; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	260,000	260,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Critical	1	FPM	Lifecycle Maintenance	Waterproofing Repairs Adamson Estate	Maintains structural components critical to operations/function of facilities	Short Term - Required for functionality of facilities; failure would impact use of facilities and cause additional water damage; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	212,000	212,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Repair Fuel Pad/Island Malton Depot	Maintains mechanical components critical to operations/function of facilities	Short Term - Required to support site operations; failure would compromise facility operations and potential environmental impact; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	206,000	206,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Washbay replacement 975 Central Pky	Maintains mechanical components critical to operations/function of facilities	Short Term - Failure to complete work will compromise use of wash bays and continue deterioration and water damage to systems/equipment; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	162,000	162,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Space Planning	Health & Safety Furniture Various	Responding to health & safety furniture requirements	Failure to address health and safety furniture requirements would increase liability to City	113,000	113,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Replace Compressor Iceland	Maintains mechanical components critical to operations/function of facilities	Short Term - Required for functionality of facility; failure would compromise use of rinks and potential revenue loss; Long Term - Failure to invest would result in failing to meet FCI targets reducing and increase demand maintenance.	111,000	111,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Emergency Generator Civic & Fuel Tank Replacement	Maintains electrical components critical to operations/function of facility	Short Term - Critical to facility function; Civic Centre is main disaster relief centre and generator must be in good working order; Long Term - Failure to invest would fail to meet FCI targets and increase maintenance.	104,000	104,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Capital Construction & Improvement	Committee Room Washroom Civic	Addressing accessibility issues to improve access and support City standards and proposed provincial legislation.	Short Term - Facility Access limitations for the community; Long Term - Failure to satisfy city standards and proposed legislation	96,000	96,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Various Pump Replacement Central Library	Replacement of pumps serving perimeter water heating, humidification and boiler water heating.	Short Term - Required for functionality of facility; failure would compromise use of building; Long Term - Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance.	91,000	91,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Lifecycle Maintenance	Basement wall, under drains Cawthra Elliot	Maintains structural components critical to operations/function of facilities	Short Term - Required for functionality of facilities; failure would impact use of facilities and cause water damage; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	38,000	38,000	Yes	2.00%	79,000,000	
2013	Critical	1	FPM	Capital Construction & Improvement	Handicap Accessible Doors Tomken	Addressing accessibility issues to improve access and support City standards and proposed provincial legislation.	Short Term - Facility Access limitations for the community; Long Term - Failure to satisfy city standards and proposed legislation	38,000	38,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Critical	1	Parks & Forestry	City Wide Facilities	Jack Darling Memorial Park Restore falling shoreline	Existing public access ramp to beach is collapsing and shoreline repairs are urgently required	Lake currents have damaged the existing concrete public access ramp and created an unsafe condition for patrons that is temporarily blocked off. Stabilization of the shoreline and reinstatement of the access ramp is required to maintain safety and service level, if not funded the access would require permanent closure and continued erosion would occur to the shoreline and table lands to the point where public safety and park asses would be at risk exposing the City to public safety and liability. Design is in current WIP PN11-304	175,100	175,100	Yes	2.00%	79,000,000	
2013	Critical	1	Recreation	Vehicles, Equipment	Hershey POS replacement	Existing system at Hershey has reached end of lifecycle	The POS system is critical to efficient billing and processing food and beverage sales. Net food and beverage sales in \$400,000 range	125,000	125,000	Yes	2.00%	79,000,000	
2013	Critical	1	Information Technology	Network Infrastructure	Network Replacement, Access Switches, Routers, Cabling, Network Security & Indoor/Outdoor Access Point Expansion -2013	As part of the Deloitte Network Assessment project, Network Replacement is critical for all applications which the business units rely on to maintain services to the public. This includes replacement of Network Core at Civic and Disaster Recovery sites, Network Management products, 600 Access Switches, Security Devices (firewalls, IPS, VPN,URL filters) and indoor/outdoor access point expansion.	The Network core has reached end of life. There are over 90 sites attached to the core through fibre and wireless infrastructure. The Network Core supports all computer applications, voice systems, data transfer and security systems and video solutions. If not replaced, service levels to connect the 90 sites to the Civic and Disaster Recovery sites will decline or fail.	1,495,000	1,495,000	Yes	2.00%	79,000,000	
2013	Critical	1	Fire & Emergency Services	Vehicles & Equipment	Personal Protective Equipment Replacement	Provide PPE for new recruits.	Cannot hire new staff as proper equipment will not be available.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Critical	1	Business Services	Revenue, Materiel Management and Business Services	IT and Parks/Recreation Construction Procurement	Necessary to support capital and operating programs related to Recreation and Parks and IT.	Procurement would be significantly delayed and it would be difficult to fully undertake 2013 budget work.	124,000	124,000	Yes	2.00%	79,000,000	
2013	Critical	1	Legislative Services	Elections	Advance Poll Voters List Update	Election Steering committee approved. Eliminates the manual process and save labour resources	Manual process will continue and could cause delays at the advanced polls for voters, incorporate data errors and requires significant labour resources to complete the data update following the Advance Polls	275,000	275,000	Yes	2.00%	79,000,000	
2013	Critical	2	Roads, Storm Drainage & Watercourses	Storm Drainage	Minor Erosion Control Works - Various Locations	Urgent watercourse maintenance cannot be done without these funds for design and permits	Short term risk of failure to watercourse works and potential liability/cost from resulting damages to adjacent property/infrastructure (\$100,000s)	80,000	77,000	Yes	2.00%	79,000,000	
2013	Critical	2	Parks & Forestry	Park Redevelopment	Barbertown Bridge Rehabilitation	Barbertown Historical Bridge crossing of the Credit River is at end of lifecycle based structural assessment.	Structural evaluation has been performed for the last few years and recommendations will not permit extending use any longer without rehabilitation or replacement. If repairs are not undertaken in 2013 public safety would be at risk and require closure of bridge crossing creating a major disruption to the Culham Trail. Rehabilitation design and EA process is in current WIP PN 12-317.	420,800	420,800	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Critical	2	Information Technology	Network Infrastructure	Network Traffic Access Points Expansion	Currently have 140 Traffic Access Points. Will need to purchase 300 additional Access Points to cover all intersections across the City to reduce Bell charges and prepare for the Traffic Management system. There is also a requirement to have signals move from analog to digital for the replacement of the Traffic Management System.	Cost savings to reduce ongoing operating Bell charges will not be realized if funding is not available. Replacement of Traffic Management System cannot start without this project moving forward.	975,400	975,400	Yes	2.00%	79,000,000	
2013	Critical	2	Fire & Emergency Services	Stations & Auxiliary Buildings	Design Station Renovations Fire Communication Centre	Current Joint Fire Communications Facility (JFCC) has been used 24 hrs a day 7 days a week for the last 15 years. Not enough room in current facility for additional workstations containing Specialized ergonomically designed equipment that accommodates radio and telephone operations required for training and increased call volume. Brampton, and Caledon have funded their share already predicated on population. 57% Mississauga, 37% Brampton., 6% Caledon.	Emergency telephone answering and radio operations is negatively impacted by too few desk positions and current configuration.	400,000	400,000	Yes	2.00%	79,000,000	
2013	Critical	2	Business Services	Finance	Long Term Financial Plan System	Finance needs a long term financial planning tool to replace the existing spreadsheets and manual processes.	A long term financial plan is required to develop a sustainable long term finance strategy that balances tax rate increases against service demands and infrastructure requirements. Without a Long Term Financial Plan, City staff will not be able to provide timely information to the Council, public and senior levels of government regarding long term financial needs.	150,000	150,000	Yes	2.00%	79,000,000	
2013	Critical	3	Roads, Storm Drainage & Watercourses	Other Engineering	Traffic Management Centre Phase 1 of 4	Existing traffic computer at end of life cycle. A facility required to house the new computer and to become the genesis of a Traffic Management Centre.	Will not be able to implement ATMS (Advanced Traffic Management System) measures.	900,000	348,840	Yes	2.00%	79,000,000	
2013	Critical	3	Parks & Forestry	Park Redevelopment	Various Site Assessments / Landscape Improvements	Provide additional soil cover to mitigate environmental concerns	Mitigation and Environmental Management of City-Owned Properties based on T&W investigations to be underway in 2012, and in the long-term if not funded, continued monitoring and filling program would be required on an annual basis to maintain cover over any exposed area exposing the City to risk and liabilities for public safety.	371,000	371,000	Yes	2.00%	79,000,000	
2013	Critical	3	Information Technology	Network Infrastructure	Phone Replacements-2013	Lifecycle replacement -Current phones are end of life and need to replace phones to be able to connect to new network devices.	Impacting any client in the Corporation that has access to a Cisco VOIP telephone set.	30,000	30,000	Yes	2.00%	79,000,000	
2013	Critical	4	Roads, Storm Drainage & Watercourses	Other Engineering	Field Equipment Replacement - Traffic Controllers	Reliability and public safety issues.	Increase in operational and maintenance costs	190,000	190,000	Yes	2.00%	79,000,000	
2013	Critical	4	Parks & Forestry	Parks Maintenance	Erindale Park Dam Wall Repair Structure Evaluation	Dam wall repairs needed to maintain safety of park patrons.	Deterioration of wall would become a significant safety liability.	116,000	116,000	Yes	2.00%	79,000,000	
2013	Critical	4	Information Technology	Applications-Replacements/Enhancements	SAP Unplanned Legislative Changes-2013	Unplanned legislative changes for Payroll, support for applying Payroll Tax patches and resolving technical issues. External resources are required to implement unplanned legislative changes and Payroll Tax updates due to the short implementation timelines.	Potential for significant business interruption if a Technical or Payroll system issue is not resolved within SAP service level. Tax updates are required to comply with legislation.	100,000	100,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
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2013	Critical	5	Roads, Storm Drainage & Watercourses	Storm Drainage	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	Will become mandatory as erosion migrates onto private property	Short term risk of failure to private fence, parking lot and light standard; potential liability/cost to City (\$10,000s)	290,000	286,984	Yes	2.00%	79,000,000	
2013	Critical	5	Parks & Forestry	Park Redevelopment	General life cycle repairs - Lake Wabukayne Trail	Elevated boardwalk/cantilevered dock has been structurally assessed and is in urgent need of repairs	Repair work is urgently needed and structural assessment has made recommendations for rehabilitation and deck replacement. If work is not undertaken in the coming year public safety will be at risk the facility will require closure and fencing to prevent public access.	231,400	231,400	Yes	2.00%	79,000,000	
2013	Critical	5	Information Technology	Applications-Replacements/Enhancements	2014 Election - 2013	Municipal elections must be conducted every 4 years or when called by City Clerk for By-election. Need software (\$125k) and hardware (\$50k) replaced for the 2014 Elections.	Risk is HIGH if not done. When an election is called, legislatively, the City has no choice but to prepare and host an election.	175,000	175,000	Yes	2.00%	79,000,000	
2013	Critical	6	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Erosion Control-Rathburn Rd to Absolute Ave	Will become mandatory as erosion migrates onto private property	Short term risk of failure to armourstone walls; would also put private property at risk of damages; potential liability/cost to City (\$100,000s)	3,320,000	3,224,052	Yes	2.00%	79,000,000	
2013	Critical	6	Parks & Forestry	Parks Maintenance	Various Cemeteries Stone Sealing and Alignments	Continued deterioration of headstones is creating increasing safety and liability risks. Care and maintenance of stones is a critical service level offered by Cemetery Operations.	Increasing safety and liability concerns will continue to impact cemetery patrons.	10,000	10,000	Yes	2.00%	79,000,000	
2013	Critical	6	Information Technology	Service Management	IT Security and Risk Management Program including PCI-2013	IT Security and Risk Management program is required to provide a secure infrastructure to allow staff to do their work efficiently that will address all elements to protect the City's information infrastructure. This was further confirmed by the IT e3 Review. Moreover, the security measures and processes need to be identified and implemented for the City to obtain and sustain PCI Compliance.	Systems may be vulnerable and business interruption or public image could suffer.	200,000	200,000	Yes	2.00%	79,000,000	
2013	Critical	7	Roads, Storm Drainage & Watercourses	Other Engineering	Traffic Signals - Rebuild	Ongoing system maintenance is important for system reliability and public safety.	Increase in operational and demand maintenance costs. Increased risk of component failure	555,000	555,000	Yes	2.00%	79,000,000	
2013	Critical	7	Parks & Forestry	Parks Maintenance	Courtneypark Athletic Fields Cricket Field Replacement	End of Lifecycle in need of repairs	Astroturf wicket has received on-going repair maintenance for the last three seasons to extend lifecycle and will marginally meet user needs for the rest of this season. Reconstruction is required prior to next season as continued deterioration will increase the potential for a public safety risk and require closure of the facility	30,000	30,000	Yes	2.00%	79,000,000	
2013	Critical	8	Roads, Storm Drainage & Watercourses	Storm Drainage	Sawmill Creek Erosion Ctrl-Erin Mills Pkwy to Burnhamthorpe	Safety of trail users (pedestrians and cyclists) at risk as creek continues to erode trail; protection of infrastructure and property	Armourstone infrastructure will fail; potential injuries to trail users; liability to City (\$100,000s); Trail will have to be closed	980,000	927,962	Yes	2.00%	79,000,000	
2013	Critical	8	Parks & Forestry	Park Facility Installation	Spray Pad Repairs-Forest Glen	Rubber surface is at end of lifecycle and replacement is urgent to avoid closure of spray pad	Rubber surface is currently in disrepair and at the end of its lifecycle, if repairs are not undertaken in the coming year public safety would be at risk and spray pad would be closed.	22,400	22,400	Yes	2.00%	79,000,000	
2013	Critical	9	Roads, Storm Drainage & Watercourses	Storm Drainage	Sawmill Creek Ctrl-Burnhamthorpe W to the Swallowdale Crt	Safety of trail users (pedestrians and cyclists) at risk as creek continues to erode trail; protection of infrastructure and property	Potential injuries to trail users; liability to City (\$10,000s); Trail will have to be closed; fence replaced	780,000	738,972	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
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2013	Critical	10	Roads, Storm Drainage & Watercourses	Storm Drainage	Sawmill Creek Erosion Control -Swallowdale Crt to Collegeway	Safety of trail users (pedestrians and cyclists) at risk as creek continues to erode trail; protection of infrastructure and property	Armourstone infrastructure will fail; potential injuries to trail users; liability to City (\$100,000s); Trail will have to be closed	1,170,000	1,107,990	Yes	2.00%	79,000,000	
2013	Critical	11	Roads, Storm Drainage & Watercourses	Other Engineering	Streetlighting (Coordinated with Enersource)	To take advantage of Enersource's Program.	Streetlighting would not be replaced and there would be postponement of planned work.	900,000	900,000	Yes	2.00%	79,000,000	
2013	Critical	12	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehab- Residential Roads(ROP Watermain Replacements)	Mandatory in 2 Year	Tied to existing service level agreement with Region of Peel regarding Water Main Program. Increased operating costs of approximately \$160k above current budgets that will partially negate capital cost savings.	3,200,000	3,200,000	Yes	2.00%	79,000,000	
2013	Critical	13	Roads, Storm Drainage & Watercourses	Other Engineering	Vehicle & Equipment Replacement	The equipment identified in this group represents that which is critical in supporting core businesses.	Fleet degradation, increase in maintenance costs estimated to be 9.8% of capital re-investment. Additional staffing (i.e. additional mechanics) may be required.	2,593,000	2,593,000	Yes	2.00%	79,000,000	
2013	Critical	14	Roads, Storm Drainage & Watercourses	Other Engineering	Noise Wall Program	Will be mandatory in 2 years	Increased operating and customer service cost of approximately \$5k-\$7k. There will be additional pressures and needs to manage service level expectations, customer service and communication with property owners.	1,206,000	1,206,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Roads, Storm Drainage & Watercourses	Other Engineering	Customer Self Service Permits	The Dynamic Portal is a key component for citizen self-service of permits and service requests and supports the Communications Master Plan and aligns the City with other municipalities offering self serve. For T&W, the first self serve initiative would be parking considerations (23K annually), followed by permits issued by the Customer Service Counter (2K annually). There are other BR's depending on the dynamic portal such as BR60 Film Permits on-line to be implemented in 2013. This initiative will offset increased pressure due to growth of volumes of 3-1-1, After-Hours Dispatch and parking considerations. Will drive citizens and customers to utilize the web for routine transactions.	Not aligned with the Communications Master Plan and no support of BR60 Film Permits on-line. Not meeting citizens' expectations. Missed opportunity for future cost savings/financial benefits and efficiencies. City not seen as a leader, slipping behind; other municipalities are moving forward with on line self serve.	145,000	145,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	FPM	Facility Services	Parking Lot Exterior Lights Various	Replacement of parking lot lights with LED lighting resulting in the reduction of energy consumption and utility savings to the City	Retrofit will reduce consumption and costs over life time of systems. Estimated \$38,000/yr savings with 8 year payback	308,000	308,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Parks & Forestry	Urban Forestry	Forestry Mobile Solutions	Mobile technology and workplace efficiencies will allow Forestry to eliminate one complement position through attrition	Operating budget savings and staff workflow efficiencies would not be realized. Cost savings would occur in 2015 through attrition of one complement in December, 2014.	141,000	141,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Recreation	City Wide Recreation	Develop online E-Recreation search tool	Reduce the Active Guide to a supplementary promotional publication and develop an on-line search tool.	Will continue to print physical guide as it currently exists. Will not realize the annual savings of \$75k in printing costs scheduled for 2016 by transforming the guide into a promotional publication.	215,000	215,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Information Technology	Service Management	Bring Your Own Device BR 153-2013	Potential for \$30,000 savings in 2013 and \$60,000 savings each year in 2014 and 2015.	Different mobile devices will not be manageable and savings will not be realized. Mobile Device Management System required to manage different mobile devices for BYOD program and enable better device management and security. This will allow staff to bring their own device instead of using City supplied devices.	75,000	75,000	Yes	2.00%	79,000,000	

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2013	Efficiency/Cost Saving	1	Library	Buildings	Construction of Meadowvale Branch	Facility redevelopment and relocation from leased space to Community Centre will save \$450k in annual lease costs	Project has started. Continued annual lease cost.	200,000	91,800	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Legislative Services	City Clerk	COA & Legislative Services Committee Support - SN 284 (Meeting Management)	Streamlines the agenda process, expected substantial saving and increased workflow. Save \$5K per year by eliminating agenda printing	Agendas and minutes would continue to be predominantly paper based and preparation less efficient than an electronic based system.	75,000	75,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	1	Regulatory	Vehicles, Equipment and Other	IT Enhancements - Administrative Penalties System	To support the implementation no later than January 2014 of an Administrative Penalty System for Parking and Licensing ticket matters.	In the short term, it would mean a delay in the implementation of the Administrative Penalty System resulting in potential loss revenue and continued court backlog.	350,000	350,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	2	FPM	Facility Services	Recommissioning - Engy Eff Impr Various	Recommissioning of various recreation facilities to realize energy usage efficiencies and cost savings to the City	Retrofit will reduce consumption and costs over life time of systems. Estimated \$34,200/yr savings with 8 year payback	253,000	253,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	2	Parks & Forestry	Parks Maintenance	Purchase and Installation of New Columbaria	BR #73 Commissioner Approved. Columbaria will generate revenues of \$35,000 annually.	Inability to realize internment revenues without capital investment.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	2	Recreation	City Wide Recreation	Implement Community Centre Hansen time sheets	Implement Hansen time sheets for digital records management, labour allocation and instant wireless data entry	Improve labour management and eliminate need to manually input data. Estimated labour savings of \$65K scheduled for 2014	216,000	216,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	2	Business Services	Revenue, Materiel Management and Business Services	E-tax Forms Integration with TXM	E-tax self service web site allows taxpayers to download pdf versions of tax forms (seniors rebate application, vacant unit rebate, charity rebate, tax appeal application, change of address/ownership and pre-authorized payment). This project would replace the pdf forms with on-line forms that would be completed by the taxpayer and downloaded directly into the tax system avoiding mailing and manual input by staff.	No opportunity for potential labour savings and process would remain manual and inefficient.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	3	FPM	Facility Services	Retrofit LED with dimmers Malton/Tomken	Replacement of lighting with LED lighting and dimmers resulting in the reduction of energy consumption and utility savings to the City	Retrofit will reduce consumption and costs over life time of systems. Estimated \$17,500/yr savings with 8 year payback	140,000	140,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	3	Recreation	Vehicles, Equipment	Self Service Kiosks -New	This initiative will allow for self-service registration and membership/pass management and will result in streamlining customer service desk hours at facilities.	Will continue to require facility staff to handle registrations and membership/pass processing. 2013 Operation budget has committed to a \$100k customer service desk part time reduction and this will be difficult to sustain without implementing a self-serve option.	100,000	100,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	3	Legislative Services	City Clerk	Electronic Records Management Data Storage-SN 320	Eliminates paper records and will result in savings of approx. \$10k per year Citywide, payback period 1.4Yrs	Paper records will continue to be created and stored and records storage costs will increase.	14,000	14,000	Yes	2.00%	79,000,000	
2013	Efficiency/Cost Saving	4	FPM	Facility Services	Heat/loss window coating measure, City Centre Transit Terminal	Install window coating measures to realize energy usage efficiencies and cost savings to the City	Retrofit will reduce consumption and costs over life time of systems; Estimated \$10,800/yr savings with 7 year payback	75,000	75,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Crack Sealing	Will be Mandatory in 2 Year	Increased operating and maintenance costs by \$50k-\$100K	100,000	100,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	FPM	Facility Services	Security video surveillance system, Various Locations	Life cycle replacement and upgrade of security video surveillance system required due to deteriorated condition and obsolescence of existing system	Requirement to replace video surveillance system; failure to complete will compromise functionality of existing system and would increase liability to City	496,000	496,000	Yes	2.00%	79,000,000	

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2013	State of Good Repair/Lifecycle	1	FPM	Lifecycle Maintenance	Steel Support Structure Streetsville Mem Pk	Concrete structural renewal to address cracking and water leakage issues, Lighting to be replaced with LED technology	Short Term - Required for functionality of facility; failure would compromise structural integrity and increase liability to city. Long Term - Failure to invest would result in failing to meet FCI targets.	44,000	44,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	FPM	Lifecycle Maintenance	Ammonia Detection System, Port Credit Arena	Life cycle replacement of ammonia detection system for refrigeration plant	Short Term - Required for safe operation of facility; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	22,000	22,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Parks & Forestry	Parks Maintenance	Pathway Reconstruction and Audit Report	Pathways have reached end of lifecycle and have significantly deteriorated to point where reconstruction is necessary to maintain service levels	Continued deterioration of pathways will result in the closure of sections, service level reduction and increase future capital replacement costs. This program reconstructs and rehabilitates pathway asphalt	1,231,800	1,231,800	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Recreation	Vehicles, Equipment	Program Furniture and Equipment	Program Equipment replacement maintains existing service levels	Lengthening lifecycle replacement of fitness and other programming equipment will result in costlier repairs and declines in participation and revenue.	510,000	510,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Information Technology	Server and Backup Replacement	Server, SAN and Backup Replacement-2013	Server and Backup Infrastructure is required to support business applications. These infrastructure components require upgrades/replacements to maintain vendor support, lower maintenance costs and maintain compatibility with other infrastructure components. \$350k provides 10-15 servers	Server and backup components that are end of life will incur higher operating costs and lose vendor support which will impact service levels for business applications or result in system failure.	350,000	350,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Fire & Emergency Services	Vehicles & Equipment	Replacement of fire vehicles	Replacement of fire vehicles once they have reached their maximum lifecycle. Front line apparatus 15 years, spare 5 years. Cars lifecycle ten years.	Maintenance costs will increase and reliability of vehicles will decrease. New Apparatus will meet current NFPA standards.	200,000	200,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Library	Materials & Equipment	Book carts, Specialized Shelving, Desks/ Work Stations	Maintain current service level	Impacts public service. Public-use furniture and equipment will be in poor condition or no longer available. Non-funding will result in costlier replacements in future.	125,600	125,600	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Culture	Materials & Equipment	Furniture and Equipment - Replacement	It is important to keep pace with minor furniture and equipment repairs in order to support the City's reputation.	Short term: Inability to replace furniture and equipment at Meadowvale Theatre and City Museums.  Long term: Will be required to remove equipment/furniture for safety issues and therefore reduced revenues.	28,000	28,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Business Services	Revenue, Materiel Management and Business Services	Front End Procurement	Automation of purchasing processes phase I-request for information in 2012 phase II-request for proposal in 2013.	Purchasing would remain slow, manual and cumbersome.	507,000	507,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Legislative Services	Print Shop	Shrink Wrapper Replacement	Equipment in excess of 20 yrs old	Replacement Parts no longer available. Alternate packaging methods are more expensive and less appropriate.	20,000	20,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehabilitation - Major/Collector Roads	Will maintain major arterial and collector roadway to our current state of good repair - OCI 73.	Increased operating costs of approximately \$200k - \$500k (2%-5% of rehab value) Above the current budget that will partially negate capital cost savings. The OCI for these roads will drop from 73 to 66 by 2017.	10,600,000	9,917,309	Yes	2.00%	79,000,000	

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2013	State of Good Repair/Lifecycle	2	FPM	Lifecycle Maintenance	Replace Tennis Court Lights Various	Replacement of tennis court lighting and supporting equipment at various tennis clubs. Lighting to be replaced with LED technology	Retrofit will reduce consumption and costs over life time of systems as well as addressing life cycle replacement requirements. The lighting will be replaced with LED lighting but savings would be realized by Clubs	595,000	595,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	FPM	Lifecycle Maintenance	Tennis Courts & Pathway Lights Huron	Replacement of tennis court and south parking lot lighting in Huron Park	Retrofit will reduce consumption and costs over life time of systems as well as addressing life cycle replacement requirements. The lighting will be replaced with LED lighting but savings would be realized by Clubs	340,000	340,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Parks & Forestry	Park Redevelopment	Play Equipment Replacement & Landscape Improvements Including Emergency/Accessibility Improvements	Replacement required based on inspection condition audit and end of 20 year lifecycle replacement plan.	Replacement required to meet safety regulatory requirements through CSA Standards and Accessible Built Environment standards which are pending and in the long-term if not replaced, playgrounds would continue to deteriorate exposing the City to risk and liabilities for public safety.	990,000	990,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Recreation	City Wide Recreation	Renovations and rehabilitation projects	Minor renovations to Rec. facilities ensures suitable standard of building infrastructure	Not performing ongoing renovations will result in costlier replacements in the future. Also participation and revenue will continue to decline.	325,000	325,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook- Replacement/Main tenance	PC/Notebook Replacement-CMS-2013	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels. 4 year lifecycle. Required to support the Windows 7/ Office 2010 upgrade.  This will purchase 330 Desktop PCs, 20 Notebooks and 125 Netbooks.	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	323,000	323,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook- Replacement/Main tenance	PC/Notebook Replacement-CPS-2013	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels. 4 year lifecycle. Required to support the Windows 7/ Office 2010 upgrade  This will purchase 165 Desktop PCs, 55 Notebooks and 2 Netbooks.	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	165,000	165,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook- Replacement/Main tenance	PC/Notebook Replacement-TW-2013	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels. 4 year lifecycle. Required to support the Windows 7/ Office 2010 upgrade  This will purchase 245 Desktop PCs and 13 Notebooks.	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	158,000	158,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook- Replacement/Main tenance	PC/Notebook Replacement-New Staff-2013	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels. 4 year lifecycle. Required to support the Windows 7/ Office 2010 upgrade	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	150,000	150,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook- Replacement/Main tenance	PC/Notebook Replacement-PB-2013	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels. 4 year lifecycle. Required to support the Windows 7/ Office 2010 upgrade  This will purchase 45 Desktop PCs, 14 Notebooks and 1 Netbook.	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	45,000	45,000	Yes	2.00%	79,000,000	

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2013	State of Good Repair/Lifecycle	2	Fire & Emergency Services	Vehicles & Equipment	Refurbish Fire Vehicles	Refurbishment of front line vehicles to extend lifecycle. Front line apparatus 15 years, spare 5 years. Cars lifecycle ten years.	Lifecycle of vehicles will decrease. New vehicles would have to be purchased sooner.	215,000	215,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	Roads, Storm Drainage & Watercourses	Storm Drainage	SWM Pond Dredging and Rehabilitation - Pre-Engineering	Will bring SWM pond back to good state of repair. Will become critical if pond nears its capacity to capture sediments, then mandatory if capacity reached.	Pond function (water quality) will reach failure as pond fills with sediments; dredging will become mandatory as pond no longer in MOE compliance	50,000	50,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	FPM	Lifecycle Maintenance	Ext. door/windows, Malton Depot, Streetsville Fire Hall	Replace corroded doors at Malton Depot and rotted windows at Old Streetsville Firehall	Short term: Failure would result in potential water damage, energy losses, and facility security, increasing liability to the City; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	45,000	45,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	FPM	Lifecycle Maintenance	Exhaust system & fans - Seniors Centre	Maintains mechanical components critical to operations/function of facilities	Short Term - Required for functionality of facility; system failure would impact use of facility; Long Term - Failure to invest would result in failing to meet FCI targets and increase demand maintenance.	13,000	13,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	Parks & Forestry	Urban Forestry	Street Tree Plantings - Replacements	Required to maintain existing service level of replacing removed street trees.	Elimination of service level as removed street trees will not be replaced. Street tree canopy would be reduced by 1% annually.	600,000	600,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	Recreation	City Wide Recreation	Various Golf Course Maintenance	Annual capital maintenance of bunkers/tee areas/greens/pathways ensures course continues to meet customer expectations	Deteriorating conditions will potentially result in reduced rounds and overall revenue.	55,000	55,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	Information Technology	Applications-Replacements/Enhancements	SAP Win JE Replacement-2013	A tool is required to assist in the Job Evaluation process. The current system is unsupported and does not reflect the current Job Evaluation process. The current system is unsupported as the staff that developed the system is retired.	The current system is unsupported and needs to be replaced.	60,000	60,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	3	Fire & Emergency Services	Vehicles & Equipment	Hoses & Fittings, Breathing equipment, Furniture, Appliances	Hoses, nozzles and other equipment located on the front line vehicles are tested and replaced on a schedule to ensure they are maintained at a safe and acceptable standard.	Equipment will be in a state of disrepair and be unreliable. In the long term it will may negatively impact the delivery of front line service.	160,000	160,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	4	Roads, Storm Drainage & Watercourses	Other Engineering	Vehicle & Equipment Replacement	The equipment identified in this group may show a decline in reliability.	Short Term - Increase in maintenance and operating costs. Possible unavailability of equipment. Long Term - Degredation of City's fleet and higher long term lifecycle maintenance and operating costs	962,000	962,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	4	FPM	Lifecycle Maintenance	Electrical Repairs Various Parks	Replacement of electrical panels and fixtures at various park comfort stations	Short Term - System failure would impact on use of parks/courts, result in safety risk and structural integrity of damaged poles; Long Term - Failure to invest would fail to meet FCI targets and increase demand maintenance.	49,000	49,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	4	FPM	Lifecycle Maintenance	Electrical Repairs Lakeview GC	Replacement of electrical panels and fixtures and exhaust fans at Lakeview Golf Club Maintenance Building	Short Term - Required for facility function; failure would compromise use of building; Long Term - Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time.	36,000	36,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	4	Parks & Forestry	Urban Forestry	Replacement of Dead/Vandalized Trees	Funding required to maintain existing service level of replacing removed park trees.	Elimination of service level as removed parks trees will not be replaced. Reduction in City's tree canopy.	88,000	88,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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2013	State of Good Repair/Lifecycle	4	Information Technology	Network Infrastructure	Network Indoor/Outdoor Access Point Lifecycle Replacement - 2013	Currently have 425 inside access points and 125 outdoor access points. No maintenance is purchased as it is more cost effective to replace failed units. Replacement units are purchased at \$4,000/unit	Need to replace failed access points to maintain wireless coverage.	50,000	50,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehabilitation - Residential Roads (Adjacent Roads)	Will allow for a controlled decrease in OCI for residential roads to our current state of good repair of 70 OCI average	Increased operating costs of approximately \$100k - \$260k above current budgets that will partially negate capital cost savings. The OCI for residential roads will drop from 77 to below 70 by 2015 Future rehabilitation costs will also be higher and require more extensive repairs to asphalt and road base. The local community will have to tolerate construction in the community over a number of years and the average tender pricing will increase as well due to a loss of efficiency.	5,200,000	5,200,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	FPM	Lifecycle Maintenance	Pathway Lighting Various Parks	Life cycle replacement of pathway/parking lot lighting at various parks. Lighting to be replaced with LED technology	Retrofit will reduce consumption and costs over life time of systems as well as addressing life cycle replacement requirements. Estimated \$7,000/yr savings.	941,000	941,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	FPM	Facility Services	Intrusion Alarm monitoring Civic & C Library	Replace intrusion alarm monitoring system necessary for security of Civic Centre and Central Library	Required update/replacement of monitoring system; failure to update system could increase liability to City	45,000	45,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	Parks & Forestry	Parks Maintenance	Turf Rehabilitation - Parks	Turf renovations of parks needed to maintain state of good repair and mitigate larger capital replacement costs	Long term deterioration of turf assets would increase future capital replacement costs and negatively impact the aesthetic beauty of the City's green assets.	30,000	30,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - Community Services - 2013	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	125,000	125,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - Corporate Services - 2013	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	25,000	25,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - T&W - 2013	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	25,000	25,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	6	Roads, Storm Drainage & Watercourses	Other Engineering	Streetlighting	System maintenance is important for reliability and public safety issues.	Decline in lighting levels. Potential exposure to liability. Increase in maintenance costs.	516,667	516,667	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	6	FPM	Lifecycle Maintenance	Electrical Panels FS 104, 109 & 102	Maintains electrical components critical to operations/function of facilities	Short Term - Required for facility function; failure would compromise use of buildings; Long Term - Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time	221,000	221,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	6	FPM	Lifecycle Maintenance	Exterior Lighting Mavis South, Valleys	Replacement of exterior perimeter lighting at Mississauga Valley CC and Mavis South and electrical sub-panel at Mavis South	Retrofit will reduce consumption and costs over life time of systems as well as addressing life cycle replacement requirements. Estimated \$1,000/yr savings.	81,000	81,000	Yes	2.00%	79,000,000	

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2013	State of Good Repair/Lifecycle	6	FPM	Lifecycle Maintenance	Electrical panels Malton CC/Library	Maintains electrical components critical to operations/function of facility	Short Term - Required for facility function; failure would compromise use of building, impacting customer service and revenue; Long Term - Failure to invest would fail to meet FCI targets, reduce facility condition and increase maintenance.	73,000	73,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	6	Parks & Forestry	Vehicles, Equipment	Lifecycle Replacement of Park Equipment	Utilized for the replacement of existing Parks and Forestry equipment.	Reduction in service levels as Parks and Forestry staff would be ill-equipped to perform maintenance operations.	280,000	280,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	6	Information Technology	Applications-Replacements/Enhancements	Bentley Upgrade-2013	Bentley Projectwise products allow F&PM and Geomatics to search for, retrieve, and display facility drawings based on location. Upgrading to currently supported version of Project Wise will ensure that continued system availability, functionality, and data integrity for existing clients is maintained. Current clients include: T & W (Geomatics) and F&PM.	Medium -This project will upgrade the existing Bentley Project Wise (PW) application to the current version. Upgrading Project Wise will ensure that the application is supported by the vendor (Bentley Systems). Upgrades correct known issues with the application and provide new functionality.	45,000	45,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	7	Roads, Storm Drainage & Watercourses	Storm Drainage	Loyalist Creek Erosion Control - Upstream of Thornlodge Road	Will bring watercourse back to state of good repair.	Cost to repair will increase as condition deteriorates over short term (\$10,000s); need will become critical over long term.	90,000	88,002	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	7	FPM	Lifecycle Maintenance	Rubber Flooring Iceland	Replacement of rubber flooring in change rooms, vestibule and corridors	Short Term - Required for safe functionality; continued deterioration would result in safety issues from tripping hazards and project would become critical; Long Term - Failure to invest would fail to meet FCI targets.	366,000	366,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	7	Parks & Forestry	Urban Forestry	Woodland Management	Management programs, invasive plant and pest surveys control maintains the City's 150 woodlots in a state of good repair.	Increase in invasive species and the removal of plantings would detrimentally impact the City's woodland assets.	59,000	59,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	7	Information Technology	Applications-Replacements/Enhancements	OmniRIM System Upgrade-2013	Stay current with versions to maintain vendor support	The last upgrade was done in 2007. The system is two versions behind (6.4 vs. 8.2). The release of version 9 will be available by September, 2012.	40,000	40,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	8	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehabilitation - Industrial Roads	Will maintain major arterial and collector roadway to our current state of good repair - OCI 73.	Increased operating costs of approximately \$100k-260k above the current budget that will partially negate capital cost savings. The OCI for these roads will drop from 73 to 66 by 2017. Future rehabilitation costs will also be higher and require more extensive repairs to asphalt and road base.	5,200,000	0	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	8	FPM	Lifecycle Maintenance	Doors, paint Fire Stn 107, 109	Replacement of interior doors and casework at Firestations.	Short Term - Replacement required due to age and general deterioration of doors; Long Term - Failure to invest in life cycle requirements would result in failing to meet FCI targets reducing overall facility condition.	35,000	35,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	8	Parks & Forestry	City Wide Facilities	Pathway Reconstruction - Erosion and Flooding Damage	Erosion and flooding at Sawmill Valley Trail and Erindale Park will cause loss of property and park assets	River currently eroding into bank in multiple locations compromising adjacent trail. Stabilization of bank and reinstatement of trails required to maintain safety and service level, if not funded trail would require closure in affected sections becoming a safety liability.	519,600	519,600	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	9	FPM	Lifecycle Maintenance	Wood Flooring, walls and roof Benares and Bradley	Replace wood siding walls and roof shingles at Bradley Museum Barn and exterior walls and shingles of wood shed. Replace wood shingles at Benares Dairy House.	Short Term - Required for safe functionality; continued deterioration would result in water damage and deterioration of other systems; Long Term - Failure to invest would fail to meet FCI targets.	192,000	192,000	Yes	2.00%	79,000,000	

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
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2013	State of Good Repair/Lifecycle	9	FPM	Vehicles & Equipment	Recycling Program	Life cycle replacement of recycling equipment at sites across the city	Short Term: Maintaining sites/facilities in state of good repair	81,000	81,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	9	Parks & Forestry	Park Redevelopment	Bridges General Life Cycle Repairs	Planning for annual lifecycle repairs to maintain our bridge assets	Projected end of Lifecycle and emergency repair funds to prevent continued deterioration and manage potential long term effects to valuable city bridge assets which if remained in disrepair would expose the City to public safety and liability risks , closure and loss of service	126,400	126,400	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	11	Parks & Forestry	Parks Maintenance	Replacement of park furnishings	Lifecycle replacement for park benches and picnic tables to maintain existing service levels.	Replacement assets would not be available, forcing a reduction in service levels for park patrons.	30,000	30,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	12	Parks & Forestry	Sports Field Maintenance	Turf Rehabilitation - Lit Sportfields	Turf reconstruction preserves field in a state of good repair, mitigating higher future replacement costs.	Unavailability of funds over the long term would result in the closure of soccer turf, reducing service levels to field users and revenue losses.	50,000	50,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	13	Parks & Forestry	Parks Maintenance	Lakefront Promenade Boardwalk Replacement-Design & Construction	Boardwalk deteriorated to point where there are increasing liability concerns	Reduction in service level as boardwalk would require removal.	95,000	95,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	15	Parks & Forestry	Sports Field Maintenance	Turf Rehabilitation - Unlit Sportfields	Turf renovations and infield repairs prevent higher future capital replacement costs.	Continued deterioration of turf assets to the point where larger renovation costs are required	42,400	42,400	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	16	Parks & Forestry	Sports Field Maintenance	Bleacher Replacement	Existing wood bleacher replacement required to maintain service level for ball diamond users.	Reduction in service level from bleachers removed and not being replaced due to safety and liability concerns.	200,000	200,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	17	Parks & Forestry	Park Redevelopment	Port Credit Harbour Parks Stone Repair	Special paving stone areas are in disrepair and crumbling requiring urgent repairs	Paving stone medallions located in the Port Credit Harbour parks system are crumbling and Spalding off due to high use and winter maintenance creating potential trip hazards for patrons and in the long term if repairs are not made affected areas would require fencing off and closure creating a disruption for waterfront patrons.	167,000	167,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	18	Parks & Forestry	Park Redevelopment	Structural Assessment and Recommendations	Street to park walkway route requires structural assessment of failing planter walls associated with adjacent Condo Corporation	Funding required for unforeseen deterioration to planters associated with Condo Corporation and mutual park pathway where ownership is unclear but, loss of property and buildings could be at risk and in the long-term if not funded, continued deterioration could expose the City to risk and liabilities for public safety and potential liabilities to property	50,000	50,000	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	19	Parks & Forestry	Sports Field Maintenance	Reconstruction of various Tennis Courts	Emergency reconstruction and repairs required for unforeseen condition changes or breakdowns during the replacement program year for tennis courts	Funding required for unforeseen condition changes to tennis court sites that require full replacement in the program year, for unforeseen site condition repairs that cannot be repaired through general maintenance practices, for emergency accessibility site changes and in the long-term if not funded, emergency repairs would not be possible exposing the City to risk and liabilities for public safety.	30,225	30,225	Yes	2.00%	79,000,000	
2013	Improve	1	Roads, Storm Drainage & Watercourses	Other Engineering	Site Assessments and Data Management	An enhanced service level for due diligence for managing environmental issues for City owned property	Without the enhanced funding the required studies will not be completed and City's risk exposure is not mitigated. Future clean up and disposal costs will be higher as well.	490,000	490,000	Yes	2.00%	79,000,000	

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2013	Improve	1	Parks & Forestry	Parkland Development	Design & Construction Sports Park	Provides new major destination sports park development in Ward 10	Mandated 10% tax co-payment to access 90% DC funding will be lost, this major destination sports park would not be built and in the long term the underserved facility provision levels identified in Future Directions will not be provided at this location as planned.	277,800	27,800	Yes	2.00%	79,000,000	
2013	Improve	1	Recreation	City Wide Recreation	Meadowvale CC renovation	Although total area of building has increased and therefore increasing overall service levels, there is a lifecycle replacement component to this project as well.	The Facility has the highest score of any major Recreation facility on the FCI with a score of 0.42. Major building mechanical systems (pool filtration, air handling and ventilation systems have surpassed their serviceable life expectancy; as such \$4.4 million of this project addresses State of Good Repair issues.  Building is not meeting accessibility standards for access to program areas, washrooms and change room amenities. Project is slotted to significantly improve the service levels at the facility through using CIL funds of \$16.5M.  Co location of library at community centre (at a cost of \$5.4 million) will eliminate lease payments of \$483K	1,000,000	249,472	Yes	2.00%	79,000,000	
2013	Improve	1	Information Technology	Applications-New	Mobile Applications - sn 450 - 2013	This initiative will see the development of mobile applications and a mobile version of the eCity portal. While the portal today is accessible on many hand-held devices, the presentation is scaled to the size of the screen and usability is compromised.  This initiative is tied to the approved City's Communication Plan and includes \$15,000 funding for Communication Plan in 2013.	Funding enables Project Leader/ Resource, Open Data review / policy to address our current practices and ongoing requests (T&W, Recreation P&B), Develop Mobile App Framework (i.e. what platforms and devices do we develop for and support Apple iOS, Android, Blackberry, etc...) Develop requirements from Communications Master Plan, ensure the required infrastructure (Hansen Portal) is available, Develop small set of mobile friendly eCity pages similar to m.myway BR105 Communication's Master Plan requirements for City mobile app framework development \$15K will be addressed as part of the initiative.	137,000	137,000	Yes	2.00%	79,000,000	
2013	Improve	1	Culture	Materials & Equipment	Public Art Program	Public art is a new initiative from 2011 and is a strategic program to implement the Culture Master Plan.	Short term: Cool Indicator in Action Plan tracking # of public art projects not met; Difficult to get developer investment in public art if we don't lead on it.  Long term: CMP item #40 not realized, artful public realm not created.	101,500	101,500	Yes	2.00%	79,000,000	
2013	Improve	2	Parks & Forestry	Urban Forestry	Million Tree Program	Million tree program approved by Council in 2012. Deliverable of Strategic Plan (Green Pillar, Action 4).	Unable to deliver strategic plan objectives.	176,000	176,000	Yes	2.00%	79,000,000	

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2013	Improve	2	Strategic Policy	Strategic Community Initiatives	Downtown Energy Plan	Create a vibrant downtown as per the Strategic Plan and the DT21 Master Plan	By approving this funding a detailed study and business case for community energy, including district energy, can be completed. The Community Energy Plan reflects the principle of "Living Green"; one of the six approved Principles of the Downtown21 Master Plan as well as a Pillar in the Strategic Plan. The timing of this study will allow the City to take advantage of the current state of construction in the downtown and ensure no opportunities are missed for developing a sustainable energy plan for the downtown otherwise opportunities may be missed.	100,000	100,000	Yes	2.00%	79,000,000	
2013	Improve	3	Parks & Forestry	Urban Forestry	Greenbelt Plantings	Historical mutually beneficial partnerships in place with Credit Valley Conservation and Toronto and Region Conservation Authority allows for continued planting program delivery City-wide.	Loss of partnership, a negative impact in storm water management and a detrimental impact on the City's urban tree canopy.	43,135	43,135	Yes	2.00%	79,000,000	
2013	Improve	4	Roads, Storm Drainage & Watercourses	Major Roads	Square One Drive - Confederation Parkway to Rathburn Rd West	This is a completion/extension of a new road, as identified in the DT 21 master plan that will increase the downtown road grid which will alleviate pressure on parallel routes such as Rathburn Rd and support future development.	Additional congestion on other downtown routes which could impact future development	250,000	250,000	Yes	2.00%	79,000,000	
2013	Improve	4	Parks & Forestry	City Wide Facilities	New Trails -Design & Construction	Provision of Off Road Cycling Routes as identified in the 2010 Cycling Master Plan in conjunction with the Region of Peel Active Transportation Funding Program.	Partnership objectives would not be met and economies of scale cost savings would be lost. Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term trail construction would not be completed.	825,800	82,580	Yes	2.00%	79,000,000	
2013	Improve	5	Parks & Forestry	City Wide Facilities	Future Directions review	Required background study for justification for Development Charges review	Mandated 10% tax copayment to access 90% DC funding will be lost, would result in an uncoordinated approach to planning future City wide facilities and in the long term, loss of planning tool for future facility provision could lead to provision of inappropriate facilities (quantity and quality). Studies are prepared in conjunction with the DCA requirements.	200,000	20,000	Yes	2.00%	79,000,000	
2013	Improve	6	Parks & Forestry	Parkland Development	Malton Village Park Construction	Land Acquisition recently completed to provide expansion to existing community park in Ward 5	Design is currently in WIP PN 9311. Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term land would be left undeveloped and Ward 5 park expansion would not be built.	276,200	27,620	Yes	2.00%	79,000,000	
2013	Improve	7	Parks & Forestry	Parkland Development	Park P_508 Development - Construction	Provides new garden community parkland facility for Ward 7	Mandated 10% tax copayment to access 90% DC funding will be lost, existing Horticultural plant collection will be at risk of loss and in the long term this Ward 7 park would not be built. Project design is carried in current WIP PN 11329 & PN 12327	600,700	60,070	Yes	2.00%	79,000,000	
2013	Improve	8	Parks & Forestry	Vehicles, Equipment	Growth Related Park Equipment	Growth equipment funding required for maintaining service levels in new parkland.	10% tax copayment to access 90% DC funding would be lost. Equipment required to conduct maintenance for new park developments would be lost, leaving staff ill-equipped for maintenance operations.	180,000	18,000	Yes	2.00%	79,000,000	

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2013	Improve	12	Parks & Forestry	Parkland Development	F_301 Development - Design & Construction	Provides new community parkland addition to Erindale Park in Ward 8	Design of (F-301) which will add parkland to Erindale Park (P-060). Project will provide access from Mississauga Road into Erindale park and develop site into passive parkland. Mandated 10% tax copayment to access 90% DC funding will be lost.	45,700	4,570	Yes	2.00%	79,000,000	
2013	Improve	14	Parks & Forestry	Urban Forestry	Woodland Restoration	Allows for the addition of native trees and shrubs to replace/augment existing tree canopy in woodlands	No ability to maintain or increase City's woodland assets.	50,000	50,000	Yes	2.00%	79,000,000	
2013	Improve	15	Parks & Forestry	Urban Forestry	Conversion of Park Areas to Natural Areas	Increasing the ecological value of natural areas is Action 6 of Green Pillar in the Strategic Plan. Improving the City's natural areas also promotes biodiversity and increases the City's urban tree canopy.	Unable to deliver actions of Strategic Plan.	31,000	31,000	Yes	2.00%	79,000,000	
2013	Improve	16	Parks & Forestry	City Wide Facilities	Park and Site Ammenities at Celebration Square	Implement operating requirements to provide for expected service levels	Provide amenities originally removed in ISF program required to meet budget including rink storage and bench provisions, shade fabric for trellis, waste and recycling equipment to meet needs of program delivery and current below standard service levels.	245,300	245,300	Yes	2.00%	79,000,000	
2013	Improve	18	Parks & Forestry	Park Redevelopment	Ninth Line Sports Park Parking Lot - Asphalt Grindings	Provide additional on site parking at heavily permitted underserved site to remove patron parking on Regional Road	Current on-going shortage of on site parking is being rectified by patrons parking on busy Regional Road shoulder and in the long term if not funded parking would likely continue on road parking would continue to exist maintaining an unsafe condition.	247,200	247,200	Yes	2.00%	79,000,000	
2013	Improve	19	Parks & Forestry	Parks Maintenance	Additional Hansen Netbooks	Additional netbooks would decrease time spent entering work completion information and increase time spent conducting front line operations.	Work completion entry times would continue to rise as seasonal staff would not have access to netbooks, forcing multiple entries to be entered by individual full time staff.	38,000	38,000	Yes	2.00%	79,000,000	
2013	Improve	21	Parks & Forestry	City Wide Facilities	New pathway connection to school facility.	Provides new pedestrian pathway from residential community to school facility	Mandated 10% tax copayment to access 90% DC funding will be lost, and in the long-term the City would be unable to deliver Councillor requested pedestrian walkway and political commitment to school for pedestrian route accessibility and safety would not be implemented	70,500	7,050	Yes	2.00%	79,000,000	
2013	Improve	22	Parks & Forestry	City Wide Facilities	New pathway connection at Glen Erin Woodlands	Provides new pedestrian pathway from main park entrance to playground	Park has no walkway provisions, mandated 10% tax copayment to access 90% DC funding will be lost, and in the long-term the City would be unable to deliver Councillor requested pedestrian walkway and park accessibility improvement would not be implemented	43,480	4,350	Yes	2.00%	79,000,000	
2013	State of Good Repair/Lifecycle	1	Parks & Forestry	Parks Maintenance	Pathway Reconstruction and Audit Report	Pathways have reached end of lifecycle and have significantly deteriorated to point where reconstruction is necessary to maintain service levels	Continued deterioration of pathways will result in the closure of sections, service level reduction and increase future capital replacement costs. This program reconstructs and rehabilitates pathway asphalt	1,544,900	1,544,900	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	8	Information Technology	Specialized IT Equipment	Corporate AudioVisual Equipment Purchase & Replacement-2013	Lifecycle replacement of AV equipment for Corporate-wide use.	Replacing old equipment is required to keep up with technology and reduce the need for major repairs.	87,000	87,000	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	9	Information Technology	Service Management	Tools & Utilities-2013	To acquire tools/utilities to automate or assist certain routine process day-to-day operations.	Without proper tools, staff will spend more time and effort and project timelines may be impacted.	50,000	50,000	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Funded through Priority Ranking			
										Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	State of Good Repair/Lifecycle	10	FPM	Lifecycle Maintenance	Floor, Rink Access Corridors Tomken	Life cycle replacement of interior finishes beyond their useful life	Short Term - Required for safe functionality; continued deterioration would result in safety issues from tripping hazards and project would become critical; Long Term - Failure to invest would fail to meet FCI targets.	149,000	149,000	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	10	FPM	Space Planning	Furniture - Various	Life cycle replacement of furniture beyond useful life	Replacement required due to age and general deterioration of furniture; if left would become health and safety issue	85,000	85,000	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	10	FPM	Space Planning	Hearing Room Furniture Civic	Life cycle replacement of Hearing Room Furniture at Civic Centre	Replacement required due to age and general deterioration of furniture; if left would become health and safety issue	60,000	60,000	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	10	Parks & Forestry	Park Redevelopment	Bridges Structural Evaluation Review	Phase 2 of current bridge inventory and management program	City wide bridge inventory, analysis and management program currently underway in 2012 and funds are required to perform the phase 2 portion of the review to proactively monitor and manage bridge assets and in the long term, loss of a planning tool for future capital planning could lead to deterioration and potential changes or disruption of service levels.	0	0	No	2.67%		16,844,341
2013	State of Good Repair/Lifecycle	14	Parks & Forestry	Sports Field Maintenance	Design/ Reconstruction of Sports Fields	Reconstructions preserve fields in state of good repair and mitigate higher future costs.	Deterioration of sports fields to point where closures would be required. Sports field revenues would be negatively impacted.	302,600	302,600	No	2.67%		16,844,341
2013	Improve	1	FPM	Facility Services	Living Green Master Plan Various	Conduct audit to support Action 10 & 15 of Living Green Master Plan	Study will identify efficiencies to reduce consumption and costs throughout the lifetime of systems	174,000	174,000	No	2.67%		16,844,341
2013	Improve	1	Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction of New Fire Station 120	Approved in 2012 budget - cash flow	The fire master plan identified that response times in this area of the city to be deficient and would continue to erode given the impending development. The Fire Master Plan also defied this as a priority given that it is primarily a residential area and considered higher risk than other areas of the city.	750,000	750,000	No	2.67%		16,844,341
2013	Improve	1	Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction Station Renovation 101	Approved in 2012 budget - cash flow	Fire Station will continue to be inaccessible to portions of population, will continue to deteriorate requiring additional resources and funds to maintain structure.	500,000	500,000	No	2.67%		16,844,341
2013	Improve	1	Fire & Emergency Services	Vehicles & Equipment	New Fire Truck - Fire Station 120	Approved in 2012 budget - cash flow	The fire master plan identified that response times in this area of the city to be deficient and would continue to erode given the impending development. The Fire Master Plan also defied this as a priority given that it is primarily a residential area and considered higher risk than other areas of the city.	200,000	200,000	No	2.67%		16,844,341
2013	Improve	1	Fire & Emergency Services	Vehicles & Equipment	Traffic Signal Pre-emption Equipment	Pre-emption devices improve MFES response times. Reduction of traffic accidents while responding to incidents. Better response times will continue to allow MFES to service Mississauga residents efficiently and effectively.	Existing pre-emption system will become unreliable. Will be more costly to maintain. New intersections will not be brought into the system. Will result in longer response times and additional resources may be required to mitigate increasing travel times.	20,000	20,000	No	2.67%		16,844,341
2013	Improve	1	Library	Materials & Equipment	Future Directions Service Needs - Library Collection	Growth-related collection increase to maintain per capita service level	Collection size will not meet per capita provision standard.	395,000	39,500	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Improve	1	Culture	Materials & Equipment	Public Art Program	Public art is a new initiative from 2011 and is a strategic program to implement the Culture Master Plan.	Short term: Cool Indicator in Action Plan tracking # of public art projects not met; Difficult to get developer investment in public art if we don't lead on it.  Long term: CMP item #40 not realized, artful public realm not created.	98,500	98,500	No	2.67%		16,844,341
2013	Improve	1	LDS	Building	Field Computing & Enhanced Automation Building Inspection Services, <b>Phase 1</b> ePlan Submissions	One of the largest challenges we face as a service based organization is the high percentage of labour costs in relation to our operating expenses. With pressures to keep tax rate impacts low, increasing cost of labour, reduction in development revenues, and challenges in achieving cost recovery through user fees, making our work force more effective and efficient is the key to a sustainable business plan. This initiative is described in detail in the business case which has now been endorsed by IT Committee. Phase 1 will allow our clients and customers to submit their applications electronically through a web based interface and will enable our staff to review electronic submissions versus traditional paper based plans.	This project has already been endorsed by IT Committee and is already in progress.	82,000	82,000	No	2.67%		16,844,341
2013	Improve	2	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Flood Protection-Dyking D/S of Central Pkwy	Will contribute to 100-year flood protection to approx 10 residential properties (Rhonda Valley townhouses)	Residential properties will remain at risk from 100-year flooding; potential liability to the City (\$100,000s)	300,000	291,000	No	2.67%		16,844,341
2013	Improve	2	Recreation	City Wide Recreation	Westacres Outdoor Pool redevelopment	Plans includes new pool tank and new building thus increasing the current service level.	Will continue to operate and maintain existing pool and building.	4,600,000	4,600,000	No	2.67%		16,844,341
2013	Improve	2	Information Technology	Applications-New	Innovation Fund-2013	New initiative driven by the strategic IT Plan 2.0 to be more responsive to clients. Examples of innovative projects include Inspiration Lakeview Public engagement and short term mobile applications related to major City events such as the PAM AM games and Canada Day.  Innovative ideas will be approved by the appropriate committees in the IT Plan 2.0.	Vendor Consulting resources will be required where IT may not have the expertise or when IT is working on competing priorities to meet business objectives. Without this funding, delivery of the initiatives in the IT Plan 2.0 will be delayed and in some cases will not get delivered.	350,000	350,000	No	2.67%		16,844,341
2013	Improve	2	Library	Buildings	Renovations to various locations	Internal reconfiguration to meet service demands	Not performing ongoing renovations will result in costlier replacements in the future. Non-funding may impact library usage.	48,400	48,400	No	2.67%		16,844,341
2013	Improve	2	Culture	Buildings	Life-Cycle Renovation of Meadowvale Theatre	It is important to build new audiences and attract presenters to remain competitive in a GTA theatre market that is growing . Partial funding for this project will be secured through grants.	Gross budget for this project is 8 million. The City aims to achieve grants of 2.6 million.  Short term: Facility will not be able to compete with newer GTA theatres and inability to develop new markets.  Long term: decline in profile results in declining revenue.	200,000	200,000	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Improve	2	LDS	Policy	Modernization of Planning databases & Information Management software	While Information Planning has great quality inventories, we are not maximizing the use of this data internally or externally. The vision of the recently reorganized Information Planning section is to, "Deliver the most innovative and professional information products that are valued by our ever increasing client base." The intent of this initiative is to expand the use of our information products across the organization and to the public by utilizing a self serve (or enterprise) model over a five year period and to make it easy for our clients to access and use this information. The new mandate of the section is to make our information more widely available to staff within the Planning and Building Department, other departments, and the public using a self serve model.	The greater the gap in falling behind in technology will result in greater costs to modernize in the future.	157,000	157,000	No	2.67%		16,844,341
2013	Improve	3	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Flood Storage Facility - Eastgate Park	Will contribute to 100-year flood protection for downstream residential properties	Residential properties will remain at risk from 100-year flooding; potential liability to the City (\$100,000s)	440,000	426,976	No	2.67%		16,844,341
2013	Improve	3	Parks & Forestry	Urban Forestry	Greenbelt Plantings	Historical mutually beneficial partnerships in place with Credit Valley Conservation and Toronto and Region Conservation Authority allows for continued planting program delivery City-wide.	Loss of partnership, a negative impact in storm water management and a detrimental impact on the City's urban tree canopy.	7,665	7,665	No	2.67%		16,844,341
2013	Improve	3	Recreation	City Wide Recreation	Development of mobile website and applications	Develop mobile applications and website for recreation programming and service in order to keep up with customer trends.	Become more difficult to reach customers as more and more web access is done through mobile devices.	200,000	200,000	No	2.67%		16,844,341
2013	Improve	3	Information Technology	Applications-Replacements/Enhancements	High Availability for SQL Server Databases-2013	Improves current service levels relating to access to application data stored in SQL Server Databases.	If there are any hardware or Operating system issues or planned maintenance, business users will experience down time for 90% of applications. Some of these applications are 24x7 and accessed by the public (ie Hastus).	130,000	130,000	No	2.67%		16,844,341
2013	Improve	3	Fire & Emergency Services	Stations & Auxiliary Buildings	Land Acquisition - New Fire Station 124	Land is very difficult to locate in this area therefore it is critical that it be identified as soon as possible.	There will be no available land in the appropriate response area and therefore the possibility of locating a fire station that can meet the needs of the community will be greatly reduced. Service levels are already below targets identified in the Fire Master Plan, this is required to just maintain existing service levels and halt eroding response times.	1,000,000	1,000,000	No	2.67%		16,844,341
2013	Improve	3	Library	Buildings	Library Master Plan	Master Plan 5-Year Review	No significant impact	43,000	43,000	No	2.67%		16,844,341
2013	Improve	3	Culture	Buildings	Upgrades to Heritage Facilities	Appropriate replacement of materials in City owned Heritage designated buildings will maintain integrity of heritage features.	Short term: The City will not be in compliance with Ontario Heritage Act.  Long term: Attributes that trigger heritage designation no longer exist.	30,000	30,000	No	2.67%		16,844,341
2013	Improve	4	Recreation	City Wide Recreation	Demolition of Streetsville Pumphouse	Pump house has reached the end of it's useful life.	Pump house may become a safety hazard if not brought down. In order to avoid safety issues ongoing maintenance of the site would be required.	175,000	175,000	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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2013	Improve	4	Information Technology	Applications-Replacements/Enhancements	SAP Enhancements-2013	Service impact/closure may result if funding is not available. The Business 2.0 Steering Committee is reviewing a series of enhancements related to HR process improvement and other minor enhancements.  \$150K for enhancements and optimizing functionality within SAP. Examples of enhancements/support include: set up of objects on loan (Fire clothing tracking), absorption of Staff Directory functions into SAP (simplification), elimination of overtime and leave request InfoPath forms, Solution Manager(SAP vendor support) set up assistance	Included in enhancements are security and functionality improvements and extensions requested by end user organizations. Deferring the implementation may have negative end user or organization impacts e.g. reduced reporting capability, inability to efficiently extract and use information, etc.	150,000	150,000	No	2.67%		16,844,341
2013	Improve	4	Information Technology	Applications-New	Open Data Strategy Project-2013	To initiate the Open Data initiative of the IT Plan 2.0, including funding to promote development of mobile apps by 3rd party application developers.	Development of mobile apps would be more costly and delay implementation	75,000	75,000	No	2.67%		16,844,341
2013	Improve	4	Strategic Policy	Strategic Community Initiatives	Neighbourhood Audit	This is a new initiative.	Council expressed an interest in undertaking this work to continue to understand and improve our neighbourhoods.	220,000	220,000	No	2.67%		16,844,341
2013	Improve	5	Roads, Storm Drainage & Watercourses	Major Roads	Second Line over Hwy 401 - Ped/Cycling Bridge (incl piers)	Existing bridge will be removed because Highway 401 is being widened. MTO is designing the Highway improvements and these are funds needed to coordinate the design elements of the City's bridge requirements. The City is positioning itself to ensure our design requirements are done in a timely fashion.	The City will miss the opportunity to ensure that the bridge is designed and coordinated as part of the MTO's project. There will be a higher cost to undertake this work as a separate initiative.	500,000	500,000	No	2.67%		16,844,341
2013	Improve	5	Information Technology	Applications-Replacements/Enhancements	Infor Business Continuity and Business Service Expansion & Minor application development and upgrade-2013	Convert to SQL Server in order to leverage Business Continuity on the SQL Server platform and not creating a secondary Business Continuity platform for Oracle. Oracle Business Continuity is estimated to cost \$430K whereas SQL Server Business Continuity is \$130K Funding also required for minor enhancements and upgrades.	Business Continuity is critical as more business users depend on Hansen to run their business. Not expanding the servers to handle the anticipated capacity for new projects would put the new initiatives at risk and not allow for the e-services to be embraced as well as they should have been due to poor system performance or availability. Priority issue resolution can not wait for a vendor patch or enhancement release.  Funding also required for minor enhancements and upgrades.	150,000	150,000	No	2.67%		16,844,341
2013	Improve	6	Roads, Storm Drainage & Watercourses	Other Engineering	Specialized Equipment	Supports operational improvements.	Cannot forecast nor take advantage of operational improvements nor replace tools that have no predictive life cycles established.	50,000	50,000	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

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2013	Improve	6	Information Technology	Applications-Replacements/Enhancements	SAP Employee Self Service-2013	The service is available for staff with computers (2,600), and can be made available to all staff. This is for licenses to deploy Employee Self Service to all staff. Efficiencies and productivity are gained by enabling employee self service for 5,200 staff. Benefits gained are reduced calls to HR and Administrative staff for Leave information, Online Pay Statements, benefit, banking information at work or from home. Further efficiency and productivity gains can be achieved by using Employee Self Service for staff to enter time and requests for vacation etc. directly into the system and eliminate the InfoPath form and double approval of Time Off Requests. Leverage Team Calendar within SAP.	Efficiencies and productivity are not gained. Calls to HR and Administrative staff will remain high.	500,000	500,000	No	2.67%		16,844,341
2013	Improve	7	Roads, Storm Drainage & Watercourses	Other Engineering	Cycling Pavement Markings	Expanding the on-road cycling network will provide safer cycling facilities and deliver on the commitments of the approved Cycling Master Plan.	Reduced ability to complete the network identified in the Cycling Master Plan within a time-frame of 20 years.	50,000	50,000	No	2.67%		16,844,341
2013	Improve	7	Information Technology	Applications-Replacements/Enhancements	Library ILS enhancements - 2013	Efficiencies in software and processes in Library operations	Risk - medium. During the Library implementation, risk assessment will be performed for each software enhancement. The risks are not high as the project is for additional functionality and not critical functionality.	93,000	93,000	No	2.67%		16,844,341
2013	Improve	8	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Low Impact Development Features	An enhanced service level to improve road side drainage, improve water quality and quantity and reduce surcharge into creeks.	Lack of funding impacts the way ditches are addressed during road rehab which usually results in deeper and steeper ditches that are difficult for residents to maintain. Ultimately, this often leads to requests to reconstruct the road in order to add a storm sewer.	250,000	250,000	No	2.67%		16,844,341
2013	Improve	8	Information Technology	Service Management	IT Service Management Program-2013	IT Service Management has been identified as an opportunity in the IT E3 Review.	If funding is not available, recommendations from the IT e3 review IT Service Management may be stalled.	100,000	100,000	No	2.67%		16,844,341
2013	Improve	9	Roads, Storm Drainage & Watercourses	Major Roads	Mississauga Road Corridor Study	This is a new initiative requested by members of Council to a coordinated study with planning and building to look at the land use and transportation issues along the scenic route corridor.	No new development applications will be processed until the study has been completed	300,000	300,000	No	2.67%		16,844,341
2013	Improve	9	Parks & Forestry	Park Redevelopment	P_179 Landscape Improvements - Design & Construction	Provides redevelopment of existing park in Ward 5	Ageing infrastructure liabilities, and potential for renovation of this City Wide park asset would not be implemented as recommended in the 1998 Malton Parks Assessment	73,300	73,300	No	2.67%		16,844,341
2013	Improve	9	Information Technology	Specialized IT Equipment	Geographic Information System/Mapping Hardware-2013	This Capital allowance is for the purchasing of specialized hardware and single seat narrow focus software related to core systems required by Geomatics to perform data collection and output. Examples of hardware that would meet this criteria include specialized large format plotters, scanners and workstations (3D Softcopy).	Specialized GIS hardware will assist staff in improving data integrity of geographic data	50,000	50,000	No	2.67%		16,844,341
2013	Improve	10	Roads, Storm Drainage & Watercourses	Other Engineering	Environmental Contingency Site Remediation	An enhanced service level for due diligence for managing environmental issues for City owned property	The City will not have the ability to act expeditiously should immediate action be required to address environmental issues on City owned properties.	1,000,000	1,000,000	No	2.67%		16,844,341

**Appendix 2 - City-Wide Capital Budget 2013 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2013	Improve	10	Parks & Forestry	Sports Field Maintenance	Reconstruction of Tennis Courts	Implementing our Strategic Plan pillars to connect our communities and live green	Design component is in current WIP and underway. Ageing infrastructure liabilities and parkland improvements would not be implemented if funding was not available	147,400	147,400	No	2.67%		16,844,341
2013	Improve	10	Information Technology	Applications-Replacements/Enhancements	Access Application Upgrade-2013	Support of 11 Access applications is limited and Access database can not meet complex business requirements and requires bug fixes. Applications: Vital Statistics, Marriage Licensing, FPM, Land Inventory, Project tracking, Media System, Council Request Tracking for CPS, PB, T&W, Parking Allocation	Would require ongoing support of these legacy Microsoft Access systems	86,000	86,000	No	2.67%		16,844,341
2013	Improve	11	Parks & Forestry	Park Redevelopment	Meadowvale Hall Grounds Landscape Improvements	Provides renovation to existing Ward 11 Community Park	Design component is in current WIP PN 12-322. Building had improvements through F&PM for potential tenant. Ageing infrastructure and needed upgrades to park amenities for community park land improvements have been deferred for 3-4 years and in the long-term site renovations, lifecycle renewals and parkland improvements would not be implemented	315,600	315,600	No	2.67%		16,844,341
2013	Improve	13	Parks & Forestry	Urban Forestry	Plant new Trees Around Play Structures	Playground trees would provide increased shade covering in high usage areas, provide aesthetic beauty around play structures and enhance the City's tree canopy.	A reduction in shade coverings around play structures. Inability to increase the City's urban tree canopy.	70,000	70,000	No	2.67%		16,844,341

**Appendix 3 - City-Wide Capital Budget 2014 - Prioritization & Ranking  
Impact Analysis by Category**

										Funded through Priority Ranking			
										Not Funded through Priority Ranking			
Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2014	Mandatory		Roads, Storm Drainage & Watercourses	Other Engineering	LED Streetlighting Retrofit Project - Phase 2 of 2	On-going/carry-over project	Will not be able to realize long-term energy and maintenance savings	10,000,000	10,000,000	Yes	2.00%	79,000,000	
2014	Mandatory		Roads, Storm Drainage & Watercourses	Other Engineering	Salt Management Program	Salt Management Plan to be updated and submitted yearly to Environment Canada illustrating improvements.	Would not be able to carry out obligation to store and manage salt usage and to educate staff involved with winter maintenance in a responsible and positive manner.	50,000	50,000	Yes	2.00%	79,000,000	
2014	Critical	1	Roads, Storm Drainage & Watercourses	Other Engineering	Topographical Updating	Essential service utilized by all City Departments	Increased operating costs in the hundreds of thousands.	145,000	145,000	Yes	2.00%	79,000,000	
2014	Critical	2	Roads, Storm Drainage & Watercourses	Storm Drainage	Minor Erosion Control Works - Various Locations	Urgent watercourse maintenance cannot be done without these funds for design and permits	Short term risk of failure to watercourse works and potential liability/cost from resulting damages to adjacent property/infrastructure (\$100,000s)	80,000	77,000	Yes	2.00%	79,000,000	
2014	Critical	3	Roads, Storm Drainage & Watercourses	Other Engineering	Traffic Management Centre - Phase 2 of 4	Existing traffic computer at end of life cycle. A facility required to house the new computer and to become the genesis of a Traffic Management Centre.	Will not be able to implement ATMS (Advanced Traffic Management System) measures.	500,000	193,800	Yes	2.00%	79,000,000	
2014	Critical	4	Roads, Storm Drainage & Watercourses	Other Engineering	Field Equipment Replacement - Traffic Controllers	Reliability and public safety issues.	Increase in operational and maintenance costs	190,000	190,000	Yes	2.00%	79,000,000	
2014	Critical	5	Roads, Storm Drainage & Watercourses	Storm Drainage	Applewood Creek Crossing Impr/Culvert under Lakeshore Rd E	Increases capacity to meet service levels; tied to structural replacement project by TAM	Missed opportunity if size not increased for capacity as part of the culvert structural replacement project (\$100,000s)	500,000	494,000	Yes	2.00%	79,000,000	
2014	Critical	6	Roads, Storm Drainage & Watercourses	Storm Drainage	Serson Creek Crossing Improvement/Culvert under Lakeshore Rd	Increases capacity to meet service levels; tied to structural replacement project by TAM	Missed opportunity if size not increased for capacity as part of the culvert structural replacement project (\$100,000s)	250,000	249,750	Yes	2.00%	79,000,000	
2014	Critical	7	Roads, Storm Drainage & Watercourses	Other Engineering	Traffic Signals - Rebuild	Ongoing system maintenance is important for system reliability and public safety.	Increase in operational and demand maintenance costs. Increased risk of component failure	555,000	555,000	Yes	2.00%	79,000,000	
2014	Critical	8	Roads, Storm Drainage & Watercourses	Storm Drainage	Storm Sewer Network Modelling - City-wide Model	Important tool needed to identify vulnerabilities in Storm Sewer Network in light of intensification, redevelopment and climate change pressures.	Vulnerabilities and risks will remain uncertain; potential liabilities will remain (\$100,000s)	250,000	250,000	Yes	2.00%	79,000,000	
2014	Critical	9	Roads, Storm Drainage & Watercourses	Storm Drainage	Credit River Erosion Control - Behind Steen Drive	Will become mandatory as erosion migrates onto private property	Short term risk of failure to valley wall, putting residential properties at risk of damages; potential liability/cost to City (\$100,000s)	410,000	402,989	Yes	2.00%	79,000,000	
2014	Critical	10	Roads, Storm Drainage & Watercourses	Other Engineering	Survey and Control Network	Re-instatement of a critical asset	Long Term - The control monument network becomes un-useable. Short Term - Higher operating costs for crews to travel to a control monument that is outside of project area.	25,000	25,000	Yes	2.00%	79,000,000	
2014	Critical	11	Roads, Storm Drainage & Watercourses	Other Engineering	Noise Wall Program	Will be mandatory in 2 years	Increased operating and customer service cost of approximately \$5k-\$7k. There will be additional pressures and needs to manage service level expectations, customer service and communication with property owners.	1,263,000	1,263,000	Yes	2.00%	79,000,000	

**Appendix 3 - City-Wide Capital Budget 2014 - Prioritization & Ranking  
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2014	Critical	12	Roads, Storm Drainage & Watercourses	Storm Drainage	Climate Change-High Risk Locations Identification&Mitigation	Needed to identify, quantify and take steps to mitigate high risks/vulnerabilities of drainage structures (e.g. culverts, flood protection works) due to increasingly severe flow events (climate change).	Highly vulnerable structures and risks will remain unaddressed; potential liabilities will remain (\$100,000s)	160,000	160,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	6	Roads, Storm Drainage & Watercourses	Other Engineering	Customer Self Service Permits	The Dynamic Portal is a key component for citizen self-service of permits and service requests and supports the Communications Master Plan and aligns the City with other municipalities offering self serve. For T&W, the first self serve initiative would be parking considerations (23K annually), followed by permits issued by the Customer Service Counter (2K annually). There are other BR's depending on the dynamic portal such as BR60 Film Permits on-line to be implemented in 2013. This initiative will offset increased pressure due to growth of volumes of 3-1-1, After-Hours Dispatch and parking considerations. Will drive citizens and customers to utilize the web for routine transactions.	Not aligned with the Communications Master Plan and no support of BR60 Film Permits on-line. Not meeting citizens' expectations. Missed opportunity for future cost savings/financial benefits and efficiencies. City not seen as a leader, slipping behind; other municipalities are moving forward with on line self serve.	20,000	20,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Crack Sealing	Will be Mandatory in 2 Year	Increased operating and maintenance costs by \$50k-\$100K	100,000	100,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehabilitation - Major Roads and Industrial Roads	Will maintain roadways to current state of good repair. OCI 73	Increased operating costs of approximately \$200k - \$500k (2%-5% of rehab value) Above the current budget that will partially negate capital cost savings. The OCI for these roads will drop from 73 to 66 by 2017.	17,500,000	17,500,000	Yes	2.00%	79,000,000	
2014	Mandatory		Transit	High Order Transit	BRT	On-going/carry-over project	Will not be able to fully implement Bus Rapid Transit Way.	15,000,000	15,000,000	Yes	2.00%	79,000,000	
2014	Critical	1	FPM	Lifecycle Maintenance	Mechanical Replacements, Various Facilities	Life cycle replacement of mechanical systems in critical condition	Required for facility function; failure would compromise use of buildings; Long Term Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time	1,343,000	1,343,000	Yes	2.00%	79,000,000	
2014	Critical	1	FPM	Lifecycle Maintenance	Structural Repairs/Replacements, Various Facilities	Life cycle replacement of structural systems in critical condition	Required for facility function; failure would compromise use of buildings; Long Term Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time	866,000	866,000	Yes	2.00%	79,000,000	
2014	Critical	1	FPM	Lifecycle Maintenance	Electrical Replacements, Various Facilities	Life cycle replacement of electrical systems in critical condition	Required for facility function; failure would compromise use of buildings; Long Term Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time	780,000	780,000	Yes	2.00%	79,000,000	

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2014	Critical	1	FPM	Lifecycle Maintenance	Roof Replacements, Various Facilities	Life Cycle Replacements for roof systems in critical condition	Required for facility function; failure would compromise use of buildings; Long Term Failure to invest would result in failing to meet FCI targets reducing overall facility condition and increase demand maintenance over time	347,000	347,000	Yes	2.00%	79,000,000	
2014	Critical	1	FPM	Space Planning	Health & Safety Furniture Various	Health & Safety Furniture Requirements*	Replacement of furniture in critical condition due to age and general deterioration	90,000	90,000	Yes	2.00%	79,000,000	
2014	Critical		FPM	Capital Construction & Improvement	Accessibility Program	Accessibility requirements to address access issues and support City facility accessibility standards and proposed provincial legislation	Short term: Facility access restrictions for the community; Long Term Failure to invest would result in not satisfying city standards and proposed legislation	500,000	500,000	Yes	2.00%	79,000,000	
2014	Critical		FPM	Lifecycle Maintenance	Emergency Repairs Program	Immediate system failure posing Safety Risk or High Risk of Operations/Facility program disruption or closure (Emergency Repairs Program)	Emergency funding is only used when a system has failed or failure is imminent; at time of failure safety and/or function of facilities is compromised and the need to repair/replace is critical.	500,000	500,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	1	FPM	Facility Services	Energy Management Program	Various energy initiatives to reduce energy consumption and realize utility cost savings to the City	Retrofit will reduce consumption and costs over life time of systems	540,000	540,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	FPM	Lifecycle Maintenance	Mechanical Replacements, Various Facilities	Replacement of mechanical systems beyond their useful life	Required to maintain facilities in a state of good repair	5,370,000	5,370,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	FPM	Lifecycle Maintenance	Structural Repairs/Replacements, Various Facilities	Repairs/Replacement of structural systems beyond their useful life	Required to maintain facilities in a state of good repair	3,419,000	3,419,000	Yes	2.00%	79,000,000	
2014	Mandatory		Parks & Forestry	Urban Forestry	Surveying and removal of encroachments	Required for the enforcement of encroachment By-law and preserve City lands.	Staff would be unable to reclaim City lands that are encroached upon.	77,000	77,000	Yes	2.00%	79,000,000	
2014	Mandatory		Parks & Forestry	Parks Maintenance	Water service - various locations	Mandated under Part 7 of the ministry of housing, building and development branch to install backflow preventers to prevent contamination	Potential contamination of water and non-compliance with legislation	60,000	60,000	Yes	2.00%	79,000,000	
2014	Critical	1	Parks & Forestry	Park Redevelopment	Barbertown Bridge Rehabilitation	Barbertown Historical Bridge crossing of the Credit River is at end of lifecycle based structural assessment.	Structural evaluation has been performed for the last few years and recommendations will not permit extending use any longer without rehabilitation or replacement. If repairs are not undertaken in 2013 public safety would be at risk and require closure of bridge crossing creating a major disruption to the Culham Trail. Rehabilitation design and EA process is in current WIP PN 12-317.	420,800	420,800	Yes	2.00%	79,000,000	
2014	Critical	2	Parks & Forestry	Park Redevelopment	Various Site Assessments / Landscape Improvements	Provide additional soil cover to mitigate environmental concerns	Mitigation and Environmental Management of City-Owned Properties based on T&W investigations to be underway in 2012, and in the long-term if not funded, continued monitoring and filling program would be required on an annual basis to maintain cover over any exposed area exposing the City to risk and liabilities for public safety.	371,000	371,000	Yes	2.00%	79,000,000	

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2014	Efficiency/Cost Saving	1	Parks & Forestry	City Wide Facilities	Sportsfield Lighting Study	Study to renew sports field lighting standard technologies to current day standards for energy efficiencies and operational cost savings	Mandated 10% tax copayment to access 90% DC funding will be lost, and in the long term, loss of opportunities for continuous improvement in this provision standard, energy savings and maintenance reductions.	81,000	8,100	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Parks & Forestry	Parks Maintenance	Pathway Reconstruction - Asphalt Rehab	Pathways have reached end of lifecycle and have significantly deteriorated to point where reconstruction is necessary to maintain service levels	Continued deterioration of pathways will result in the closure of sections, service level reduction and increase future capital replacement costs. This program reconstructs and rehabilitates pathway asphalt	387,100	387,100	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Parks & Forestry	Park Redevelopment	Play Equipment Replacement & Landscape Improvements Including Emergency/Accessibility Improvements	Replacement required based on inspection condition audit and end of 20 year lifecycle replacement plan.	Replacement required to meet safety regulatory requirements through CSA Standards and Accessible Built Environment standards which are pending and in the long-term if not replaced, playgrounds would continue to deteriorate exposing the City to risk and liabilities for public safety.	827,554	827,554	Yes	2.00%	79,000,000	
2014	Mandatory		Recreation	City Wide Recreation	Lakeview GC - Upgrade Irrigation System	Cash flow funding for this project approved in 2012	Deteriorating conditions will potentially result in reduced rounds and overall revenue.	54,000	54,000	Yes	2.00%	79,000,000	
2014	Critical	1	Recreation	Vehicles, Equipment	Hershey POS replacement	Existing system at Hershey has reached end of lifecycle	The POS system is critical to efficient billing and processing food and beverage sales. Net food and beverage sales in \$400,000 range	125,000	125,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	1	Recreation	City Wide Recreation	Implement Community Centre Hansen time sheets	Implement Hansen time sheets for digital records management, labour allocation and instant wireless data entry	Improve labour management and eliminate need to manually input data. Estimated labour savings of \$65K scheduled for 2014	252,000	252,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	2	Recreation	Vehicles, Equipment	Self Service Kiosks - New	This initiative will allow for self-service registration and membership/pass management and will result in streamlining customer service desk hours at facilities.	Will continue to require facility staff to handle registrations and membership/pass processing. 2013 Operation budget has committed to a \$100k customer service desk part time reduction and this will be difficult to sustain without implementing a self-serve option.	100,000	100,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Recreation	Vehicles, Equipment	Program Furniture and Equipment	Program Equipment replacement maintains existing service levels	Lengthening lifecycle replacement of fitness and other programming equipment will result in costlier repairs and declines in participation and revenue.	397,000	397,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Recreation	City Wide Recreation	Renovations and rehabilitation projects	Minor renovations to Rec. facilities ensures suitable standard of building infrastructure	Not performing ongoing renovations will result in costlier replacements in the future. Also participation and revenue will continue to decline.	438,000	438,000	Yes	2.00%	79,000,000	

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2014	Improve	1	Recreation	City Wide Recreation	Meadowvale CC renovation	Although total area of building has increased and therefore increasing overall service levels, there is a lifecycle replacement component to this project as well.	The Facility has the highest score of any major Recreation facility on the FCI with a score of 0.42. Major building mechanical systems (pool filtration, air handling and ventilation systems have surpassed their serviceable life expectancy; as such \$4.4 million of this project addresses State of Good Repair issues.  Building is not meeting accessibility standards for access to program areas, washrooms and change room amenities. Project is slotted to significantly improve the service levels at the facility through using CIL funds of \$16.5M.  Co location of library at community centre (at a cost of \$5.4 million) will eliminate lease payments of \$483K	4,000,000	3,808,507	Yes	2.00%	79,000,000	
2014	Mandatory		Information Technology	Network Infrastructure	VCOM Radio Network Replacement-2014	The City has entered into an agreement with the Region of Peel to replace the network in 2013.	Council has preapproved the funding of \$9 million for this.	1,425,000	1,425,000	Yes	2.00%	79,000,000	
2014	Mandatory		Information Technology	Applications-Replacements/Enhancements	Desktop Software Licenses-2014	Legally binding contracts to meet Software License Compliance.	High - License compliance is subject to audit and non-compliance can lead to legal action, fines and liability to the City	150,000	150,000	Yes	2.00%	79,000,000	
2014	Critical	1	Information Technology	Network Infrastructure	Network Replacement, Access Switches, Routers, Cabling, Network Security & Indoor/Outdoor Access Point Expansion -2014	As part of the Deloitte Network Assessment project, Network Replacement is critical for all applications which the business units rely on to maintain services to the public. This includes replacement of Network Core at Civic and Disaster Recovery sites, Network Management products, 600 Access Switches, Security Devices (firewalls, IPS, VPN,URL filters) and indoor/outdoor access point expansion.	The Network core has reached end of life. There are over 90 sites attached to the core through fibre and wireless infrastructure. The Network Core supports all computer applications, voice systems, data transfer and security systems and video solutions. If not replaced, service levels to connect the 90 sites to the Civic and Disaster Recovery sites will decline or fail.	1,025,000	1,025,000	Yes	2.00%	79,000,000	
2014	Critical	2	Information Technology	Network Infrastructure	Network Infrastructure Voice Systems Upgrade-2014	Current Voice Mail system is end of life and requires replacement. Staff relies on the Cisco Voice system which needs to be on a supported platform to maintain vendor support and business operations.	Voice architecture platform must be maintained as it is an essential communications infrastructure to the corporation. If funding is not available, service levels for voice mail may decline.	206,000	206,000	Yes	2.00%	79,000,000	
2014	Critical	3	Information Technology	Network Infrastructure	Phone Replacements-2014	Lifecycle replacement -Current phones are end of life and need to replace phones to be able to connect to new network devices.	Impacting any client in the Corporation that has access to a Cisco VOIP telephone set.	365,000	365,000	Yes	2.00%	79,000,000	
2014	Critical	4	Information Technology	Applications-Replacements/Enhancements	2014 Election - 2014	Municipal elections must be conducted every 4 years or when called by City Clerk for By-election. Need software and hardware for the 2014 Elections. \$50k for hardware and \$30k for consulting	Risk is HIGH if not done. When an election is called, legislatively, the City has no choice but to prepare and host an election.	80,000	80,000	Yes	2.00%	79,000,000	

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2014	Critical	5	Information Technology	Applications-Replacements/Enhancements	SAP Unplanned Legislative Changes-2014	The Business 2.0 Steering Committee is reviewing a series of enhancements related to HR process improvement and other minor enhancements.  Unplanned legislative changes for Payroll, support for applying Payroll Tax patches and resolving technical issues.	Potential for significant business interruption if a Technical or Payroll system issue is not resolved within SAP service level. Tax updates are required to comply with legislation.	100,000	100,000	Yes	2.00%	79,000,000	
2014	Critical	6	Information Technology	Service Management	IT Security and Risk Management Program including PCI-2014	IT Security and Risk Management program is required to provide a secure infrastructure to allow staff to do their work efficiently that will address all elements to protect the City's information infrastructure. This was further confirmed by the IT e3 Review. Moreover, the security measures and processes need to be identified and implemented for the City to obtain and sustain PCI Compliance.	Systems may be vulnerable and business interruption or public image could suffer.	100,000	100,000	Yes	2.00%	79,000,000	
2014	Critical	7	Information Technology	Applications-Replacements/Enhancements	Replace Library Public Printing System-2014	Library printing system will be obsolete when conversion to Windows 7 occurs. In addition, the hardware which accepts the mint cards and connects to printers and photocopiers are obsolete and replacements cannot be acquired when damage occurs.	The public uses the Library public printing system on a daily basis. Not being able to print at libraries would be a significant deficit in a service that library patrons have come to expect.	235,000	235,000	Yes	2.00%	79,000,000	
2014	Critical	8	Information Technology	Service Management	Business Continuity & Disaster Readiness for IT Systems 2014	Business continuity and disaster readiness for IT systems are critical as business units rely heavily on technology to deliver front line services.	If funds are not available to provide DR (Disaster Recovery) solutions for IT systems, system down time will be longer.	200,000	200,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	2	Information Technology	Applications-New	SAP Financial Modules SN 356 - 2014	Implement the first 2 key business requirements that is defined in the Feasibility Study conducted in 2012/2013. (ie eRecruit, Sales & Distribution).  Implement business process and functionality to enable cycle of revenue re-engineering for efficiency.	SAP Modules recommended by the Finance e3 Review will not be implemented and efficiencies identified in the Finance e3 review will not be realized.	700,000	700,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Information Technology	Server and Backup Replacement	Server , SAN and Backup Replacement-2014	Server and Backup Infrastructure is required to support business applications. These infrastructure components require upgrades/replacements to maintain vendor support, lower maintenance costs and maintain compatibility with other infrastructure components.	Server and backup components that are end of life will incur higher operating costs and lose vendor support which will impact service levels for business applications or result in system failure.	450,000	450,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook-Replacement/Maintenance	PC/Notebook Replacement-New Staff-2014	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels.	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	498,000	498,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook-Replacement/Maintenance	PC/Notebook Replacement-CMS-2014	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels.  This will purchase 180 Desktop PCs and 40 Notebooks	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	153,000	153,000	Yes	2.00%	79,000,000	

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2014	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook-Replacement/Maintenance	PC/Notebook Replacement-CPS-2014	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels.  This will purchase 100 Desktop PCs, 69 Notebooks and 1 Netbook	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	143,000	143,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook-Replacement/Maintenance	PC/Notebook Replacement-TW-2014	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels.  This will purchase 60 Desktop PCs, 26 Notebooks and 3 Netbooks	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	70,000	70,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Information Technology	PC/Notebook-Replacement/Maintenance	PC/Notebook Replacement-PB-2014	PC's, Notebooks, Netbooks are required to support business operations and maintain service levels.  This will purchase 50 Desktop PCs and 5 Notebooks	Medium - Replacement needs to occur regularly to keep up with Desktop Operating System and Desktop application requirements.	36,000	36,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	3	Information Technology	Network Infrastructure	Network Indoor/Outdoor Access Point Lifecycle Replacement - 2014	Currently have 425 inside access points and 125 outdoor access points. No maintenance is purchased as it is more cost effective to replace failed units. Replacement units are purchased at \$4,000/unit	Need to replace failed access points to maintain wireless coverage	47,000	47,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	4	Information Technology	Network Infrastructure	Network Access Switches Replacement & Expansion - 2014	Currently have 600 Access Switches with no maintenance as it is more cost effective to replace failed units. Replacement units are purchased at \$4,000/unit. Estimated replacement cost of \$40k/year.  Expansion for new access points on existing and new sites estimated at \$100k/year	Will impact users on access to the corporate network	140,000	140,000	Yes	2.00%	79,000,000	
2014	Improve	6	Information Technology	Applications-Replacements/Enhancements	SAP Enhancements-2014	The Business 2.0 Steering Committee is reviewing a series of enhancements related to HR process improvement and other minor enhancements.  \$100K for enhancements and optimizing functionality within SAP. Examples of enhancements/support include: set up of objects on loan (Fire clothing tracking), absorption of Staff Directory functions into SAP (simplification), elimination of overtime and leave request InfoPath forms, Solution Manager(SAP vendor support) set up assistance	Included in enhancements are security and functionality improvements and extensions requested by end user organizations. Deferring of implementation may have end user or organization impacts e.g. reduced reporting capability, inability to efficiently extract and use information, etc.	100,000	100,000	Yes	2.00%	79,000,000	
2014	Mandatory		Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction Leased Station 119	Approved in 2012 budget - cash flow	Lease Expires at existing location in 2014	750,000	750,000	Yes	2.00%	79,000,000	
2014	Critical	1	Fire & Emergency Services	Vehicles & Equipment	Personal Protective Equipment Replacement	Provide PPE for new recruits.	Cannot hire new staff as proper equipment will not be available.	50,000	50,000	Yes	2.00%	79,000,000	

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2014	State of Good Repair/Lifecycle	1	Fire & Emergency Services	Vehicles & Equipment	Replacement of fire vehicles	Replacement of fire vehicles once they have reached their maximum lifecycle. Front line apparatus 15 years, spare 5 years. Cars lifecycle ten years.	Maintenance costs will increase and reliability of vehicles will decrease. New Apparatus will meet current NFPA standards.	1,620,000	1,620,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Fire & Emergency Services	Vehicles & Equipment	Refurbish Fire Vehicles	Refurbishment of front line vehicles to extend lifecycle. Front line apparatus 15 years, spare 5 years. Cars lifecycle ten years.	Lifecycle of vehicles will decrease. New vehicles would have to be purchased sooner.	222,000	222,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	3	Fire & Emergency Services	Vehicles & Equipment	Hoses & Fittings, Breathing equipment, Furniture, Appliances	Hoses, nozzles and other equipment located on the front line vehicles are tested and replaced on a schedule to ensure they are maintained at a safe and acceptable standard.	Equipment will be in a state of disrepair and be unreliable. In the long term it will may negatively impact the delivery of front line service.	164,000	164,000	Yes	2.00%	79,000,000	
2014	Mandatory		Library	Materials & Equipment	Self-Serve Technology-Material Tagging-cash flow funding	Council-approved 2011	Project has started. Elimination of labour savings and customer improvements	716,000	716,000	Yes	2.00%	79,000,000	
2014	Mandatory		Library	Buildings	Central Library Circulation - Retrofit	Component of Council-approved Self Check-out.	Project has started. Elimination of labour savings and customer improvements	400,000	400,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	1	Library	Buildings	Construction of Meadowvale Branch	Facility redevelopment and relocation from leased space to Community Centre will save \$450k in annual lease costs	Project has started. Continued annual lease cost.	800,000	454,800	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Library	Materials & Equipment	Book carts, Specialized Shelving, Desks/ Work Stations	Maintain current service level	Impacts public service. Public-use furniture and equipment will be in poor condition or no longer available. Non-funding will result in costlier replacements in future.	125,600	125,600	Yes	2.00%	79,000,000	
2014	Mandatory		Culture	Buildings	Heritage designation surveys and plaques	Surveys are mandatory to designate under the Ontario Heritage Act	Short term: Properties cannot be designated under the Ontario Heritage Act  Long term: Loss of irreplaceable heritage resources	15,000	15,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Culture	Materials & Equipment	Audio Equipment - Monitor Rig	End of Lifecycle for Celebration Square A/V Equipment. Maintains current level of service	An audio rig is due for lifecycle replacement in 2014, followed by the main audio console in 2017.  Short-term: If item is not funded there will be no sound functionality for Celebration Square.  Long-term: inability to deliver events and programming with audio requirements leading to a loss of revenue and declined use of the Square.	30,000	30,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	2	Culture	Materials & Equipment	Furniture and Equipment - Replacement	It is important to keep pace with minor furniture and equipment repairs in order to support the City's reputation.	Short term: Inability to replace furniture and equipment at Meadowvale Theatre and City Museums.  Long term: Will be required to remove equipment/furniture for safety issues and therefore reduced revenues.	28,000	28,000	Yes	2.00%	79,000,000	

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Year	Prioritization Category	Ranking by Prioritiz'n	Service Area	Program	Project	Rationale for Category	Short Term and Long Term Impacts if funds not available	Total Capital Cost	Tax Capital Funding Required	Tax Funded	Required Infra/Debt %	Cumulative Tax Funded Total (by Year)	Cumulative UnFunded Total (by Year)
2014	Improve	1	Culture	Materials & Equipment	Public Art Program	Public art is a new initiative from 2011 and is a strategic program to implement the Culture Master Plan.	Short term: Cool Indicator in Action Plan tracking # of public art projects not met; Difficult to get developer investment in public art if we don't lead on it.  Long term: CMP item #40 not realized, artful public realm not created.	69,000	69,000	Yes	2.00%	79,000,000	
2014	Efficiency/Cost Saving	1	Business Services	Revenue, Materiel Management and Business Services	Implement Electronic Tax Bills	Taxpayers would be offered the choice of electronic bills or remain with a traditional paper bill. Potential savings for paper and postage but could be additional costs since this would be a new service channel and the City would not phase out the old channel.	There would be no change in the way tax bills are processed. Only the communication medium would change.	50,000	50,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	1	Business Services	Revenue, Materiel Management and Business Services	Upgrade Central Cashiers Cashiering System	System is old and nearing the end of its lifecycle.	A new system will improve data interfaces with other systems and automate reconciliation functions.	326,000	326,000	Yes	2.00%	79,000,000	
2014	Improve	2	Strategic Policy	Strategic Community Initiatives	Downtown Infrastructure and Public Realm Plan	Create a vibrant downtown as per the Strategic Plan and the DT21 Master Plan	1. Council passed Resolution No. 096-2010 in April 2010 recommending that the Downtown 21 Master Plan be received and staff work with landowners to implement the Master plan.  2. By approving this funding a comprehensive infrastructure and public realm plan can be completed for the Main Street District. This will provide a coordinated plan that will guide above grade and below grade investments in infrastructure, (including utilities, streets and all servicing) as well as streetscaping consistent with the Downtow21 Master Plan. This is a proactive approach to ensure the highest standards of urban design are achieved in the district. If this funding is not approved the project will be slowed down.	550,000	550,000	Yes	2.00%	79,000,000	
2014	State of Good Repair/Lifecycle	3	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Roadways Rehabilitation - Residential Roads	Will maintain roadways to current state of good repair. Controlled decrease to target level of OCI 70	Increased operating costs of approximately \$100k - \$260k above current budgets that will partially negate capital cost savings. The OCI for residential roads will drop from 77 to below 70 by 2015 Future rehabilitation costs will also be higher and require more extensive repairs to asphalt and road base. The local community will have to tolerate construction in the community over a number of years and the average tender pricing will increase as well due to a loss of efficiency.	9,000,000	9,000,000	No	5.42%		89,156,134

**Appendix 3 - City-Wide Capital Budget 2014 - Prioritization & Ranking**  
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2014	State of Good Repair/Lifecycle	4	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek-Burnhamthorpe Rd to Mississauga Valley Blvd	Will bring channel works into good state of repair. Will become critical if channel works continues to collapse and flow capacity becomes compromised.	Cost to repair will increase as condition deteriorates over short term (\$10,000s); need will become critical over long term (flood risk to private properties, \$100,000s).	840,000	815,976	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Erosion Control-Willa to Orano-Construction	Will bring channel works into good state of repair. Will become critical if channel continues to erode and residential properties are put at greater risk.	Cost to repair will increase as condition deteriorates over short term (\$10,000s); need will become critical over long term (erosion risk to private properties, \$100,000s).	980,000	951,972	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	6	Roads, Storm Drainage & Watercourses	Other Engineering	Streetlighting	Ongoing maintenance is important for system reliability and public safety concerns.	Decline in lighting levels. Potential exposure to liability. Increase in maintenance costs.	1,416,667	1,416,667	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	7	Roads, Storm Drainage & Watercourses	Other Engineering	Vehicle & Equipment Replacement	The equipment identified in this group may show a decline in reliability.	Short Term - Increase in maintenance and operating costs. Possible unavailability of equipment. Long Term - Degredation of City's fleet and higher long term lifecycle maintenance and operating costs	4,057,000	4,057,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	8	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Erosion Control-Highway 403 to Hurontario	Will bring channel works into good state of repair. Will become critical if channel continues to erode and Rathburn Road infrastructure is put at greater risk.	Cost to repair will increase as condition deteriorates over short term (\$10,000s); need will become critical over long term (erosion risk to Rathburn Road, \$100,000s).	70,000	67,998	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	9	Roads, Storm Drainage & Watercourses	Storm Drainage	Mullet Crk Erosion Control/Burn RdW to behind Woodchuck Lane	Will bring channel works into good state of repair. Will become critical if channel continues to erode and private property is put at greater risk.	Cost to repair will increase as condition deteriorates over short term (\$10,000s); need will become critical over long term (erosion risk to private properties, \$100,000s).	400,000	390,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	10	Roads, Storm Drainage & Watercourses	Storm Drainage	SWM Pond Dredging and Rehabilitation - Pond 2601A	Will bring SWM pond back to good state of repair. Will become critical if pond nears its capacity to capture sediments, then mandatory if capacity reached.	Pond function (water quality) will reach failure as pond fills with sediments; dredging will become mandatory as pond no longer in MOE compliance	300,000	300,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	11	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Low Impact Development Features	An enhanced service level to improve road side drainage, improve water quality and quantity and reduce surcharge into creeks.	Lack of funding impacts the way ditches are addressed during road rehab which usually results in deeper and steeper ditches that are difficult for residents to maintain. Ultimately, this often leads to requests to reconstruct the road in order to add a storm sewer.	250,000	250,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	12	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation	Parking Lot Rehabilitation	Maintenance and repair of off street municipal parking lots.	The condition of municipal parking lots would diminish and asphalt would deteriorate	50,000	50,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	13	Roads, Storm Drainage & Watercourses	Other Engineering	Facility Repairs	To address unplanned repairs for safety and operational needs at works facilities	Required facility improvements to address unplanned repairs to address safety and operational needs	20,000	20,000	No	5.42%		89,156,134
2014	Improve	1	Roads, Storm Drainage & Watercourses	Major Roads	Ninth Line Widening - Derry Road to North Limit - Phase 1	Funding requested in 2 phases to upgrade street from current rural cross-section. Pavement is in very poor condition and requires improvements.	If funding not provided for reconstruction, funding will be required for pavement resurfacing.	3,000,000	300,000	No	5.42%		89,156,134
2014	Improve	2	Roads, Storm Drainage & Watercourses	Other Engineering	Site Assessments and Data Management	An enhanced service level for due diligence for managing environmental issues for City owned property	Without the enhanced funding the required studies will not be completed and City's risk exposure is not mitigated. Future clean up and disposal costs will be higher as well.	470,000	470,000	No	5.42%		89,156,134

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2014	Improve	3	Roads, Storm Drainage & Watercourses	Major Roads	Main Street (Baif Rd.) Burnhamthorpe Rd West to Webb Drive	New initiative which will be coordinated with the Baif development application for the construction of Main Street as indicated in DT21 Master Plan	Funds are for the upgrades to Main Street to create the character street as depicted in DT21 plan.	500,000	500,000	No	5.42%		89,156,134
2014	Improve	4	Roads, Storm Drainage & Watercourses	Major Roads	Burnhamthorpe Road West - Living Arts Drive to Mavis Road	Required to undertake the EA on Burnhamthorpe Road between Living Arts Drive and Mavis Road. This is the transition area between the LRT and the existing Burnhamthorpe Road. It will also help determine road needs and design across the frontage of the Rogers and Pinnacle lands.	Will hamper staff efforts to coordinate road and streetscape design for Burnhamthorpe Road transitioning into the downtown and LRT area.	400,000	400,000	No	5.42%		89,156,134
2014	Improve	5	Roads, Storm Drainage & Watercourses	Storm Drainage	Land/Cooksville Creek SWM Pond#3702/N of Matheson Blvd	Will contribute to 100-year flood protection for downstream residential properties. Project cannot proceed without acquisition of the land.	Residential properties will remain at risk from 100-year flooding; potential liability to the City (\$100,000s)	27,400,000	16,522,200	No	5.42%		89,156,134
2014	Improve	6	Roads, Storm Drainage & Watercourses	Storm Drainage	New Facility/Cooksville Creek SWM Pond#3702/N of Matheson Rd	Will contribute to 100-year flood protection for downstream residential properties.	Residential properties will remain at risk from 100-year flooding; potential liability to the City (\$100,000s)	10,500,000	10,195,500	No	5.42%		89,156,134
2014	Improve	7	Roads, Storm Drainage & Watercourses	Other Engineering	Specialized Equipment	Supports operational improvements.	Cannot forecast nor take advantage of operational improvements nor replace tools that have no predictive life cycles established.	50,000	50,000	No	5.42%		89,156,134
2014	Improve	8	Roads, Storm Drainage & Watercourses	Major Roads	Second Line over Hwy 401 - Ped/Cycling Bridge (incl piers)	New initiative to replace the current road bridge across Hwy. 401 with a cycling / pedestrian structure as part of the MTO highway widening project.	May delay the construction and increase the costs if not coordinated with the MTO widening project.	3,500,000	3,500,000	No	5.42%		89,156,134
2014	Improve	9	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Flood Protection Berm Impr-Helen MolasyPark	Will increase flood protection to adjacent residential properties; tied to major repair of pedestrian trail by CMS.	Missed opportunity if berm not increased in height as part of the trail rehabilitation project (\$10,000s)	150,000	145,995	No	5.42%		89,156,134
2014	Improve	10	Roads, Storm Drainage & Watercourses	Major Roads	Lakeshore Road Corridor/Master Plan	Funding requested to undertake a comprehensive streetscape master plan in line with the Inspiration Lakeview and Inspiration Port Credit initiatives and the various development applications under review.	If study is not undertaken, there is a risk of a lack of a coordinated streetscape approach for the major Lakeshore Road corridor.	500,000	500,000	No	5.42%		89,156,134
2014	Improve	11	Roads, Storm Drainage & Watercourses	Other Engineering	New Vehicles & Equipment	Equipment required to maintain the City's operational activities.	Cannot take advantage of operational improvements nor replace equipment and vehicle that have no predictive life cycles established.	195,000	19,500	No	5.42%		89,156,134
2014	Improve	12	Roads, Storm Drainage & Watercourses	Major Roads	Main Street - Burnhamthorpe Road West to City Centre Drive	Funds required to undertake an EA and detailed design for the future construction of Main Street between Burnhamthorpe Road and City Centre Drive.	Not funding this initiative may delay the implementation of the project.	200,000	200,000	No	5.42%		89,156,134
2014	Improve	13	Roads, Storm Drainage & Watercourses	Major Roads	John Street - Hurontario Street to GO Station Parking Lot	Required for the EA necessary for potential property acquisition and road construction of the John Street extension at the Cooksville GO Station.	Would delay the coordination of the road which may be required for the future Cooksville GO Station parking structure.	100,000	100,000	No	5.42%		89,156,134
2014	Improve	14	Roads, Storm Drainage & Watercourses	Other Engineering	Cycling Pavement Markings	Pavement marking funds necessary to continue with cycling initiatives in accordance with the Master and Implementation Plans.	Not providing funds will reduce the feasibility of implementing the goal of 30km of new facilities annually.	50,000	50,000	No	5.42%		89,156,134

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2014	Improve	15	Roads, Storm Drainage & Watercourses	Other Engineering	Transportation Demand Management Master plan	This project would develop a TDM Master Plan to improve our mobility management policies and set direction for TDM initiatives.	TDM policies and programs would not be developed in an integrated or strategic approach.	80,000	80,000	No	5.42%		89,156,134
2014	Improve	16	Roads, Storm Drainage & Watercourses	Storm Drainage	Cooksville Creek Impr & Flood Prot/King St E & Paisley Blvd E	Will contribute to 100-year flood protection to residential properties on King St, Paisley Blvd and Shepard Ave.	Residential properties will remain at risk from 100-year flooding; potential liability to the City (\$100,000s)	7,470,000	7,253,370	No	5.42%		89,156,134
2014	Improve	17	Roads, Storm Drainage & Watercourses	Storm Drainage	Low Impact Development & Sustainable Practices/Var Locations	Will increase level of service for storm water quality treatment of road drainage; LID measures to be completed as enhancement to 2014 road rehab/reconstruction project(s).	Missed opportunity if LID measures not incorporated into road rehab/reconstruction project(s).	150,000	150,000	No	5.42%		89,156,134
2014	Improve	18	Roads, Storm Drainage & Watercourses	Storm Drainage	Mississauga Stormwater Strategy Update/LID Marketing Initiv	Will promote Low Impact Development (LID) measures (such as disconnecting downspouts, permeable pavements) on existing residential properties to improve storm water quality and reduce watercourse erosion across the City.	Status quo of rainwater management approach on residential properties (i.e. direct runoff to storm sewer) will continue to contribute to water quality and erosion issues in City creeks. (\$100,000s)	250,000	250,000	No	5.42%		89,156,134
2014	Improve	19	Roads, Storm Drainage & Watercourses	Storm Drainage	Stormwater Research Projects - Various Locations	Will provide seed money to access grants for studies/pilots to improve storm water services in the City.	Will reduce the City's ability to access grant opportunities for stormwater initiatives.	100,000	100,000	No	5.42%		89,156,134
2014	Improve	20	Roads, Storm Drainage & Watercourses	Major Roads	Duke of York Roundabouts	Funding required to undertake a feasibility study and EA for the implementation of future roundabouts on Duke of York Blvd. in accordance with the DT21 plan.	May delay the construction of future roundabouts.	400,000	400,000	No	5.42%		89,156,134
2014	Improve	20	Roads, Storm Drainage & Watercourses	Other Engineering	North Central Works Yard Feasibility Study	With the increasing pressures for space on the existing Public Works yards and increases in the volume of traffic, the need for an additional works yard is required to ensure that the current level of service are maintained and the ability to improve current service levels.	The lack of a new works yard will impact the City's ability to continue to provide works programs at the prescribed level of service. Current pressures on existing yards for space and resources will necessitate the use of north central works yard	50,000	5,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	1	FPM	Lifecycle Maintenance	Roof Replacements, Various Facilities	Replacement of roof systems beyond their useful life	Required to maintain facilities in a state of good repair	1,377,000	1,377,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	2	FPM	Lifecycle Maintenance	Electrical Replacements, Various Facilities	Replacement of electrical systems beyond their useful life	Required to maintain facilities in a state of good repair	3,119,000	3,119,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	3	FPM	Lifecycle Maintenance	Site Services Repairs/Replacements, Various Facilities	Repairs/replacement of site services beyond their useful life (eg. Parking lots, underground services and utility connections)	Required to maintain facilities in a state of good repair	1,687,000	1,687,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	4	FPM	Lifecycle Maintenance	Interior Finishes Replacement, Various Facilities	Replacement of interior finishes beyond their useful life (eg., walls, ceilings, floors, millwork, etc.)	Required to maintain facilities in a state of good repair	2,150,000	2,150,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	FPM	Lifecycle Maintenance	Inspections	Asset Management Program Building Condition Assessments: to maintain inventory and condition data for capital planning and budgeting.	Required to maintain Asset Management Program providing accurate defensible condition data to drive capital planning and budgeting	600,000	600,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	6	FPM	Space Planning	Furniture Replacement Program	Life Cycle Furniture Requirements	Replacement required due to age and general deterioration of furniture assets.	210,000	210,000	No	5.42%		89,156,134

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2014	State of Good Repair/Lifecycle	7	FPM	Vehicles & Equipment	Equipment	Life cycle replacement of equipment, required for the maintenance of facilities (eg., recycling containers, maintenance tools and equipment)	If not replaced, service delivery would be impacted	25,000	25,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	8	FPM	Vehicles & Equipment	Vehicles	Life cycle replacement of vehicles required for the maintenance of facilities	If not replaced, service delivery would be impacted	14,000	14,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	9	FPM	Facility Services	Security	Life Cycle Replacement of Security Systems	Required to maintain facilities in a state of good repair	166,000	166,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	10	FPM	Facility Services	Signage	Life cycle replacement of interior signage	Required to maintain facilities in a state of good repair	50,000	50,000	No	5.42%		89,156,134
2014	Improve	1	FPM	Space Planning	Relocations & Office Accommodation	Relocations and Office Accommodation	Office/furniture relocation requests are to address changes/updates driven by staff changes across the City to improve operations	480,000	480,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	2	Parks & Forestry	Park Redevelopment	Play Equipment Replacement & Landscape Improvements Including Emergency/Accessibility Improvements	Replacement required based on inspection condition audit and end of 20 year lifecycle replacement plan.	Replacement required to meet safety regulatory requirements through CSA Standards and Accessible Built Environment standards which are pending and in the long-term if not replaced, playgrounds would continue to deteriorate exposing the City to risk and liabilities for public safety.	72,446	72,446	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	3	Parks & Forestry	Urban Forestry	Street Tree Plantings - Replacements	Required to maintain existing service level of replacing removed street trees.	Elimination of service level as removed street trees will not be replaced. Street tree canopy would be reduced by 1% annually.	600,000	600,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	4	Parks & Forestry	Urban Forestry	Replacement of Dead/Vandalized Park Trees	Funding required to maintain existing service level of replacing removed park trees.	Elimination of service level as removed parks trees will not be replaced. Reduction in City's tree canopy.	88,000	88,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	Parks & Forestry	Parks Maintenance	Turf Rehabilitation - Parks	Turf renovations of parks needed to maintain state of good repair and mitigate larger capital replacement costs	Long term deterioration of turf assets would increase future capital replacement costs and negatively impact the aesthetic beauty of the City's green assets.	20,000	20,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	6	Parks & Forestry	Vehicles, Equipment	Lifecycle Replacement of Park Equipment	Utilized for the replacement of existing Parks and Forestry equipment.	Reduction in service levels as Parks and Forestry staff would be ill-equipped to perform maintenance operations.	270,000	270,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	7	Parks & Forestry	Urban Forestry	Woodland Management	Management programs, invasive plant and pest surveys control maintains the City's 150 woodlots in a state of good repair.	Increase in invasive species and the removal of plantings would detrimentally impact the City's woodland assets.	59,000	59,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	8	Parks & Forestry	City Wide Facilities	Pathway Reconstruction - Erosion and Flooding Damage	Erosion and flooding at Sawmill Valley Trail and Erindale Park will cause loss of property and park assets	River currently eroding into bank in multiple locations compromising adjacent trail. Stabilization of bank and reinstatement of trails required to maintain safety and service level, if not funded trail would require closure in affected sections becoming a safety liability.	223,900	223,900	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	9	Parks & Forestry	Park Redevelopment	Bridges General Life Cycle Repairs	Planning for annual lifecycle repairs to maintain our bridge assets	Projected end of Lifecycle and emergency repair funds to prevent continued deterioration and manage potential long term effects to valuable city bridge assets which if remained in disrepair would expose the City to public safety and liability risks , closure and loss of service	126,400	126,400	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	10	Parks & Forestry	Parks Maintenance	Replacement of park furnishings	Lifecycle replacement for park benches and picnic tables to maintain existing service levels.	Replacement assets would not be available, forcing a reduction in service levels for park patrons.	30,000	30,000	No	5.42%		89,156,134

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2014	State of Good Repair/Lifecycle	11	Parks & Forestry	Park Redevelopment	Picnic Shelter Replacement	Projected end of lifecycle Replacement for park shelter	Planned projected year for required replacement to ensure no disruption of service and in the long term continued deterioration would increase the potential for a public safety risk and closure of facility if shelter is not replaced	335,600	335,600	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	12	Parks & Forestry	Sports Field Maintenance	Turf Rehabilitation - Lit Sportfields	Turf reconstruction preserves field in a state of good repair, mitigating higher future replacement costs.	Unavailability of funds over the long term would result in the closure of soccer turf, reducing service levels to field users and revenue losses.	50,000	50,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	13	Parks & Forestry	Parks Maintenance	Lakefront Promenade Boardwalk Replacement-Design & Construction	Boardwalk deteriorated to point where there are increasing liability concerns	Reduction in service level as boardwalk would require removal.	670,000	670,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	14	Parks & Forestry	Sports Field Maintenance	Design/ Reconstruction of Sports Fields	Reconstructions preserve fields in state of good repair and mitigate higher future costs.	Deterioration of sports fields to point where closures would be required. Sports field revenues would be negatively impacted.	190,700	190,700	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	15	Parks & Forestry	Sports Field Maintenance	Iceland - Artificial Turf Replacement	Artificial turf has reached end of lifecycle.	Revenue impact if artificial turf removed and not replaced. Reduction in service level.	1,257,000	1,257,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	16	Parks & Forestry	Sports Field Maintenance	Various Unlit Sports Field Maintenance	Reconstructions preserve fields in state of good repair and mitigate higher future costs.	Deterioration of sports fields to point where closures would be required. Sports field revenues would be negatively impacted.	54,400	54,400	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	17	Parks & Forestry	Parks Maintenance	Cemetery Maintenance	Maintenance of abandoned Cemeteries legislated in the Cemeteries Act to ensure the dignity of human remains and to maintain grounds in a state of good repair.	Non-compliance with provincial legislation	52,000	52,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	18	Parks & Forestry	Sports Field Maintenance	Triennial review of Bocce court surface	Review of courts to ensure that asset remains in state of good repair.	Eliminating timely repairs to bocce courts in long term would lead to the closure of Bocce Courts, reducing service levels and impacting revenues.	6,500	6,500	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	19	Parks & Forestry	Sports Field Maintenance	Reconstruction of various Tennis Courts	Emergency reconstruction and repairs required for unforeseen condition changes or breakdowns during the replacement program year for tennis courts	Funding required for unforeseen condition changes to tennis court sites that require full replacement in the program year, for unforeseen site condition repairs that cannot be repaired through general maintenance practices, for emergency accessibility site changes and in the long-term if not funded, emergency repairs would not be possible exposing the City to risk and liabilities for public safety.	133,000	133,000	No	5.42%		89,156,134
2014	Improve	1	Parks & Forestry	Parkland Development	Design & Construction Sports Park	Provides new major destination sports park development in Ward 10	Mandated 10% tax co-payment to access 90% DC funding will be lost, this major destination sports park would not be built and in the long term the underserved facility provision levels identified in Future Directions will not be provided at this location as planned.	1,825,900	182,600	No	5.42%		89,156,134
2014	Improve	2	Parks & Forestry	Urban Forestry	Million Tree Program	Million tree program approved by Council in 2012. Deliverable of Strategic Plan (Green Pillar, Action 4).	Unable to deliver strategic plan objectives.	176,000	176,000	No	5.42%		89,156,134

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2014	Improve	3	Parks & Forestry	City Wide Facilities	Port Credit Memorial Park Design & Construction	Provides new park facility in Ward 1 in accordance with the Waterfront Parks Strategy	Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term this Ward 1 park would not be built thereby not meeting the Council endorsed Waterfront Parks Strategy and objectives.	210,600	210,600	No	5.42%		89,156,134
2014	Improve	4	Parks & Forestry	City Wide Facilities	Marina Park Design & Construction	Provides new park facility in Ward 1 in accordance with the Waterfront Parks Strategy	Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term this Ward 1 park would not be built thereby not meeting the Council endorsed Waterfront Parks Strategy and objectives.	681,900	184,920	No	5.42%		89,156,134
2014	Improve	5	Parks & Forestry	Urban Forestry	Greenbelt Plantings	Historical mutually beneficial partnerships in place with Credit Valley Conservation and Toronto and Region Conservation Authority allows for continued planting program delivery City-wide.	Loss of partnership, a negative impact in storm water management and a detrimental impact on the City's urban tree canopy.	51,000	51,000	No	5.42%		89,156,134
2014	Improve	6	Parks & Forestry	City Wide Facilities	New Trails -Design & Construction	Provision of Off Road Cycling Routes as identified in the 2010 Cycling Master Plan in conjunction with the Region of Peel Active Transportation Funding Program.	Partnership objectives would not be met and economies of scale cost savings would be lost. Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term trail construction would not be completed.	2,687,200	268,720	No	5.42%		89,156,134
2014	Improve	7	Parks & Forestry	Parkland Development	Malton Village Park Construction	Land Acquisition recently completed to provide expansion to existing community park in Ward 5	Design is currently in WIP PN 9311. Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term land would be left undeveloped and Ward 5 park expansion would not be built.	660,600	66,060	No	5.42%		89,156,134
2014	Improve	8	Parks & Forestry	Parkland Development	Park P_508 Development - Construction	Provides new garden community parkland facility for Ward 7	Mandated 10% tax copayment to access 90% DC funding will be lost, existing Horticultural plant collection will be at risk of loss and in the long term this Ward 7 park would not be built. Project design is carried in current WIP PN 11329 & PN 12327	600,000	60,000	No	5.42%		89,156,134
2014	Improve	9	Parks & Forestry	Vehicles, Equipment	Growth Related Park Equipment	Growth equipment funding required for maintaining service levels in new parkland.	10% tax copayment to access 90% DC funding would be lost. Equipment required to conduct maintenance for new park developments would be lost, leaving staff ill-equipped for maintenance operations.	180,000	18,000	No	5.42%		89,156,134
2014	Improve	10	Parks & Forestry	Park Redevelopment	P_179 Landscape Improvements - Design & Construction	Provides redevelopment of existing park in Ward 5	Ageing infrastructure liabilities, and potential for renovation of this City Wide park asset would not be implemented as recommended in the 19998 Malton Parks Assessment	505,100	505,100	No	5.42%		89,156,134
2014	Improve	11	Parks & Forestry	City Wide Facilities	P_507 Development - Construction	Provides new Downtown Urban park in Ward 4	Design is currently in WIP PN12301. Mandated 10% tax copayment to access 90% DC funding will be lost, agreement negotiations with Sheridan College would be at risk and in the long term, Ward 4 Downtown 21 Park would not be built failing to fulfill the objectives of the Downtown 21 Master Plan and Sheridan Master Plan.	715,200	71,520	No	5.42%		89,156,134
2014	Improve	12	Parks & Forestry	Park Redevelopment	Streetsville Main Street Square Design & Construction	Redevelops existing heritage war memorial & provides new public square in Streetsville	Current process underway partnering with 8-80 Cities for public consultation grant would be wasted. Cenotaph would continue to deteriorate and public desire for improvement would not be met	2,600,000	2,600,000	No	5.42%		89,156,134

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2014	Improve	13	Parks & Forestry	Park Facility Installation	Huron Park Basketball Pad Reconstruction	Redevelops existing basketball courts at Huron Park for lifecycle and improved programming	Basketball courts would remain in a state of disrepair and the City would not be able to achieve more revenue from new programming at the courts	125,000	125,000	No	5.42%		89,156,134
2014	Improve	14	Parks & Forestry	Parkland Development	F_301 Basic Development - Design & Construction	Provides new community parkland addition to Erindale Park in Ward 8	Design of (F-301) which will add parkland to Erindale Park (P-060). Project will provide access from Mississauga Road into Erindale park and develop site into passive parkland. Mandated 10% tax copayment to access 90% DC funding will be lost.	310,300	31,030	No	5.42%		89,156,134
2014	Improve	15	Parks & Forestry	Urban Forestry	Plant new Trees Around Play Structures	Playground trees would provide increased shade covering in high usage areas, provide aesthetic beauty around play structures and enhance the City's tree canopy.	A reduction in shade coverings around play structures. Inability to increase the City's urban tree canopy.	70,000	70,000	No	5.42%		89,156,134
2014	Improve	16	Parks & Forestry	Parkland Development	Addition to P-173 (Lakeview Golf Course) - Basic Land Development	Land Acquisition recently completed to provide expansion to existing Golf course for safety	Mandated 10% tax co-payment to access 90% DC funding will be lost and in the long term necessary property additions and realignment of usage areas for public safety would not be implemented leaving the City exposed to liability	86,010	8,600	No	5.42%		89,156,134
2014	Improve	17	Parks & Forestry	City Wide Facilities	Riverwood Chappell House Exterior & Rear Terrace Design	Provides facility improvements and lifecycle repairs as identified in the Riverwood Park Master Plan	Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term implementation of the Riverwood Master Plan, ageing infrastructure liabilities, necessary lifecycle renovations of this park asset would not be built thereby not meeting the Council endorsed Master Plan objectives.	119,700	11,970	No	5.42%		89,156,134
2014	Improve	18	Parks & Forestry	Urban Forestry	Woodland Restoration	Allows for the addition of native trees and shrubs to replace/augment existing tree canopy in woodlands	No ability to maintain or increase City's woodland assets.	50,000	50,000	No	5.42%		89,156,134
2014	Improve	19	Parks & Forestry	City Wide Facilities	Riverwood Park Front Entrance Design & Construction	Provides facility improvements and lifecycle repairs as identified in the Riverwood Park Master Plan	Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term implementation of the Riverwood Master Plan, ageing infrastructure liabilities, necessary lifecycle renovations of this park asset would not be built thereby not meeting the Council endorsed Master Plan objectives.	192,900	19,290	No	5.42%		89,156,134
2014	Improve	20	Parks & Forestry	Urban Forestry	Conversion of Park Areas to Natural Areas	Increasing the ecological value of natural areas is Action 6 of Green Pillar in the Strategic Plan. Improving the City's natural areas also promotes biodiversity and increases the City's urban tree canopy.	Unable to deliver actions of Strategic Plan.	31,000	31,000	No	5.42%		89,156,134
2014	Improve	21	Parks & Forestry	Urban Forestry	Enhancements (plant materials) to medians & boulevards	Provides program for Streetscape improvements to key City main streets	Biannual funded program to improve implement proven boulevard standards and treatments in established neighborhoods and in the long term areas would continue to deteriorate and be taken out of service.	131,600	131,600	No	5.42%		89,156,134
2014	Improve	22	Parks & Forestry	Park Redevelopment	Meadowvale Conservation Area Landscape Improvements	Provides renovation to existing Ward 11 Conservation park managed by City	Ageing infrastructure and needed upgrades to improve access and cleanup parking areas and in the long-term renovations, lifecycle renewals and parkland improvements would not be implemented	162,900	162,900	No	5.42%		89,156,134

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2014	Improve	23	Parks & Forestry	Park Redevelopment	Courtneypark Athletic Fields Cricket Batting Cage	Provides new park facility with a proposal for Community partner to co-fund project 50%	New 2 wicket batting cage park facility with community funding would not be implemented	70,500	70,500	No	5.42%		89,156,134
2014	Improve	24	Parks & Forestry	Parkland Development	F_408 Development Design & Construction	Provides new community parkland in Ward 8	Construction of (F-408), formerly the Pheasant Run Public School, in conjunction with the Hospice development. Project will develop 3 acres of the site into passive parkland with basic development and associated pathways. Timing of development works are inline with the Hospice proposal and acquisition of site. Mandated 10% tax copayment to access 90% DC funding will be lost and in the long term if not approved, site would remain as is with no clean up or improvements to City standards.	27,200	2,700	No	5.42%		89,156,134
2014	Improve	25	Parks & Forestry	Park Redevelopment	Glen Erin Drive Underpass to Meadowvale Town Centre Circle - pathway lighting installation	Requested lighting due to unsafe lighting levels at underpass	Councillor requested lighting improvements for public safety would not be implemented	70,500	70,500	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	3	Recreation	City Wide Recreation	Various Golf Course Maintenance	Annual capital maintenance of bunkers/tee areas/greens/pathways ensures course continues to meet customer expectations	Deteriorating conditions will potentially result in reduced rounds and overall revenue.	60,000	60,000	No	5.42%		89,156,134
2014	Improve	5	Recreation	City Wide Recreation	River Grove CC renovation - Design	Many building components beyond their useful lifespan and facility renovation significantly improves service levels	Rivergrove has a score of .11 on the FCI. The project will provide lifecycle replacement and maintenance of the heating and cooling system. Total SOGR\Lifecycle cost is budgeted at \$3.2 million.  The upgraded and reconfigured space will address the lack of change room space, expand fitness area and provide accessibility improvements. Improvements are funded through \$7.3 million of CIL	7,720,000	0	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - Community Services - 2014	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	50,000	50,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - Corporate Services - 2014	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	25,000	25,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	5	Information Technology	Peripherals	Specialized Peripheral Equipment - T&W - 2014	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	If funding is not available, business service levels will be impacted.	25,000	25,000	No	5.42%		89,156,134

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2014	State of Good Repair/Lifecycle	6	Information Technology	Specialized IT Equipment	Corporate AudioVisual Equipment Purchase & Replacement-2014	Specialized equipment such as bar code readers, receipt printers,etc are required to support business operations and service levels.	Replacing old equipment is required to keep up with technology and reduce the need for major repairs.	87,000	87,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	7	Information Technology	Applications-Replacements/Enhancements	Amanda Upgrade-2014	Upgrade the software to a supportable version to maintain support from the vendor	A reliable Business and Mobile Licensing system is required to provide high level public services.	10,000	10,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	8	Information Technology	Applications-Replacements/Enhancements	Class Upgrade/Replacement-2014	Upgrade Class For PCI Compliance and stay current to maintain vendor support	If the upgrade or replacement, the Class System will be operating in an unsupported environment and will adversely affect public service.	25,000	25,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	9	Information Technology	Applications-Replacements/Enhancements	Golf Upgrade/Replacement-2014	Upgrade Golf system to stay current and maintain vendor support	If the upgrade or replacement, the Golf System will be operating in an unsupported environment and will adversely affect public service.	10,000	10,000	No	5.42%		89,156,134
2014	State of Good Repair/Lifecycle	10	Information Technology	Service Management	Tools & Utilities-2014	To acquire tools/utilities to automate or assist certain routine process day-to-day operations.	Without the proper tools, staff will spend more time and efforts and project time lines may be impacted.	50,000	50,000	No	5.42%		89,156,134
2014	Improve	1	Information Technology	Applications-New	Mobile Applications - sn 450 2014	This initiative will see the development of a mobile applications and a mobile version of the eCity portal. While the portal today is accessible on many hand-held devices, the presentation is scaled to the size of the screen and usability is compromised.  This initiative is tied to the approved City's Communication Plan.	Funding is required for the Manager of Mobile Applications and Workforce Mobility and Project Leader (contract position)	275,000	275,000	No	5.42%		89,156,134
2014	Improve	2	Information Technology	Applications-New	Innovation Fund-2014	New initiative driven by the strategic IT Plan 2.0 to be more responsive to clients. Examples of innovative projects include Inspiration Lakeview Public engagement and short term mobile applications related to major City events such as the PAM AM games and Canada Day.  Innovative ideas will be approved by the appropriate committees in the IT Plan 2.0.	Vendor Consulting resources will be required where IT may not have the expertise or when IT is working on competing priorities to meet business objectives. Without this funding, delivery of the initiatives in the IT Plan 2.0 will be delayed and in some cases will not get delivered.	500,000	500,000	No	5.42%		89,156,134
2014	Improve	3	Information Technology	Applications-Replacements/Enhancements	Library ILS upgrades-2014	Efficiencies in software and processes in Library operations	Risk - medium. During the Library implementation, risk assessment will be performed for each software enhancement. The risks are not high as the project is for additional functionality and not critical functionality.	30,000	30,000	No	5.42%		89,156,134
2014	Improve	4	Information Technology	Applications-New	Virtual Desktop Infrastructure POC-2014	A Virtual Desktop Infrastructure (VDI) proof of concept exercise will provide insights and understanding to support IT Plan 2.0 Mobility BYOD initiative.	Will have a negative impact in implementing the Mobility 2.0 initiative	120,000	120,000	No	5.42%		89,156,134
2014	Improve	5	Information Technology	Service Management	IT Service Management Program 2014	IT Service Management has been identified as an opportunity in the IT E3 Review.	If funding is not available, recommendations from the IT e3 review IT Service Management may be stalled.	100,000	100,000	No	5.42%		89,156,134

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2014	Improve	1	Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction of New Fire Station 120	Approved in 2012 budget - cash flow	The fire master plan identified that response times in this area of the city to be deficient and would continue to erode given the impending development. The Fire Master Plan also defied this as a priority given that it is primarily a residential area and considered higher risk than other areas of the city.	750,000	750,000	No	5.42%		89,156,134
2014	Improve	1	Fire & Emergency Services	Vehicles & Equipment	New Fire Truck - Fire Station 120	Approved in 2012 budget - cash flow	The fire master plan identified that response times in this area of the city to be deficient and would continue to erode given the impending development. The Fire Master Plan also defied this as a priority given that it is primarily a residential area and considered higher risk than other areas of the city.	500,000	500,000	No	5.42%		89,156,134
2014	Improve	1	Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction Station Renovation 101	Approved in 2012 budget - cash flow	Fire Station will continue to be inaccessible to portions of population, will continue to deteriorate requiring additional resources and funds to maintain structure.	450,000	450,000	No	5.42%		89,156,134
2014	Improve	1	Fire & Emergency Services	Vehicles & Equipment	Traffic Signal Pre-emption Equipment	Pre-emption devices improve MFES response times. Reduction of traffic accidents while responding to incidents. Better response times will continue to allow MFES to service Mississauga residents efficiently and effectively.	Existing pre-emption system will become unreliable. Will be more costly to maintain. New intersections will not be brought into the system. Will result in longer response times and additional resources may be required to mitigate increasing travel times.	20,000	20,000	No	5.42%		89,156,134
2014	Improve	2	Fire & Emergency Services	Stations & Auxiliary Buildings	Design and Construction of New Fire Station 123	Maintain critical components and current service levels	Service levels are already below targets identified in the Fire Master Plan, this is required to just maintain existing service levels and halt eroding response times. The fire master plan identified that response times in this area of the city to be deficient and would continue to erode given the impending development. The Fire Master Plan also defied this as a priority given that it is primarily a residential area and considered higher risk than other areas of the city.	540,000	540,000	No	5.42%		89,156,134
2014	Improve	3	Fire & Emergency Services	Stations & Auxiliary Buildings	Land Acquisition - New Fire Station Downtown 21	Land is very difficult to locate in this area therefore it is critical that it be identified as soon as possible.	There will be no available land in the appropriate response area and therefore the possibility of locating a fire station that can meet the needs of the community will be greatly reduced. Service levels are already below targets identified in the Fire Master Plan, this is required to just maintain existing service levels and halt eroding response times.	2,000,000	2,000,000	No	5.42%		89,156,134
2014	Improve	1	Library	Materials & Equipment	Future Directions Service Needs - Library Collection	Growth-related collection increase to maintain per capita service level	Collection size will not meet per capita provision standard.	430,000	43,000	No	5.42%		89,156,134
2014	Improve	2	Library	Buildings	Renovations to various locations	Internal reconfiguration to meet service demands	Not performing ongoing renovations will result in costlier replacements in the future. Non-funding may impact library usage.	48,400	48,400	No	5.42%		89,156,134
2014	Improve	3	Library	Buildings	Library Master Plan - Public Consultation	Master Plan 5-Year Review	No significant impact	22,000	22,000	No	5.42%		89,156,134

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2014	Improve	1	Culture	Materials & Equipment	Public Art Program	Public art is a new initiative from 2011 and is a strategic program to implement the Culture Master Plan.	Short term: Cool Indicator in Action Plan tracking # of public art projects not met; Difficult to get developer investment in public art if we don't lead on it.  Long term: CMP item #40 not realized, artful public realm not created.	131,000	131,000	No	5.42%		89,156,134
2014	Improve	2	Culture	Buildings	Life-Cycle Renovation of Meadowvale Theatre	It is important to build new audiences and attract presenters to remain competitive in a GTA theatre market that is growing . Partial funding for this project will be secured through grants.	Gross budget for this project is 8 million. The City aims to achieve grants of 2.6 million.  Short term: Facility will not be able to compete with newer GTA theatres and inability to develop new markets.  Long term: decline in profile results in declining revenue.	3,160,000	3,160,000	No	5.42%		89,156,134
2014	Improve	3	Culture	Buildings	Artifact Preservation and Storage Facility	Mississauga will risk losing important artefacts if we do not have a proper storage facility. Partial funding for this project will be secured through grants.	Short Term: Inability to proactively collect artefacts and preserve Mississauga's history due to shortage of space.  Long Term: Delayed growth of collections, therefore delayed ability to have a museum.	200,000	200,000	No	5.42%		89,156,134
2014	Improve	4	Culture	Buildings	Upgrades to Heritage Facilities	Appropriate replacement of materials in City owned Heritage designated buildings will maintain integrity of heritage features.	Short term: The City will not be in compliance with Ontario Heritage Act.  Long term: Attributes that trigger heritage designation no longer exist.	30,000	30,000	No	5.42%		89,156,134
2014	Improve	1	Business Services	Communications	Communications Master Plan - 4 year Implementation Plan	The City's existing 311 Knowledgebase Application (KBCity) contains about 1200 articles, is more than 5 years old, and is currently used by internal 311 Call Centre Staff, and participating 311 departments, to answer citizen frequently asked questions. The information in KBCity is not readily consumable by citizens in its current format. The business need to expose the Knowledgebase data as an open data initiative on eCity and therefore accessible by citizens, challenges the current architecture and content of KBCity, as well as IT's ability to support it. Funding is required to enhance or replace the current KB system.	Failure to extend the knowledgebase articles to eCity does not align with Mississauga citizen expectation for access to City information, anywhere, any time, on any device and puts the City's reputation at high risk.	100,000	100,000	No	5.42%		89,156,134

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2014	Improve	1	LDS	Building	Field Automation Building Inspection Services, <b>Phase 2</b> Field Computing Equipment For Inspectors in 2014	<p>One of the largest challenges we face as a service based organization is the high percentage of labour costs in relation to our operating expenses. With pressures to keep tax rate impacts low, increasing cost of labour, reduction in development revenues, and challenges in achieving cost recovery through user fees, making our work force more effective and efficient is the key to a sustainable business plan.</p> <p>To improve the efficiency of Inspection Staff and provide for additional field time, the ability to have Inspection staff equipped with the appropriate equipment and be provided with easy to use field based computer applications will ultimately lead to the most efficient delivery of our service. We have a high percentage of labour costs in relation to our operating expenses and this initiative will make our work force more effective and efficient.</p>	With the approval of the new fee structure for Building Permits and the anticipated annual reserve contribution to the Building Permit Reserve starting in 2014, the need to fund this project from Capital Tax Reserve may eventually be reduced or eliminated depending on Building Permit revenue levels achieved.	820,000	820,000	No	5.42%		89,156,134
2014	Improve	2	LDS	Policy	Modernization of Planning databases & Information Management software	<p>While Information Planning has great quality inventories, we are not maximizing the use of this data internally or externally. The vision of the recently reorganized Information Planning section is to, "Deliver the most innovative and professional information products that are valued by our ever increasing client base." The intent of this initiative is to expand the use of our information products across the organization and to the public by utilizing a self serve (or enterprise) model over a five year period and to make it easy for our clients to access and use this information.</p> <p>The new mandate of the section is to make our information more widely available to staff within the Planning and Building Department, other departments, and the public using a self serve model.</p>	The greater the gap in falling behind in technology will result in greater costs to modernize in the future.	47,000	47,000	No	5.42%		89,156,134

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2014	Improve	1	Strategic Policy	Strategic Community Initiatives	Inspiration Lakeview	Improve and develop a City asset as per the Strategic Plan and Inspiration Lakeview: A VISION	<p>1. Council passed Resolution No. 0117-2011 on April 27, 2011 recommending the Master Plan for the Inspiration Lakeview Study Area be completed.</p> <p>2. A deadline in the MOU with OPG and the Province of June 2014 for OPG to recommend a model for future ownership requires this work be completed by January 2013 in advance of the June 2014 deadline.</p> <p>3. Staff resources and an allowance for further studies are contained in this request. Without funding for staff resources this project, and the related Inspiration Lakeview projects will stop.</p>	650,000	650,000	No	5.42%		89,156,134